

# The state of hybrid work at Ericsson: Survey results



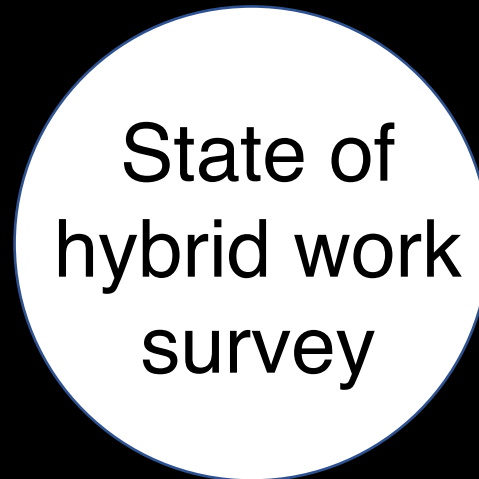
Panagiota Chatzipetrou, Darja Šmite, and Lars-Ola Damm

WorkFlex | Stockholm | 2024-11-20

# Remote work regulation at Ericsson

Office:Home – 50:50%

Instruction Remote Work in Sweden



Office:Home – 60:40%

Global Hybrid Work Guideline. Office-First Policy on Hybrid Working at Ericsson

Fall 2021

Spring-Summer 2024

Fall 2024

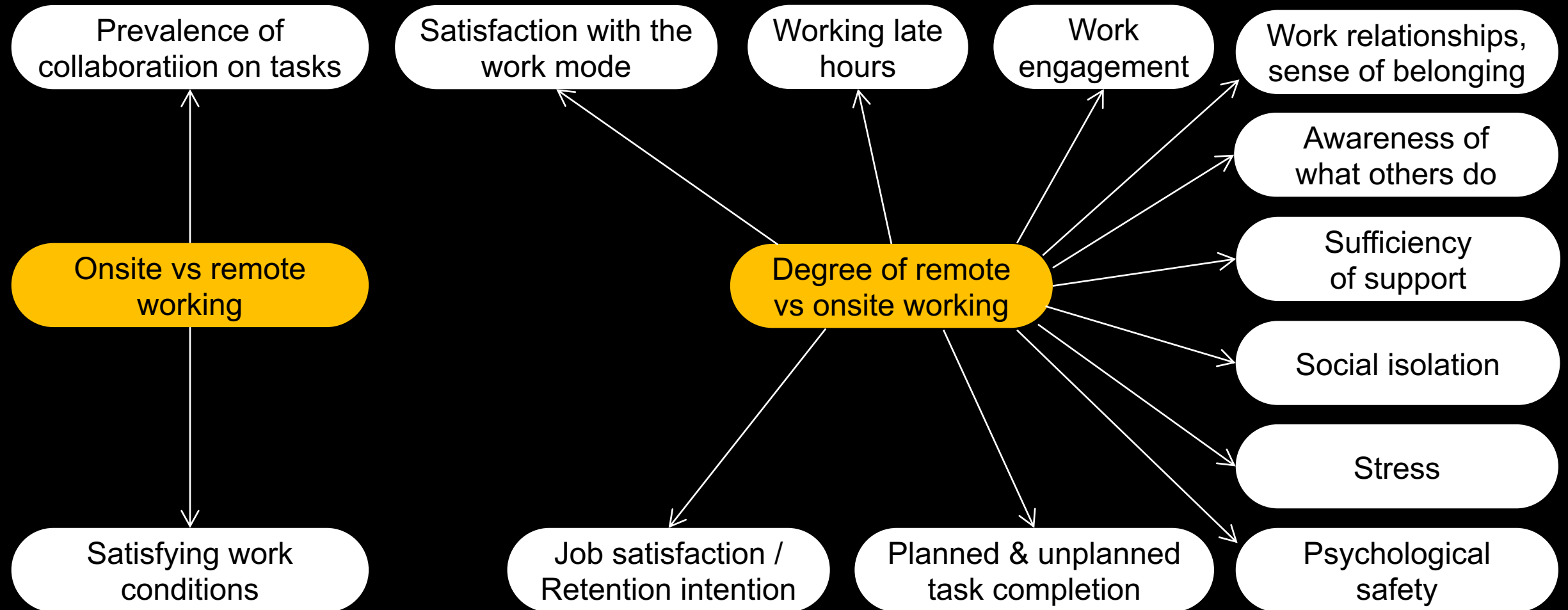
**Managers tell us  
to be more in the  
office.**

**Is this a reasonable  
demand?**

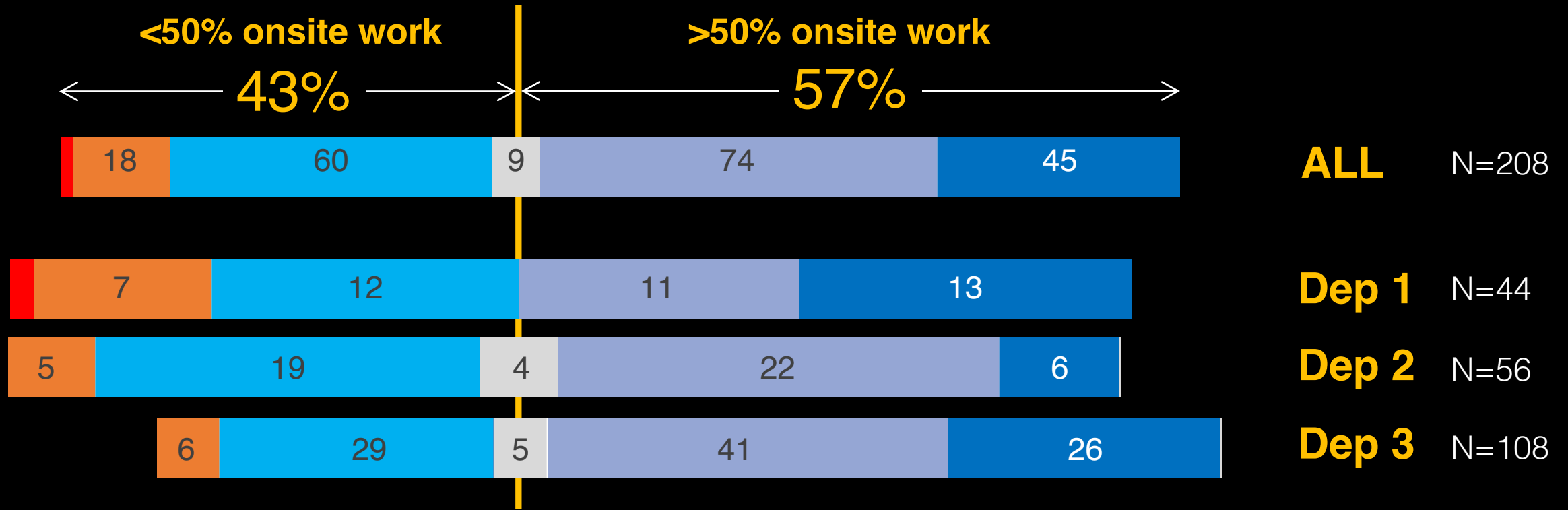


# Our survey instrument

Overview of the variables that have been tested in the survey



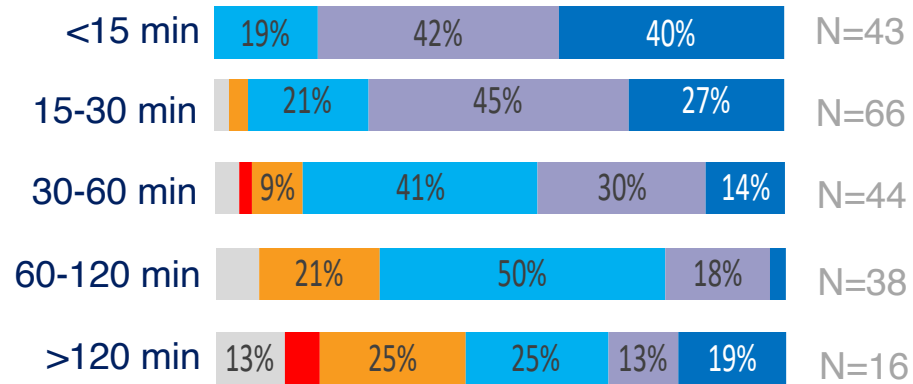
# Overview of office presence patterns



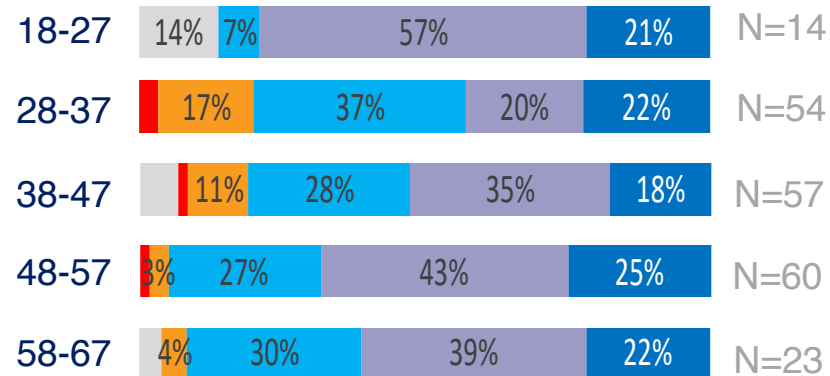
0 days <1 day 1-2 days Flex 2-3 days 4-5 days The bars visualize proportions, but the data labels show numbers of respondents

# Who works remotely and who works onsite?

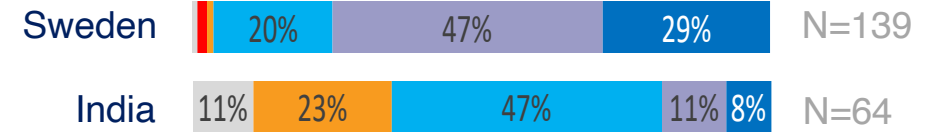
## By commute time



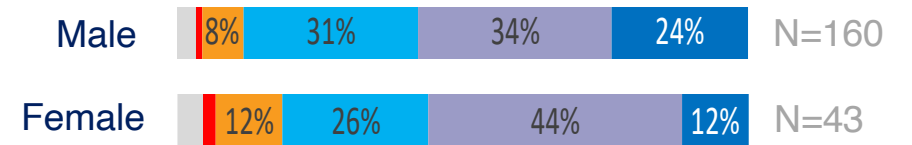
## By age



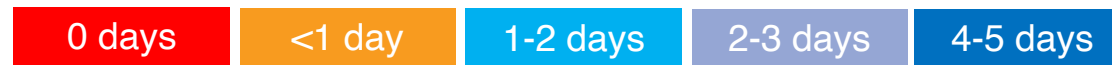
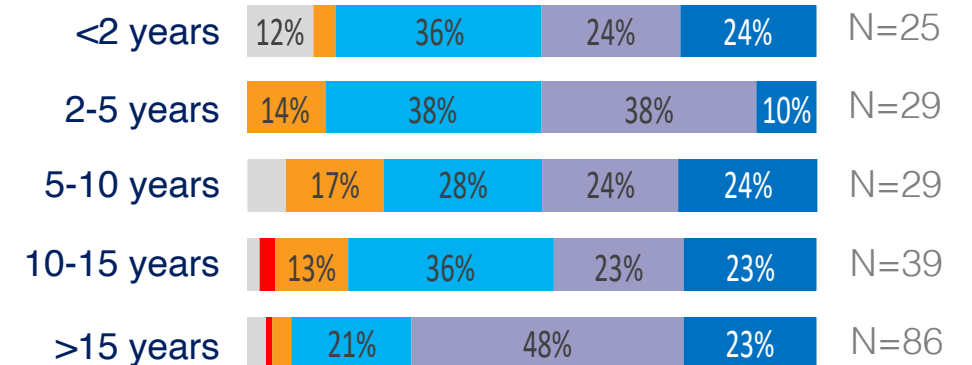
## By country



## By gender



## By tenure



# Does office presence matter?

# Reported WFH benefits

Avoidance of interruptions, better focus

Avoidance of long commute

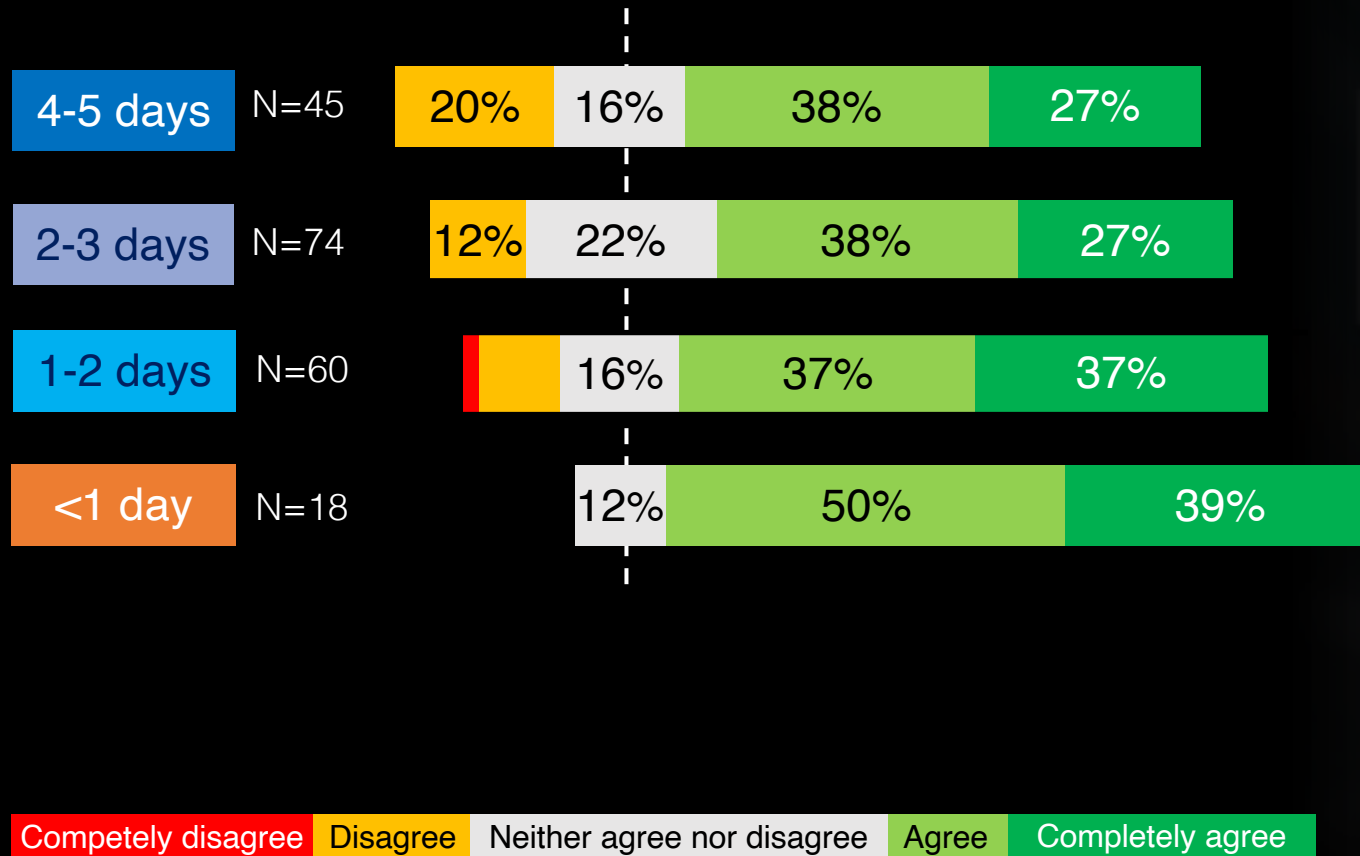
Flexibility, Work/life balance: integration





# Individual performance

Ability to complete all planned tasks on time



**but...**

# Profiles of people with different arrangements

## <1 day working onsite

N=18 (9%)

- Live far (1-2 hours)
- Have little collaboration
- Do not have others who depend on them
- Do not consider team co-presence as important
- Prefer working from home
- Work onsite out of duty

## 1-2 days working onsite

N=60 (29%)

- Have little collaboration
- Do not have others who depend on them
- Do not consider team co-presence as important
- Prefer working from home
- Work onsite out of duty

## 2-3 days working onsite

N=74 (36%)

- Live close (15-30')
- Have collaborative work
- Have others who depend on them
- Prefer hybrid working
- Office as a suitable place of work

## 4-5 days working onsite

N=45 (23%)

- Live very close (15')
- Have collaborative work
- Have others who depend on them
- Want to work in co-located teams with high co-presence
- Office as the preferred place of work

# Profiles of people with different arrangements

<1 day  
working onsite

N=18 (9%)

1-2 days  
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2-3 days  
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- Live far (1-2 hours)

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- Do not consider team co-presence as important

- Prefer working from home

- Work onsite out of duty

- Have little collaboration

- Do not have others who depend on them

- Do not consider team co-presence as important

- Prefer working from home

- Work onsite out of duty

- Live close (15-30')

- Have collaborative work

- Have others who depend on them

- Prefer hybrid working

- Office as a suitable place of work

- Live very close (15')

- Have collaborative work

- Have others who depend on them

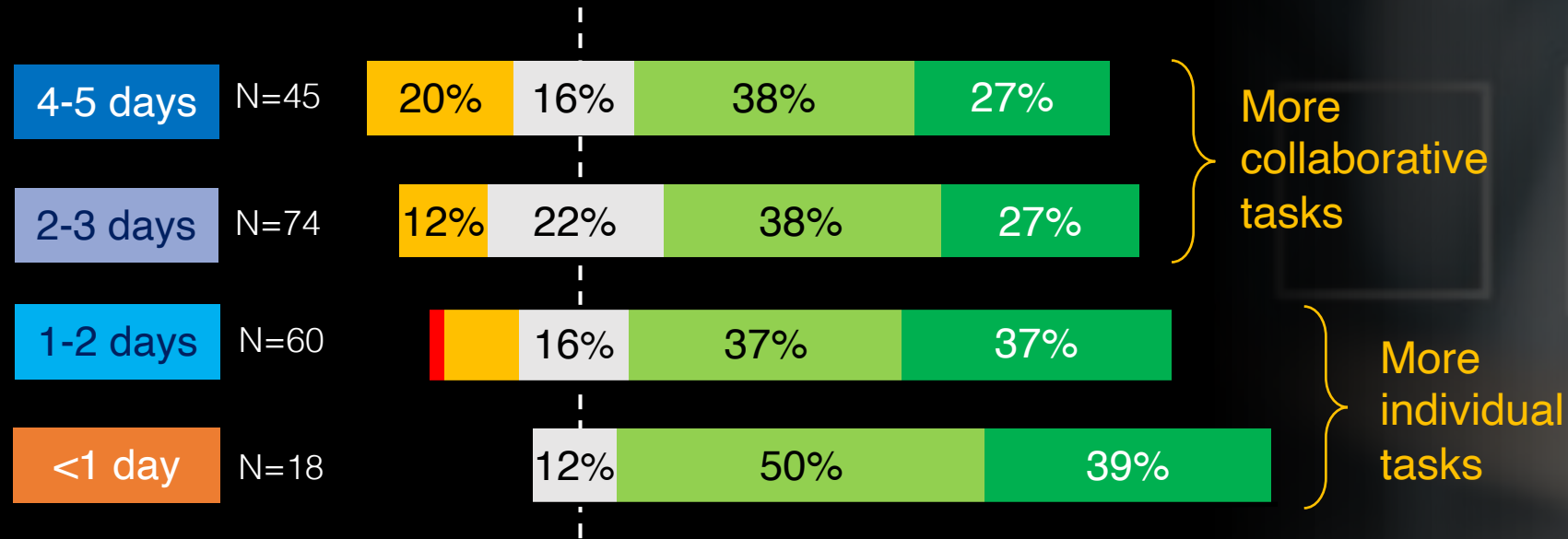
- Want to work in co-located teams with high co-presence

- Office as the preferred place of work

**Remote work drives superior  
productivity, but mostly for  
individual tasks**

# Individual performance

Ability to complete all planned tasks on time



Completely disagree Disagree Neither agree nor disagree Agree Completely agree

**but...**

**but...**

**Productivity = Output / Time**

**What do we know  
about **work time**?**



# Remote work leads to long work hours

## Work more than 8 hours on WFH days

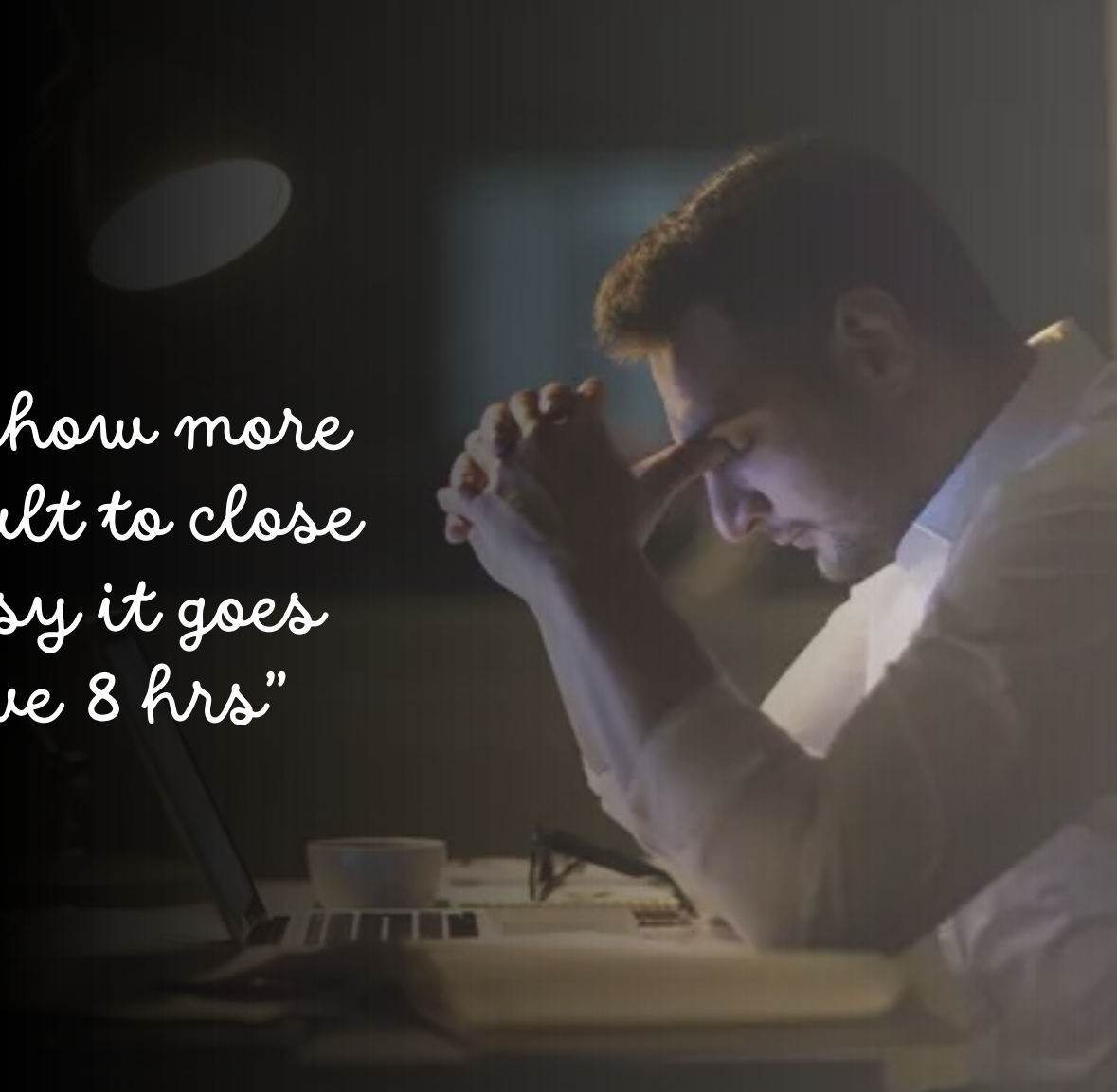
**Ericsson**

52%

**Storebrand**

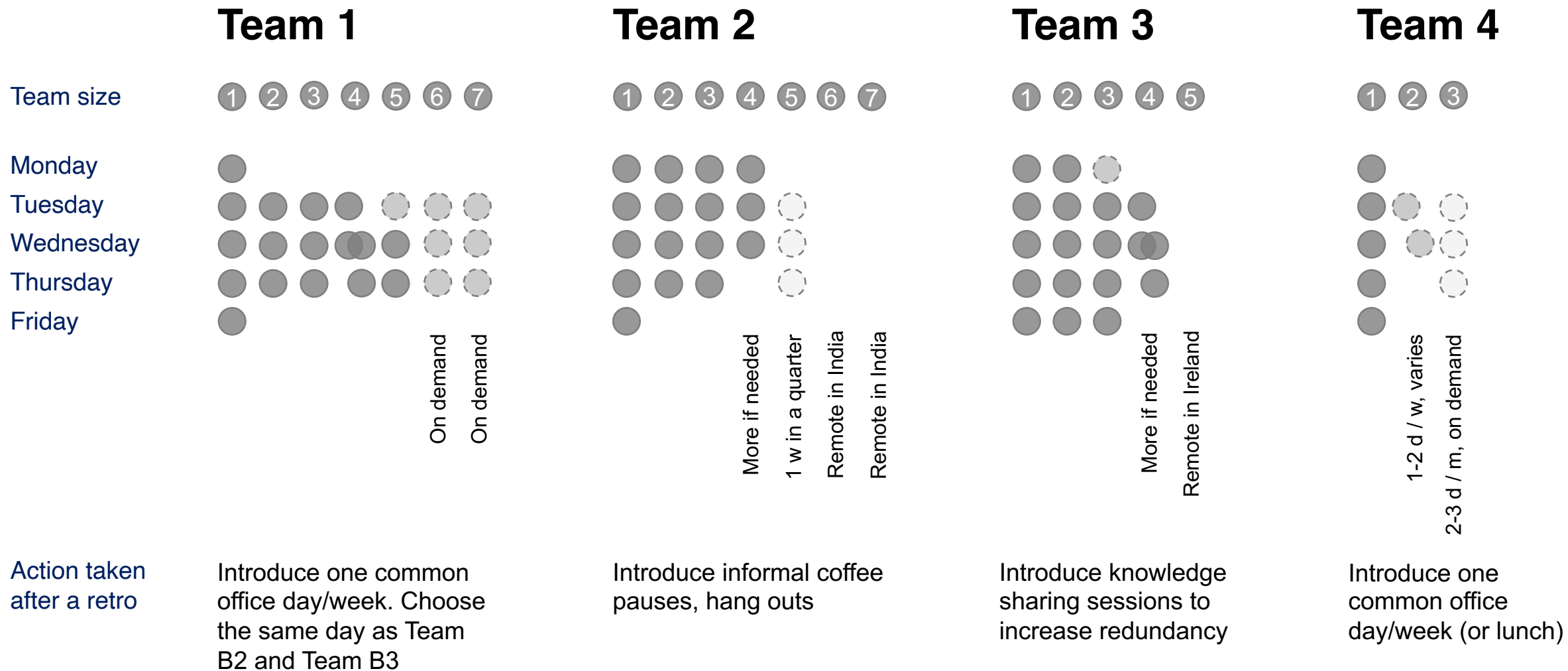
50%

*"Somehow more difficult to close so easy it goes above 8 hrs"*



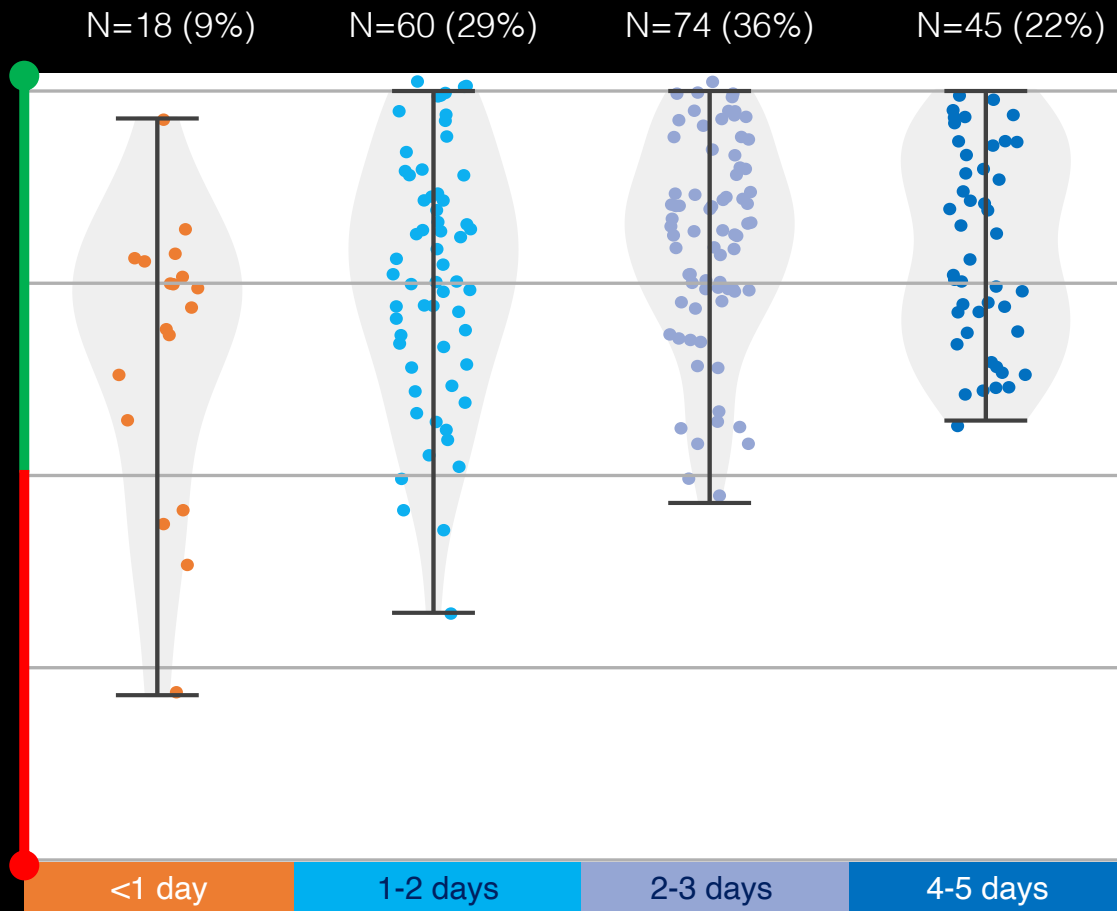
**Individual presence also  
affects the way groups interact**

# Team co-presence



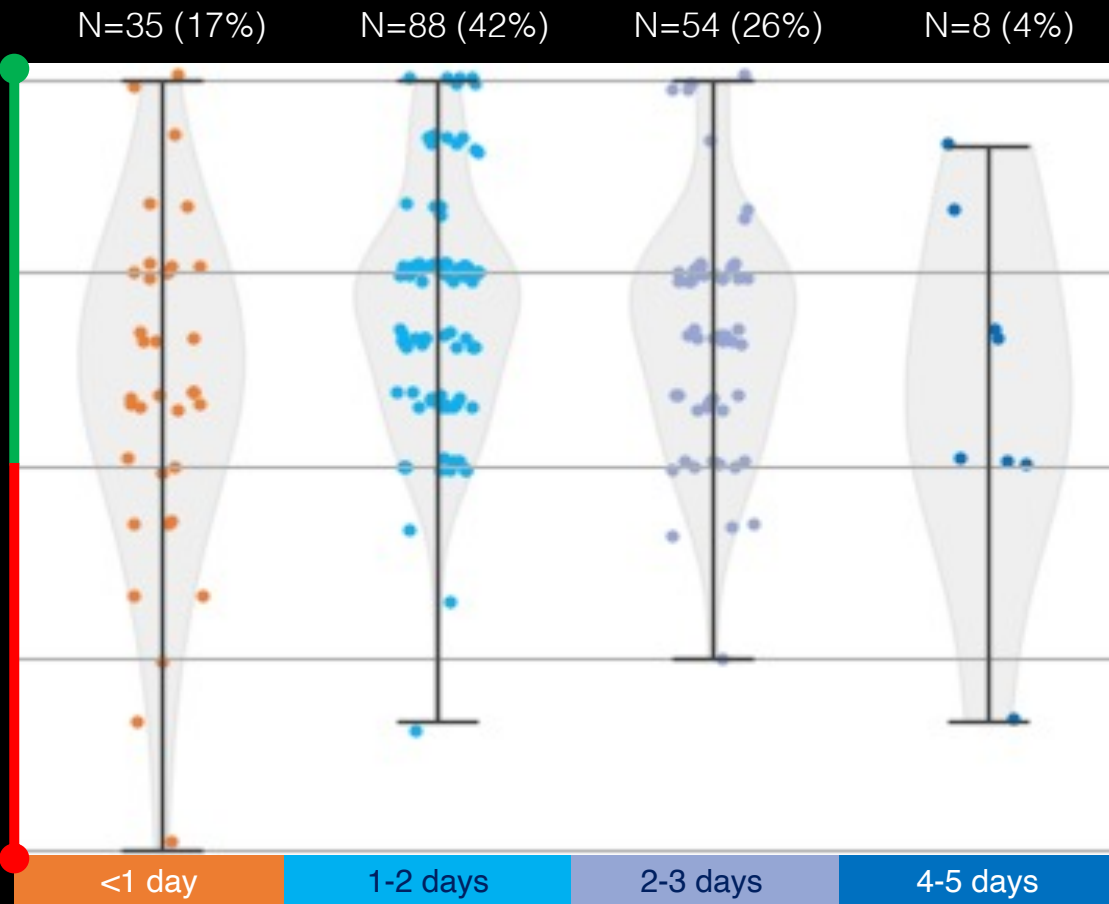
# Remote work decreases psychological safety

Safety to make a mistake, Ability to bring up problems and tough issues, Acceptance of differences, Safety to take a risk, Ability to ask for help, No deliberate action to undermines one's effort, Acknowledgement and utilisation of everybody's unique skills and talents



# Awareness of what others are doing

Being aware of the work of team members from the same local site, team members from other sites are doing, members of other teams in the same local site are doing



**The work life will remain  
increasingly hybrid**

**Remote work is  
more positive for individuals  
and more negative for teams**



me

“We go”  
before  
Ego



the group



# Reflections from Ericsson

## ➤ Value of doing the research survey

- Mixing the 'state of research' with a survey where the teams injected their "state of practice" triggered great discussions
- The retrospective sessions forced the teams to discuss how to work 'hybrid' for the sake of the whole team, not only themselves



## ➤ Focus going forward: implementation of the "office-first" policy

- Major challenge in setting the "rules of the game"
  - Balance enforced office presence with making the office attractive to go to

*"Our office spaces are not just workstations; they are where our culture, values and innovation take shape. It's where we learn from each other, innovate, solve complex problems and strengthen relationships with colleagues. When you think about working for Ericsson, I want you to have an "office first" mindset and think of the office as where your best work happens in collaboration with your colleagues." Börje Ekholm, CEO*



# Thank you for your attention



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