



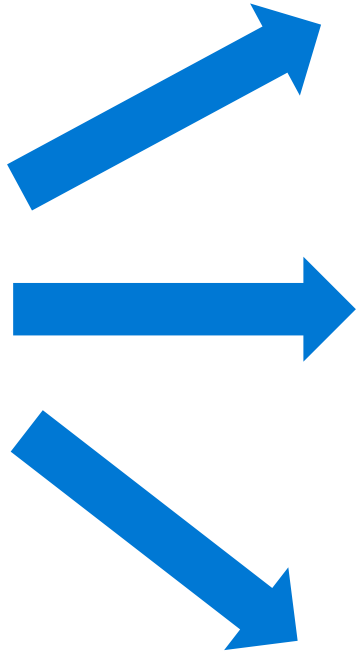
Welcome



# What have we learned about hybrid work? How does Microsoft Belgium do it?

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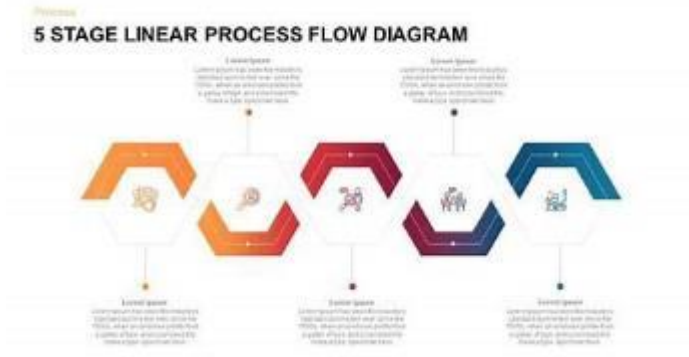
# Modern Workplace is about connecting people



... to  
People



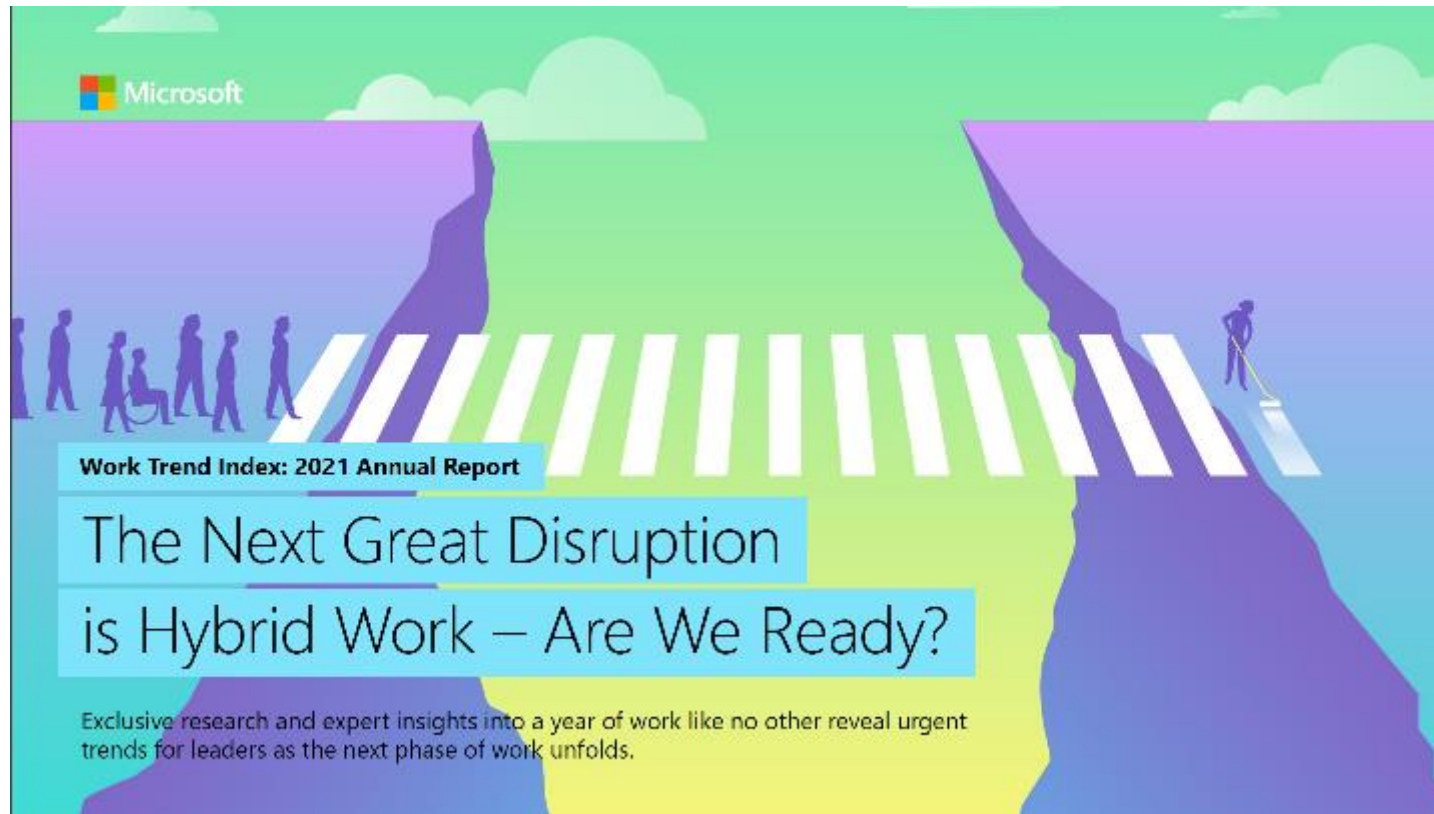
... to the  
Organisation



... to  
Data and Processes

# The future of Modern Work?





The 2021 & 2022 Work Trend Index outlines findings from a study of over 30,000 people in 31 countries and an analysis of trillions of productivity and labor signals across Microsoft 365 and LinkedIn –plus insights from experts on collaboration, social capital, and space design at work.

<https://www.microsoft.com/en-us/worklab/work-trend-index/hybrid-work>



# 1 Flexible work is here to stay

## Employees want the best of both worlds

- Over 70 percent of workers want flexible remote work options to continue.
- Over 65 percent are craving more in-person time with their teams.
- Sixty-six percent of business decision makers are considering redesigning physical spaces to better accommodate hybrid work environments.

“Over the past year, no area has undergone more rapid transformation than the way we work. Employee expectations are changing, and we will need to define productivity much more broadly inclusive of collaboration, learning, and wellbeing to drive career advancement for every worker, including frontline and knowledge workers, as well as for new graduates and those who are in the workforce today. All this needs to be done with flexibility in when, where, and how people work.”

–Satya Nadella, CEO, Microsoft

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# 66%

of leaders say their company is planning a space redesign for hybrid work.

## 2 Leaders are out of touch with employees and need a wake-up call

### Leaders are faring better than their employees.

- Sixty-one percent of leaders say they are “thriving” right now — 23 percentage points higher than those without decision-making authority.
- Leaders are more likely to report stronger relationships with colleagues and leadership and taking all or more of their allotted vacation days.

“Those impromptu encounters at the office help keep leaders honest. With remote work, there are fewer chances to ask employees, “Hey, how are you?” and then pick up on important cues as they respond. But the data is clear: our people are struggling. And we need to find new ways to help them.”

—Jared Spataro, CVP at Microsoft 365

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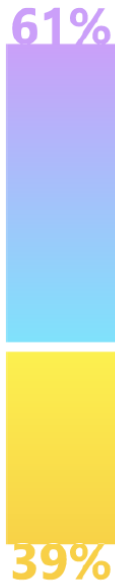
**37%** Say their employer is asking too much of them at a time like this

2

## Business leaders are faring better than their employees

Most leaders in our study were male information workers with an established career – the near opposite of those struggling most.

Business  
Leaders



Thriving

Surviving/Struggling



3

## High productivity is masking an exhausted workforce

**Self-assessed productivity has remained the same or higher for many employees this past year, but at a human cost.**

- One in five global survey respondents say their employer doesn't care about their work-life balance.
- Fifty-four percent feel overworked.
- Thirty-nine percent feel exhausted.

### Collaboration trends in Microsoft 365 between February 2020 and February 2021:

- Time spent in Microsoft Teams meetings has more than doubled (2.5X) globally.
- The average meeting is 10 minutes longer, increasing from 35 to 45 minutes.
- The average Teams user is sending **45 percent** more chats per week and **42 percent** more chats per person after hours, with chats per week still on the rise.
- The number of emails delivered to commercial and education customers in February, when compared to the same month last year, is up by **40.6 billion**.
- There has been a **66 percent** increase in the number of people working on documents.

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**50%**

of people respond to Teams chats within five minutes or less, a response time that has not changed year-over-year, despite the chat overload.



## Shrinking networks are endangering innovation

### The move to remote work made teams more siloed.

- Anonymized collaboration trends between billions of Outlook emails and Microsoft Teams meetings reveal a clear trend.
- As we shifted into lockdown, bonds with our immediate teams strengthened and we let our broader networks fall to the wayside.
- We saw a similar trend in Microsoft Teams chats; conversations moved from team channels to more siloed 1:1 or small-group chats.

“When you lose connections, you stop innovating. It’s harder for new ideas to get in and groupthink becomes a serious possibility.”

–Dr. Nancy Baym, Senior Principal  
Researcher at Microsoft

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# 87%

Increase in people sending small group or 1:1 chats compared to a 5% decrease in people sending Teams channel chats where the whole team is included.

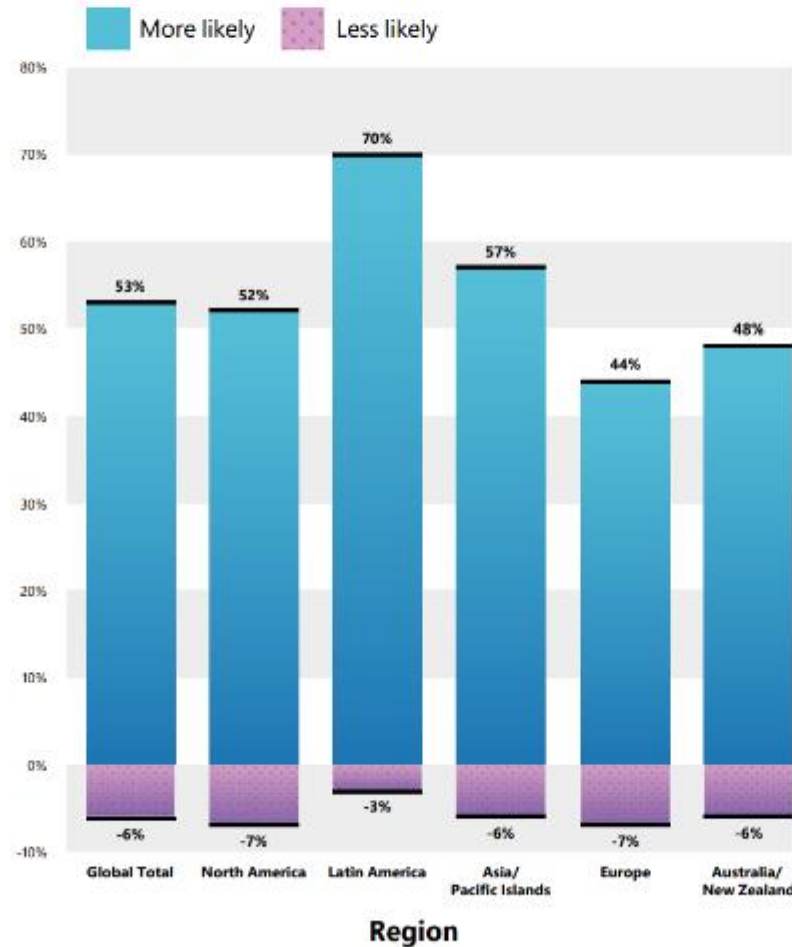


## Priorities have shifted

People are now more likely to prioritize their health and wellbeing over work than before the pandemic.

Survey respondents were asked, "Compared to before the COVID-19 pandemic, how likely are you to prioritize your health and wellbeing over work?"

Illustration by Valerio Pellegrini



## For Gen Z, there's no going back

For younger employees, flexibility, mobility, and entrepreneurial freedom are non-negotiable.

- 58% of Gen Z are considering changing jobs in the year ahead versus 43% overall.
- 58% are considering a shift to hybrid work in the year ahead versus 53% overall.
- 56% are considering a shift to remote work in the year ahead versus 49% overall.
- 70% are considering earning additional income outside their current employer via a side project or business in the year ahead versus 59% overall.
- [LinkedIn data](#) says Gen Z is the most mobile generation on the platform: since the pandemic began, their migration rate is up 23% in the U.S.
- 52% of Gen Z hybrid employees say they're moving to a new location because they're able to work remotely versus 38% overall.
- Gen Z's likelihood to engage with a company posting on LinkedIn if it mentions "flexibility" is far higher (77%) than Millennials (30%) and others on the platform.

2

74%

of managers say they don't have the influence or resources to make change for employees.

54%

of managers say leadership is out of touch with employees.

Managers feel wedged between leadership and employee expectations.

3

Leaders need to  
make the office worth  
the commute.

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38%

of hybrid employees say their  
biggest challenge is knowing  
when and why to come into  
the office.

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28%

of leaders have created team  
agreements for hybrid work to  
define why and when to go to  
the office.



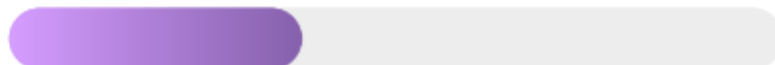
## Hybrid work requires new team norms

Few companies have created new team norms to ensure time together is intentional.

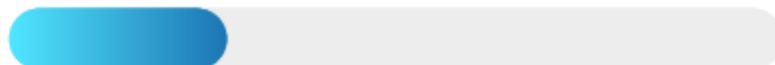
Hybrid employees were asked, "Which of the following have been the biggest challenges for you personally in working a mix of remote and in person?" Remote employees were asked if they were "thriving or struggling" when it comes to feeling included in meetings. Leaders were asked, "What has your company done to ensure remote workers are not disadvantaged/have an equal opportunity to succeed and contribute?"

Illustration by Valerio Pellegrini

38% of hybrid workers say the greatest challenge of hybrid is knowing when/why to come to the office, yet only...



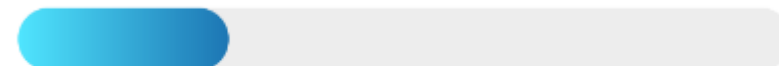
28% of companies have created team agreements that create team norms around hybrid work.



43% of remote workers say they do not feel included in meetings, yet only...



27% of companies have created new hybrid meeting etiquette to ensure all feel included and engaged.



## At Microsoft in BeLux

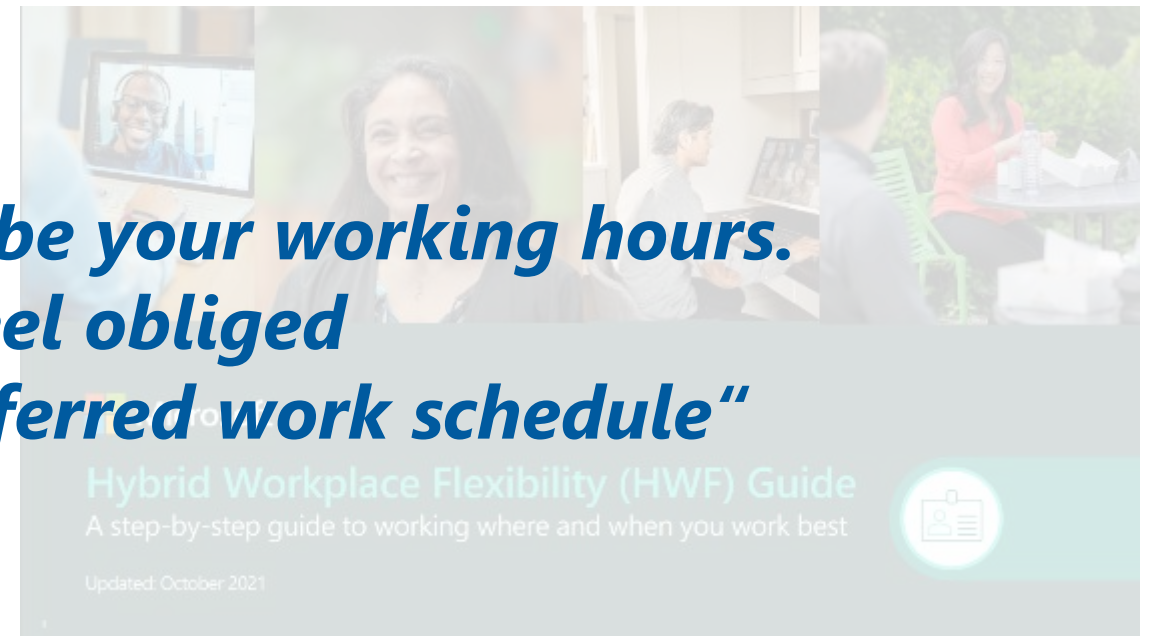


- What was / is your WfH policy?
- Haven't you formalised anything?

Download now...



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## At Microsoft in BeLux



- What was / is your WfH policy?
- Haven't you formalised anything?
- Are you changing your offices?
- How do you measure these things?
- What's your personal setup?
- Integrated telephony in Teams!



Microsoft

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