

# Hybrid Work Guide for Business Decision-Makers



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01

Overview



# Hybrid Work Guide for Business Decision-Makers

The way we work has changed more suddenly over the last two years than perhaps at any other time in history. Already subject to trends driven by the preferences of a new generation in the workforce, and enabled by emerging technologies, world events pushed us into rapid adaptation.

Things are still changing, and it's important to continue evolving as a company. Most of us understand that the future of work is hybrid, and organizations around the world are rushing to understand what that means, and implement policies and procedures to facilitate that future. If you're not thinking strategically about hybrid work right now, you run the risk of falling behind those that are, in terms of both productivity and employee satisfaction. [The U.S. Bureau of Labor Statistics](#) reported that [4.4 million Americans left their jobs in September of 2021](#) alone. The [2022 Work Trend Index](#) study found that 43 percent of employees considered leaving their company last year.

Today's workers are more likely to leave for greener pastures if they do not feel comfortable with the way their company is working.

As tempting as it is to address hybrid work as a simple matter of combining remote work with some form of return to the office, companies that don't think strategically about what hybrid work means to their employees' satisfaction and productivity are going to find themselves struggling to stay on top.

Companies that evolve most effectively into an efficient hybrid work model will benefit from enhanced agility, talent acquisition, and retention. As a company, Microsoft has experienced many of the disruptions you have. Now we've turned our attention to helping companies adapt at speed and scale. We've designed and implemented an end-to-end hybrid work model that can work for you. Microsoft can help you think strategically about an approach to hybrid work that incorporates your people, processes, and places for all the ways you work today—and into the future.



## Companies recognize hybrid is the future

Many organizations are finding hybrid is the right solution for both productivity and employee satisfaction. The [2022 Microsoft Work Trend Index](#) found that 52 percent of Gen Z employees say they're moving to a new location because they're able to work remotely, and 57 percent of remote employees are considering a shift to hybrid work. Hybrid work addresses both trends—and can give employees the flexibility they both want and need to do their best work.

But moving to a true hybrid work style isn't as simple as continuing what you did to keep business moving during the pandemic. Organizations that don't act quickly to adopt a sustainable hybrid work mode risk losing employees and productivity.

Before hybrid, attendees who joined meetings remotely may not have done so on equal footing. Now we need to pause and create an environment that works for the team as a whole—as well as each individual employee, regardless of where they are working.

You may already be using Microsoft Teams to collaborate. But Microsoft offers much more, and now we're trying to help companies redefine how they do business by offering an evolved, end-to-end suite of tools and features aimed at meeting the needs of a hybrid workforce.



52%

Of Gen Z employees say they're moving to a new location because they're able to work remotely



57%

Of remote employees are considering a shift to hybrid work

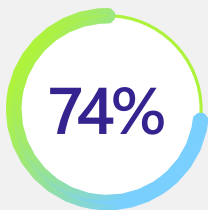
## The challenges of transitioning to hybrid

Companies face many challenges as they move to hybrid work:

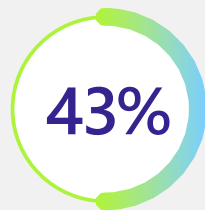
- 74% of managers say they don't have the influence or resources to make change for employees.
- 43% of leaders say relationship-building is the greatest challenge in hybrid and remote work.
- Back at the office, [Frost & Sullivan](#) found that out of the nearly 90 million meeting rooms worldwide, only 7.8 percent are video-enabled.

- [Microsoft research](#) found that remote work caused the organization to become more siloed. During the pandemic, while connections within teams actually grew stronger, Microsoft employees spent 25 percent less time collaborating with groups outside their core teams.

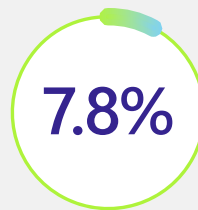
By creating a plan for how your organization will move to a hybrid work model that fits your company culture, you can overcome many of the challenges. No single hybrid work model works for every organization. Instead, we offer a framework to guide you through the creation of your own hybrid work model—and to share what has worked for us at Microsoft.



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



Of leaders say relationship-building is the greatest challenge in hybrid and remote work



In 90 million meeting rooms worldwide, only 7.8% are video-enabled



Microsoft employees spent less time collaborating with groups outside their core teams

Source:

[2022 Microsoft Work Trend Index](#)

["State of the Global Video Conferencing Devices Market, Forecast to 2025,"](#) Frost & Sullivan, 2021.

["The effects of remote work on collaboration among information workers,"](#) Microsoft Research newsletter, 2021.

# Designing your future of work

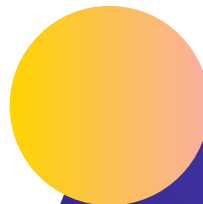
Over the past two years, you and your team faced unprecedented challenges. Since your business is still open today, you probably did an amazing job of making it all work. Out of necessity, many companies adopted a patchwork of point solutions to weather the pandemic. But moving forward, successful companies are going to seek comprehensive solutions focused on providing an inclusive, productive environment and on optimizing the realities of hybrid work. Now is the time to pause and deliberately design the future of work at your organization.

It's time to develop a framework for the hybrid work environment. That framework should account for **people, places, and processes**. We'll examine here how focusing on those three key components can set your company on the path to success in a hybrid work model. This success begins with business leaders like yourself empowering your team and reimagining your organization's operating model in a way that positions your organization for success now and in face of whatever disruptions the future may hold.


Companies positioned for success are viewing the shift to hybrid work as more than a response to changing conditions. They're seeing a strategic business opportunity. Their leaders are developing thoughtful strategies to activate the entire organization in the move from defense to offense in an effort to gain a competitive advantage. One way to do that involves reimagining each department of the enterprise—HR, IT, marketing and sales, manufacturing—through the framework of people, places, and processes.

One of the most critical tools in this framework is a holistic, integrated collaboration platform like Microsoft Teams. A comprehensive platform puts everybody on the same page, connecting all your employees to each other and the resources they need to get their jobs done, so your organization can more quickly and easily succeed at hybrid work and gain that competitive advantage.

In this guide, we're sharing what we at Microsoft are learning across people, places, and processes as our company transitions to hybrid work. Even better, we're sharing the keys to success we've discovered along the way.







**02**

**Best practices  
for hybrid work**



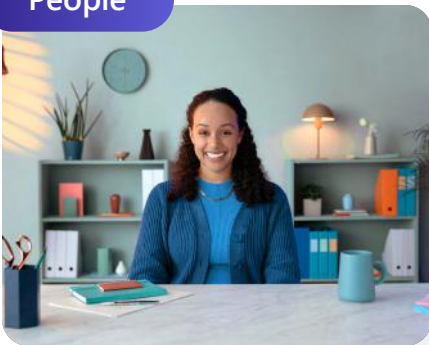
# Best practices for hybrid work

## The core components of a hybrid framework

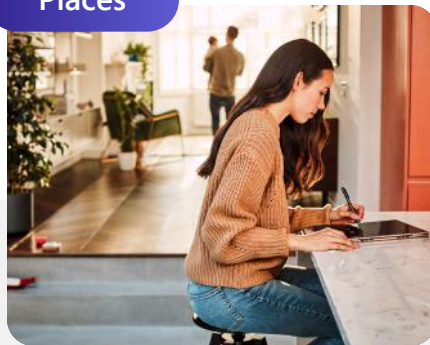
Your organization can see the benefits of hybrid work and overcome the challenges of making this move by focusing on all three core components of hybrid work—people, places, and processes—and designing a model that works for your culture.

Here are best practices we've learned from shifting Microsoft's operations to a hybrid work model and helping businesses just like yours make the move, too.

### People

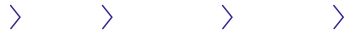


### Places



### Processes





# People

Hybrid work is a major shift for your organization, but also for each member of your team. Creating a successful hybrid work model starts with putting people at the core. You must consider your employees' needs—both personally and professionally—and give managers the authority needed to make the shift. Your employees have been through a lot of change and stress over the past two years. By focusing on them, you can provide the support they need during another transition as they move to hybrid.

While the Microsoft Work Trend Index survey found that 82 percent of employees said they maintained the same or greater productivity while working remotely, employees missed the in-person interaction with their co-workers. In April of 2020, 91 percent of employees reported feeling connected to their team. By November of the same year, that number dipped to 75 percent.<sup>1</sup> Not surprisingly, being in the same physical space as co-workers at least part of the time topped employee's reasons for wanting to work in the office with 70 percent wanting collaboration with co-workers and 61 percent wanting social interaction.

<sup>1</sup>Source: In Hybrid Work, Managers Keep Teams Connected



As you begin designing your hybrid work model, start by assessing your company culture, which, after all, is defined by your people. It's important to provide managers and employees the ability to learn and grow in the flow of work. The way they do, and the way they connect with each other and their work, defines the culture and influences satisfaction and productivity. Because the pandemic reinforced one thing we should have already known: Work is about so much more than just getting things done.

In a global survey, we found that one in five workers feel that their employer does not care about their work-life balance, and more than half (54 percent) feel overworked. Additionally, Gen Z generation—those between the ages of 18 and 25—has been hit hard with the changes. 60 percent of this generation say they are merely surviving or flat-out struggling right now.



Here are three key characteristics that can help create a hybrid work model that addresses the needs of your people:

## 1 Inclusive

Every employee in your company should feel included, and on equal footing, wherever they're working from. Companies should be seeking ways to foster inclusivity. They should seek solutions that make everybody feel like they have a voice in the room. Microsoft has created Microsoft Teams Rooms to provide a high-quality, centralized A/V experience with easy-to-use meeting controls and inclusive meeting experiences to improve hybrid meetings for everyone.

## 2 Flexibility

Every employee has different needs. They have individual ideas about why they want to work in a specific location and what they need to get their job done. As a company, you can address this with a work model that's adaptable to individual circumstances.

Start by encouraging and enabling people to work in any environment, using their device of choice. Then provide the technology and tools to make that happen. You need to make it possible for your team to work remotely, on the go, and in the office.



### 3 Supportive

The demands of hybrid and remote work have had a profound impact on employee well-being. We think that viewing short-term employee output as the primary focus will lead to problems in the hybrid model. Instead, we're advising companies to create a plan and policies that put you on the path to flexibility and help you build digital empathy into every aspect of your culture—from global guidelines to team-level meeting norms that help everyone feel included and engaged.

The cornerstone of an effective hybrid work experience starts with a means of bringing collaboration, learning, and well-being together in the flow of work.

We have found that organizations can improve employee engagement by using Microsoft Viva in Teams. Viva provides managers with anonymized insights they can use to help battle digital fatigue by, offering pertinent employee learning experiences.

Using Viva, employees can manage their schedule and their career building, allowing them to feel more in control of how they work and how their career unfolds.

Managers are critical to making hybrid work a success. Although we are continuing to invest in training for all Microsoft employees, we are especially focused on empowering managers with the decision-making authority, tools, and skills they need to lead in this transition. Encourage your managers to “model, coach, and care” to create a culture that enables everyone to thrive in a more flexible work world.

Additionally, you can create new team norms by encouraging managers to, through conversations with their teams, develop team-specific or organization-wide norms. These can include items such as “no-meeting” Fridays or using the “delay delivery” feature in Outlook so, no matter when it's sent, a message will arrive during regular working hours.

## How Microsoft approached flexibility

At Microsoft, we've embraced flexibility to give our more than 160,000 employees around the world greater choice in when, where, and how they work. Our flexible work policy gives people the option to work from home up to 50 percent of the time (or even more with manager approval). We offer flexibility in individual work schedules as well as location. It's a big shift—and we're leaning into our growth mindset culture and taking a “learn it all” approach as we adapt to this new reality.



# Places

Hybrid work means creating productive, inclusive workspaces across the spectrum of locations where people might actually do their jobs. For a hybrid model to succeed, each employee should feel they can move seamlessly between their home and the office—and collaborate easily with others in the places they want to work. To make this happen, organizations must focus on providing the right tools and designing employee experiences so they can be productive from anywhere.

66 percent of business decision-makers are considering redesigning physical spaces to better accommodate hybrid work environments, according to the 2021 Microsoft Work Trend Index. Since an estimated 90 percent of office spaces are not enabled with video, creating more spaces that enable hybrid interaction will be important in those modernization considerations. Employees choose to work with firms who consider their inclusivity and flexibility needs. For better employee retention and productivity, it's important to take those needs into consideration before re-designing spaces.



Here are the two key circumstances to consider when designing your organization’s hybrid work model:

## 1 Remote

Many people have been getting by with their home work set-ups for the past two years. Now it’s time to help your employees create the ideal workspace that will improve employee’s sense of inclusivity and their productivity—which will define the success of your hybrid work model. The right setup means your employees have a more positive experience, which leads to higher efficiency, engagement, and focus.

Previously, the focus has been on getting by and working in any way people can to remain contributors. But if employees are looking to work remotely or even hybrid long term, you need to ensure they have the tools necessary to succeed at home rather than merely “get by.” You should aim to provide your employees with adaptable, plug-and-play setups for remote or in-office activities, to create a more positive and inclusive work experience.

Give your managers the tools to shape their team’s working model and empower them to make decisions—including approving when individuals can work from home beyond whatever is stated in the corporate policy and authorizing equipment purchases for home offices.

Each person’s workspace is personal to their style, living situation, and needs. By providing your team with guidance—and empowering them to use best practices to create the right set-up for their needs—you can improve both productivity and employee satisfaction. Business leaders should create a culture where employees and managers feel comfortable asking for assistance in creating a workspace that’s healthy, comfortable, and productive for them. As a starting point, educate your employees on remote work best practices to personalize their workspace. By providing employees with the [Microsoft Guide for Effective and Hybrid meetings](#) for guidance on both conducting meetings and designing the right remote workstation for their needs.





## ② In-office

When you switch to a hybrid work model, you should rethink office space to make it easy for employees to come and go and collaborate both in the office and from remote locations.

Organizations that approach hybrid work without evaluating strategically will quickly find employees feeling disconnected from each other—and risk both morale and productivity suffering. That doesn't mean every space needs a complete redesign.

Often small changes make a big difference in providing the tools to meet the specific needs of your team and employees. If you proactively make the right changes to office spaces before employees come back, they'll be able to seamlessly collaborate and communicate regardless of where each person is physically located. Plus, you'll avoid the disruption you might cause by trying to redesign spaces after a large cohort has returned to the office.



## Understand your space

The hybrid workplace will bring increased movement between workspaces. The flow of people into the office may be inconsistent, with some days featuring more activity than others. The office will have various purposes for different employees. Some will come to access spaces designed for productivity and collaboration. Some will be seeking reliable network connectivity. Others will simply want a destination to help separate work and life. Regardless of the many reasons people will come to the office, their decision will be deliberate. To ensure people working remotely can fully participate in team collaboration and meetings, workspaces in the office will need technology to help bridge the divide and to enable their flexible work choices.

Try to understand your spaces and the technology that best fits their function. From there, develop both short- and longer-term plans for enabling hybrid scenarios in all your meeting spaces. Your current office spaces, including the conference rooms, were designed for maximum comfort and productivity of the people sitting in them. You should now evaluate each space and consider the employees who are not going to be physically in the room.

Start by understanding the role of space. For example, consider the different behaviors that might occur in a classroom versus a boardroom—one is designed to focus attention on a single person at the front of the room, the other to enable collaboration freely for all attendees. Furniture and finishes help define how a space is going to be used. For existing spaces, technology should align with the furniture layout. For example, if tables and chairs are set up for presentations and in-person meetings, the technology should follow. For new spaces, the intended use of the room should drive both furniture and technology considerations.



To create effective spaces, it's important to understand the function of that space. Creativity requires a layout and a technology deployment that is designed around user collaboration. Many spaces in hybrid work require sharing content with people in-person and remotely. However, content-sharing and remote collaboration demand a different physical layout and technology experience. Effective layout and furnishing in this scenario facilitate discussion and make it easy for everyone to see and review shared content.

Decide if the spaces will be used for more than just meetings. Common areas and community spaces are ideal locations to add collaborative technology that can facilitate remote participation. These spaces are particularly useful for team brainstorming and group training.

We offer native Teams solutions that let you unlock additional capabilities of spaces through connected device experiences. For instance, [Microsoft Teams Rooms](#) brings inclusive Teams meeting experiences to any size or type of room and can unlock additional capabilities through connected device experiences.

## How Teams Rooms improves collaboration

Because it's critical for people both in a meeting room and those participating remotely to feel like they can participate equally, you should consider equipping rooms with tools that facilitate more inclusive meetings. People working remotely who don't feel "heard," or who feel like they're not able to contribute equally become disenfranchised. If you want to retain employees and the institutional knowledge they represent, it's helpful to bring remote attendees "into the room" virtually, so everyone feels like they have a seat at the table and can be seen and heard and contribute.

Microsoft Teams Rooms is a modern meeting space solution that brings together the digital workspace of Teams with dedicated first- or third-party audio and video devices, certified by Microsoft. Microsoft Teams Rooms was purposefully built to help remove the barriers between spaces, places, and people, delivering the best Teams meeting experience to any space. Thoughtfully designed, Teams Rooms delivers meeting experiences with all participants in mind, not just those in the room.

Review the [Bringing Microsoft Teams into Your Meeting Room e-book](#) for specific advice on how to integrate layout, audio and video equipment.



Because speed is a top priority as you move into a hybrid work model, the most efficient process is to start with your spaces that are already A/V enabled and upgrade the rooms for hybrid work. These spaces will require fewer modifications, which means you can begin providing inclusive meeting rooms and then quickly add additional rooms as time and resources allow.

[Teams Rooms](#) uses certified A/V hardware and an app experience built by Microsoft to create an inclusive environment that allows you to optimize the collaborative potential of any shared space. Because the experience is easy to use, employees can set up and lead interactive meetings where everyone feels heard—whether they are leading their first or fortieth Teams meeting.

## Consider the rest of your space

Some rooms may not be A/V enabled, but you can still take steps that will help improve the hybrid meeting experience. Using [speakerphones certified for Teams](#), you can provide centralized audio for small meeting spaces.

Organizations sometimes only consider meeting rooms when redesigning their space for hybrid work—but there's more to think about. By updating the rest of your office for this new way of working, you can keep your employees comfortable and connected no matter where they are in your building

## The ABCs of hybrid meetings

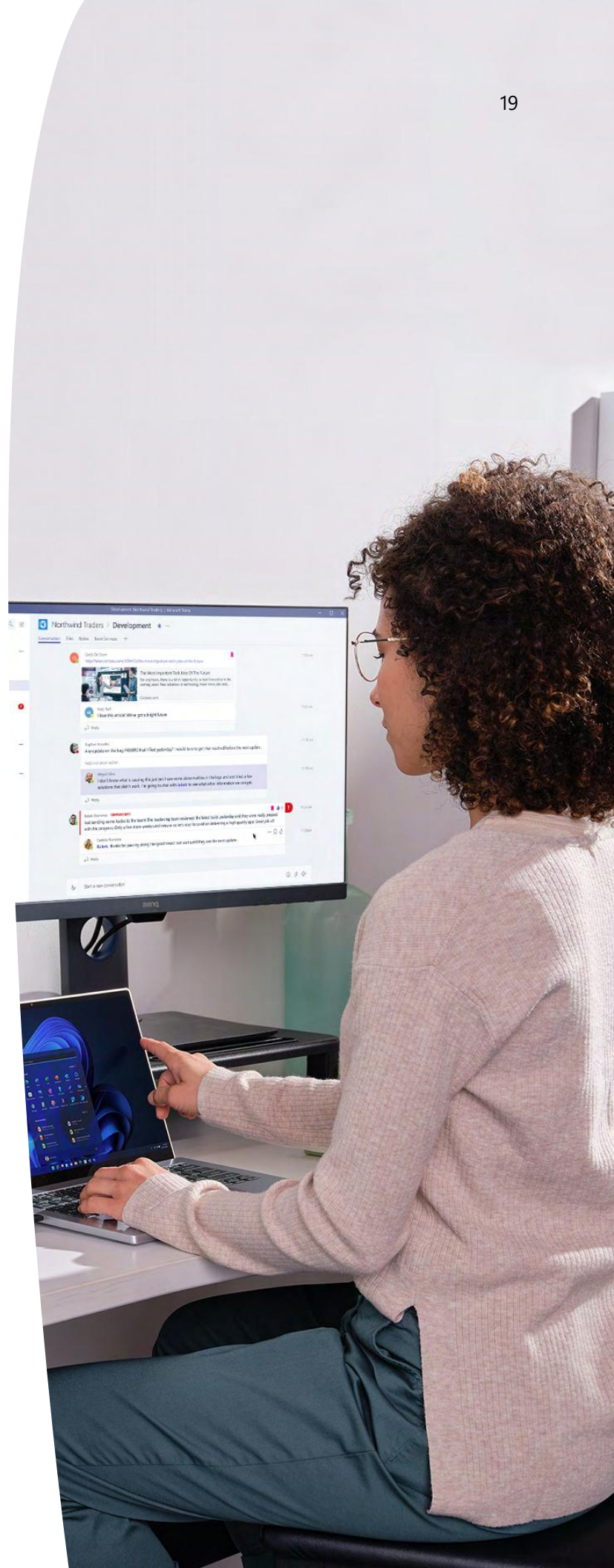
Encourage your employees to use the **ABCs** and model the **ABCs** yourself whenever possible.

- Start with the right audio (**A**) by using Teams certified speaker puck when the room doesn't have a centralized A/V system.
- Bring (**B**) your laptop to meetings and join with camera on and microphone off.
- Collaborate (**C**) using an assigned meeting facilitator that ensures participation from all attendees, both remote and in-the room.

# Processes

Focusing on ensuring employees have the right software and hardware tools to stay connected and productive is important, but organizational processes also play a key role in a successful hybrid work environment. Process adjustments can help effectively include all employees, regardless of where they're working. Without process changes, you may not enjoy the full benefit of your technology and design upgrades.

Organizations of all sizes are turning to platforms like Teams to work as the cornerstone for communication and collaboration, which helps create inclusive processes. From developer productivity to shift-scheduling for frontline workers, Teams serves as the organizing layer for the many ways people work, learn, and collaborate. It's central to both synchronous and asynchronous collaboration and the communication required for flexible workflows.



## 1 Remote

Working from home can reduce workplace distractions but may introduce a host of personal factors to consider. The proper home office set-up can empower employees to get work done and maintain connections with colleagues. But there's more to it than simply having the technology tools—employees need to know the best ways to use the solutions to work and collaborate.

Because enough employees have been working remotely for an extended time to observe trends and common concerns, now is the time to look at their processes and create new ones that work for a unified hybrid model, not just a fully remote workplace. By now your employees may be experts at attending meetings where everyone is fully remote, but hybrid meetings are a shift. Your success at hybrid work hinges on employees tweaking their processes to work with hybrid meetings—not simply continuing the same processes they relied on for the past two years.

Let employees know that you understand how attending hybrid meetings from a remote location with others in the same physical space presents challenges.

Empower your team to speak up about what is not working for their needs when working remotely and actively listen to their concerns. By making changes, based on your team's experience you can successfully create a work model that creates the inclusive environment your organization needs for maximum satisfaction and productivity.





Here is specific guidance to give your team members on attending hybrid meetings and work sessions remotely.

### Before the meeting

Employees need to spend time before the meeting to set themselves up for success by choosing a space and setup that best serves their needs. Encourage employees to not simply use the same space and equipment, but to proactively evaluate their current setup for hybrid needs.

### Give employees the equipment they need

Check to make sure that your team is not still using the speakerphone and web camera built into their laptops. While these are convenient and many employees likely used them while “getting by” during the pandemic, it’s important for future success that your team uses quality peripherals. Dedicated peripherals certified for Teams are tested and proven to deliver optimal audio and video on your side, and on your meeting participants’ side. They can also offload some of the strain on their PC, freeing it up to work, which increases speed.

### Encourage employees to know what they’re sharing

Before they join a meeting, remote employees should be aware of their camera’s field of vision and range of audio pickup. The meeting preview can show them what people on the other side can see in their backgrounds. Remote employees may choose to activate background blur or a custom background replacement in cases where their backgrounds may be distracting.

### Keep employees in the loop

With a clear agenda distributed before the meeting, all attendees can collaborate to ensure the goals are clear and the meeting is efficient. Encourage invitees to open the meeting details to view and collaborate on the agenda before the meeting kicks off, so they’re all on the same page.



## During the meeting

All attendees should feel confident participating and presenting. As a business decision maker, it's your role to set the processes that ensure everyone is seen and heard clearly. Throughout meetings, monitor employees' participation to determine how to best help educate, as well as determine which tools and devices they may need to more effectively participate.

### **Use engagement features to interact**

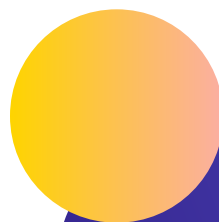
Presenters should remind attendees to use the raise hand feature to give everyone a chance to speak up. They should also encourage people to use the chat and poll functions to track questions and comments. Assigning a moderator can facilitate discussion and track participation. Breakout rooms encourage small group collaboration. If employees are not participating in meetings actively, set up training and education sessions in Teams to help them gain the skills they need to participate fully.

### **Ensure your audio quality**

Make sure all employees have access to quality audio equipment to make meetings sound as uniform as possible and make everyone feel they're on equal footing. Background noise can interrupt the flow of a meeting, so suggest that participants use noise suppression features to keep the focus on the meeting.

### **Seamlessly transfer devices to facilitate mobility**

Remote employees appreciate the flexibility to easily make meeting attendance portable with the Transfer call or meeting feature. This lets them throw on a mobile headset to stay in the know without being stuck at their desk. While taking meetings in the car isn't optimal, sometimes it's the only way to attend. With Teams meetings now available on Apple Car Play, attendees can join Teams meetings and make calls hands-free on the road using Siri.



## After the meeting

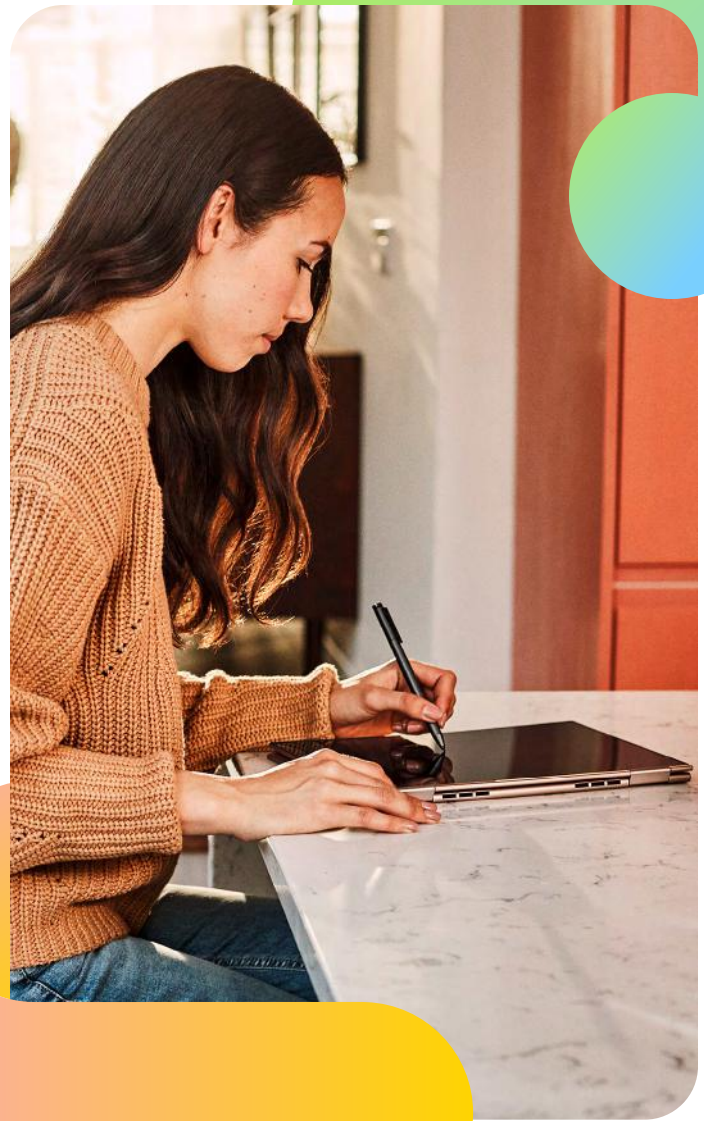
The post meeting processes you establish helps ensure that meeting time is productive.

### **Follow up with action items**

Use the Teams meeting chat to share action items from the meeting. You can then track progress and improve the effectiveness of the meeting.

### **Keep all meeting information in one place**

With a meeting recap in Teams, you can see shared content, recording, and transcripts within the context of the meeting.





## ② In-office

When a group of team members gather in a room together—especially when they've been apart for a long time—it's tempting to allow the in-room interactions to drive the meeting. But when that happens, those who are remote end up feeling excluded, which may result in losing important perspectives from the discussion.

### Before the meeting

The success of a hybrid work session—whether a meeting or collaborative session—starts well before any attendees hit the Join button. Many organizations mistakenly hold meetings geared towards the in-person attendees and expect remote employees to adapt. Instead, set everyone up for success by choosing a meeting format that best serves your needs, setting expectations with attendees, and managing roles and access.

### Choose the right space

Determine the outcomes you want to deliver and book the right space for it. For brainstorming sessions, consider a space equipped with a whiteboard. When you're presenting, consider a space with a clear camera angle, so in-person and remote participants can follow along equally.

In all cases, you want to ensure meeting spaces supporting hybrid meetings are equipped with the necessary audio and video—which is the fundamental idea behind the design of Teams Rooms.

### Take five to transition

Schedule meetings with a five-minute break at the beginning or end of the hour or half hour. This allows for a quick break between meetings to improve focus and engagement.

### Begin the meeting as soon as live participants enter the room

When you enter the room, join the meeting from the conference room console before natural chatting and social interactions between attendees in room start, so remote attendees can engage, too.

### Join meetings from your personal devices in the room

Bring your personal device to the room to use the companion experiences like raise hand, chat, and live reactions. Join with video if you want to provide an individualized view no matter where you are seated in the room.

## During the meeting

Make good use of attendees' time while leading meetings that reflect your culture. Use tools that make the experience more engaging.

### Find the optimal viewing experience

Choose between gallery views in the room, like front row, to ensure the best layout for presenting to and viewing the audience, especially those joining the meeting remotely.

### Keep inclusion in mind

Check-in on remote participants and keep an eye on the chat window for questions or shared insights. Turn on live transcriptions and record the meeting to enhance the experience in real time, and for those who couldn't attend and are reviewing it later.

### Keep meetings interactive and engaging

Use the same features highlighted above in the remote section—raise hand, chat, polls, a moderator to facilitate and track discussions, breakout rooms—to ensure everyone feels like they can contribute equally to the meeting.

## Brainstorm in real time

Use a shared digital whiteboard to include remote participants. Or, if you're using a physical whiteboard, turn on the content camera in a Teams Room to clearly capture what's being written.

## Make co-presenting seamless

Use PowerPoint Live in Teams to smoothly transition to co-presenters, whether they're in the room or participating remotely. Also, people who join late can scroll through content to catch up.



## After the meeting

What happens after the meeting is important to a successful hybrid work model. Because many team members will not be in the same space—virtual or physical—until the next meeting, it’s important to create a clear action plan. You need to encourage progress after your meeting ends and be certain that the appropriate people are informed of decisions and outcomes.

### End the meeting strong

Use the five-minute alert banner to wrap up and align on next steps. Include next steps in the meeting chat or in the notes tab in the Teams meeting channel.

### Keep everything in one place

You don’t want your employees to waste time looking for information that they need after the meeting. Teams stores a meeting recap, recording, transcript, and shared content.

### Continue the conversation

Participants can continue the discussion in the meeting chat to check on updates within the context of the meeting and any recurring meetings.





## Building a smarter workplace

Microsoft offers several products that go beyond building better collaboration spaces to help create the brains of smarter workplaces. Features of Workplace Analytics, Azure Digital Twins, and Azure IoT all help you create more fluid, begin building the brains of smart buildings of the future. Here's how:

- Anonymous badge-in data (location data) maps building-level occupancy over the course of a day, week, and month across all facilities.
- Workplace Analytics, part of Viva Insights (activity data), can help you understand room activity and usage patterns.
- Privacy-friendly sensors (usage data) detect objects and movement to build data sets on space occupancy, and provide real-time insights on how meeting rooms, focus zones, and common spaces are being used on a day-to-day basis and how utilization patterns are changing over time. You can correlate activity data with usage data to understand the optimal balance between focus space and collaboration space.



A woman with long dark hair, wearing a purple button-down shirt, is sitting at a desk in a bright office. She is smiling and looking towards a large computer monitor on the right. Her hands are raised in a gesture, as if she is explaining something or presenting. The office has large windows in the background showing greenery outside. On the desk, there is a keyboard, a mouse, and a small white container with pens. A potted plant is visible on a windowsill behind her.

**03**

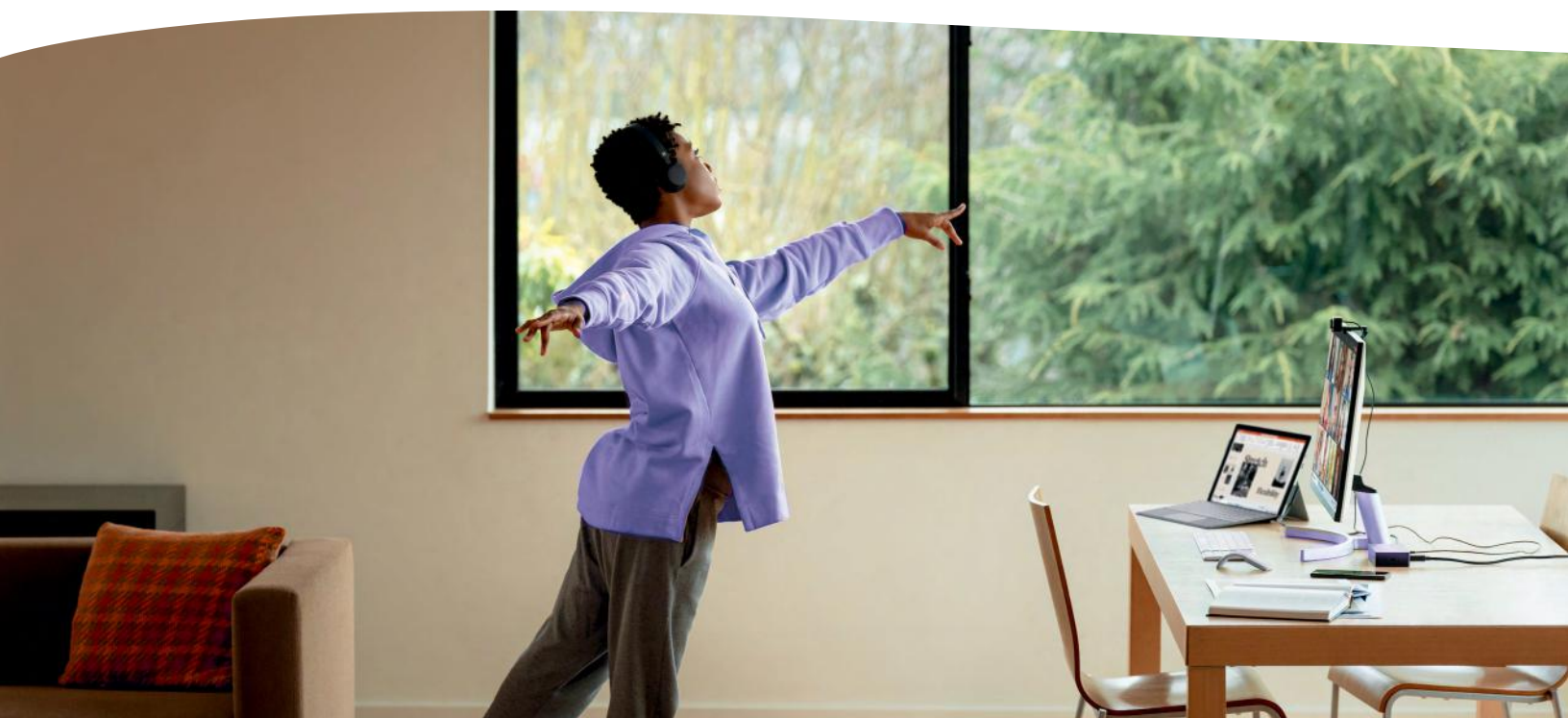
**Moving to a  
hybrid future**

## There are as many ways of working as there are employees.

By designing a hybrid model that works with your organization's culture, you can create a new operations model that helps employees do their best work—wherever they're located at any given time. When you carefully consider your people, places, processes, you can create a new starting point as you redesign the future of work for your organization.

As we've learned over the past year, employees' and organizations' needs can change rapidly. By taking the time now to build a hybrid work model that's flexible and secure, you can more easily adapt as work continues to evolve.

We've all learned a lot during the last two years. We've been afforded a new perspective on how our people use their places and processes to get work done. We've had successes and made missteps. And we'll continue to learn as we go. Moving to hybrid work is new. And we need to remember that it is not without challenges. But many of us have adapted and accomplished things we never thought possible over the past two years. Like us, you will likely continue to learn as we move into next phase of work. By giving your organization permission to experiment and try new things, you will more quickly find the model that best suits your organization's specific needs.





Transitioning to hybrid work takes strategic thinking about how your people, places, and processes can create more inclusive and productive collaboration.

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