

Reinvent the Future of Work with Radical Flexibility

Suzanne Adhams
VP, Analyst – CIO Research & Advisory

Future of Work Trends for Higher Education - 2021

- **Higher education planning:**
 - 62% of institutions planning for hybrid with in-person and virtual classes
 - 24% planning for exclusively in-person classes
 - 64% plan to offer vaccines for students, faculty and staff on campus
- **Impact of hybrid options on administrative and support functions:**
 - Significant increase: IT, Finance and Procurement
 - Modest increase: HR/Legal, Advancement
 - Minimal increase: Facilities and Academic Advising
 - HR leaders expect on-campus staff to drop by 20% from pre-COVID levels

Source:

[U.S. Universities Look for International Student Enrollment To Recover This Fall, Forbes, June 2021](#)
[Higher Ed IT Will See Significant Increase in Hybrid Work Arrangements, July 2021](#)



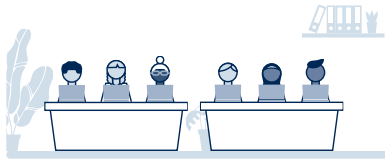
The postpandemic work environment demands **radical flexibility** applied to work policies, new work patterns and an office design focused on enhancing the employee experience. Executive leaders endorse the future by implementing a **flexible work model** that meets evolving employer and employee needs.”



[The Future of Work Requires Executive Leaders to Embrace Radical Flexibility](#)



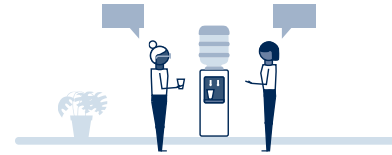
The Way It Was: A Familiar and Comfortable On-Site World



Consistent
Work Locations
= **Equity**



Visible
Work Patterns
= **Productivity**



Serendipitous
Interactions
= **Innovation**

Source: Gartner

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The Global Pandemic: Moved Us to an Unfamiliar and Unknown Environment



“Everyone is in their own environment.”

Loss of
Consistency

EST	Monday	Tuesday
8 a.m.	Blocked	Blocked
9 a.m.	Blocked	Blocked
10 a.m.	Blocked	Blocked
11 a.m.	Blocked	Blocked
12 p.m.	Blocked	Blocked

“Everyone’s work patterns are obscured.”

Loss of
Visibility



“Everything is scheduled.”

Loss of
Serendipity

Source: Gartner

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What We Learned: Moving Away From Myth to Reality


Selection of Progressive HR Leader Perspectives

“ It is impossible to guarantee consistent experiences. **Everyone’s experience is different. What employees need from their employer varies.**”




Consistency
≠
Equity

“ It’s a complete myth that because I can see my direct report at his desk, I know for a fact that he’s working. He could be playing Candy Crush for all I know. And you know what? Maybe that’s what he needed to do to disconnect for a bit. **Surely empathy is more important than visibility these days.**”



Visibility
≠
Productivity

“ Who even has a water cooler in their office anymore? Sure, I can strike up a conversation with someone more easily in the office. **Doesn’t mean I do unless I have that intention.**”



Serendipity
≠
Innovation

Source: Gartner

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Reinventing the Future of Work: Stop Basing Work Design on Outdated Assumptions

False Assumptions Leaders Must Unlearn



ASSUMPTION

“**Consistency** is the key ingredient of equity.”

ASSUMPTION

“**Visibility** is the key ingredient of performance.”

ASSUMPTION

“**Serendipity** is the key ingredient of innovation.”



YOUR NEW WORK DESIGN PRINCIPLE:

Equity by equality of opportunity, not equality of experiences

YOUR NEW WORK DESIGN PRINCIPLE:

Performance by outcome, not performance by inputs

YOUR NEW WORK DESIGN PRINCIPLE:

Innovation by design, not innovation by chance

KEY TAKE-AWAY

Base your work design on principles that are rooted in the **flexible work environment**.

Source: Gartner

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Radical Flexibility Is Moving From Office-Centric to Human-Centric Design



Office-Centric Design

An On-Site Model for an On-Site World

“Location is the stable pillar we design work around.”



Human-Centric Design

A Hybrid Model for a Hybrid World

“The individual is the stable pillar we design work around.”

Provide **Consistent** Work Experiences

Work design principle: Equality of experiences

Provide **Flexible** Work Experiences

Work design principle: Equality of opportunity

Drive **Visibility-Based** Management

Work design principle: Performance by inputs

Drive **Empathy-Based** Management

Work design principle: Performance by outcome

Enable **Serendipitous** Collaboration

Work design principle: Innovation by chance

Enable **Intentional** Collaboration

Work design principle: Innovation by design

Source: Gartner

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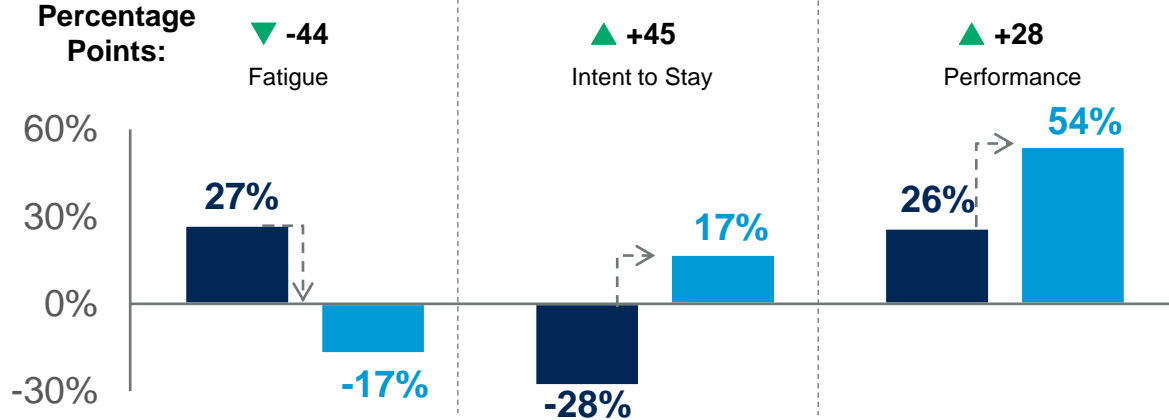
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Human-Centric Design Drives Outcomes

Maximum Impact of Office-Centric Versus Human-Centric Design on Organizational Outcomes

Percentage Differential Between Each Design on Outcome



■ Office-Centric Design ■ Human-Centric Design

Office-Centric Design

- Provide consistent work experiences
- Enable serendipitous collaboration
- Drive visibility-based management

Human-Centric Design

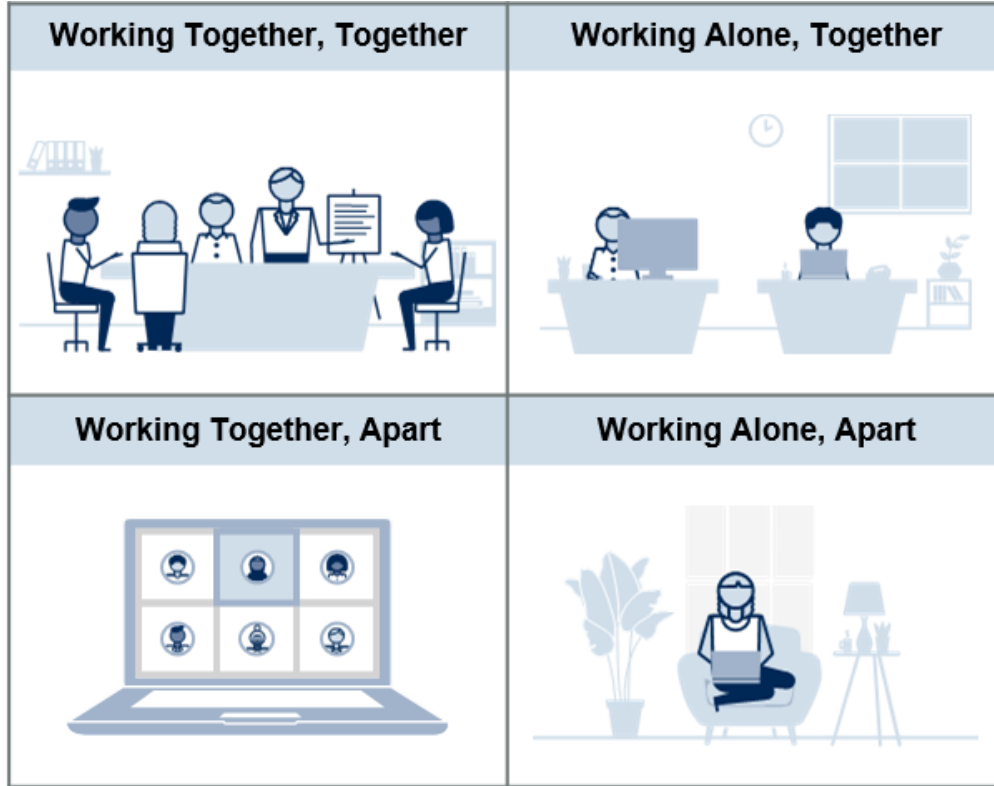
- Provide flexible work experiences
- Enable intentional collaboration
- Drive empathy-based management

n = 2,410 hybrid/remote knowledge workers
Source: 2021 Gartner Hybrid Work Employee Survey

How We Work: Four Modes in the Future of Work

Pre-
COVID

Co-Located



Pandemic

Distributed

Post-
Pandemic
Hybrid

Source: Gartner

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Intentional Collaboration Example



Co-Located Workforce

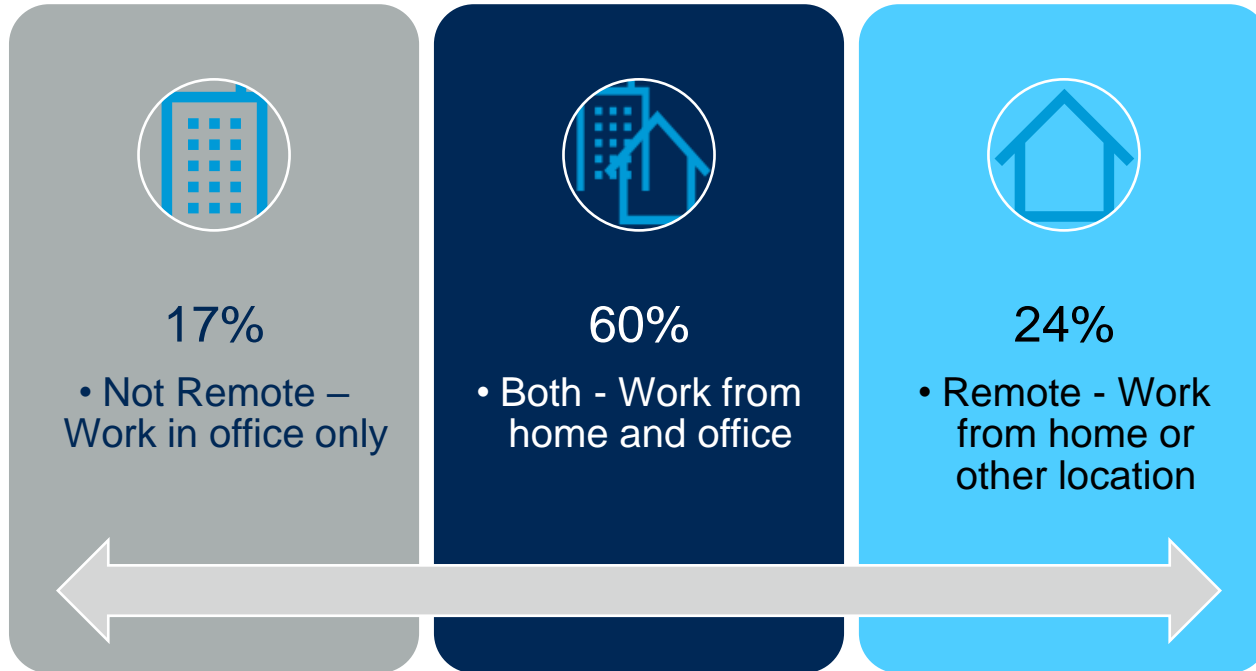
Working Together, Together		Working Alone, Together	
Co-Located Workforce	<p>Dropbox Studios (Once it's safe) shared spaces reserved for team- and relationship-building gatherings. Solo work is prohibited in these spaces.</p> <ul style="list-style-type: none"> ■ Sustained culture and community ■ Human connection 	<p>Public Spaces Employees can use co-working space passes or choose to set up temporarily in a café.</p> <ul style="list-style-type: none"> ■ Employee retention ■ Autonomy 	
	Working Together, Apart		Working Alone, Apart
Distributed Workforce	<p>Virtual First Experiences Virtual, not physical locations, are the default sites for employee experience.</p> <ul style="list-style-type: none"> ■ Expanded recruiting geographies for diverse talent ■ Flexibility 	<p>Personalized Worksites Ergonomic chairs, caregiver support, fitness memberships are funded by a flexible allowance.</p> <ul style="list-style-type: none"> ■ Organizational resilience ■ Mental and physical well-being 	

- Employer Driver
- Employee Driver

Synchronous Work

Asynchronous Work

All Employee Expectations Have Changed

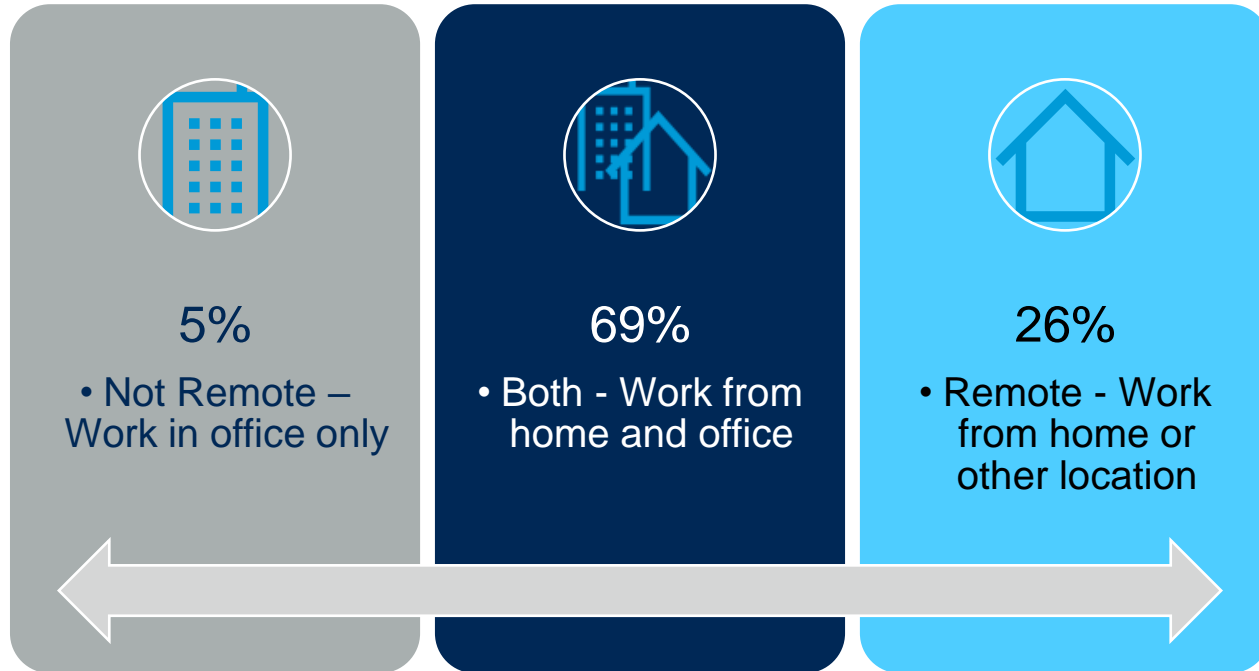


n = 4257 employees globally & across industries
N = 708 all IT employees
Source: 2021 Gartner Hybrid Work Employee Survey

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IT Employee Expectations Have Changed More



n = 4257 employees globally & across industries
N = 708 all IT employees
Source: 2021 Gartner Hybrid Work Employee Survey

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Getting Started in a Flexible Workplace



Accommodate
Flexible Work
Patterns



Communicate
New Work
Expectations

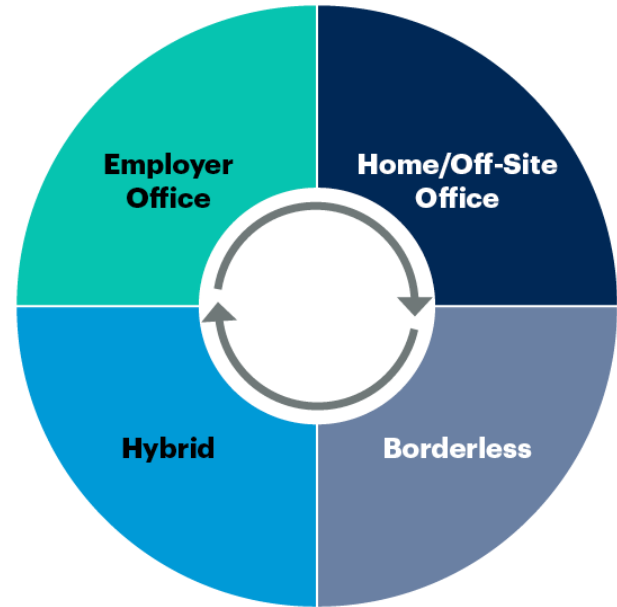


Initiate
High-Value Employee
Experiences

Emerging Flexible Work Pattern Options



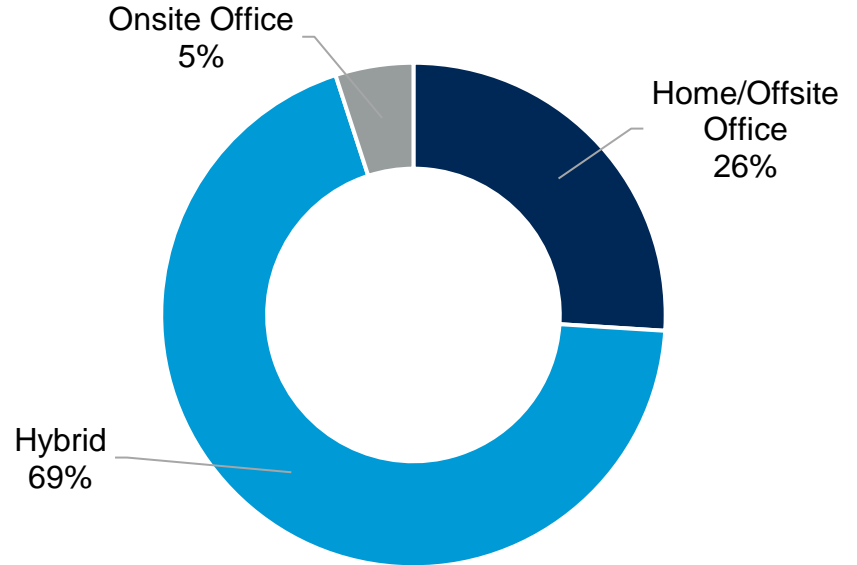
- Few, if any, organizations will be exclusively one of these patterns.
- Most organizations will have at least three patterns across their workforce.
- Borderless is an emerging option that organizations need to be prepared for.
- Workers will move from one pattern to another during their career and life.
- The flexible work policy must accommodate these patterns and allow for variations within and movement between each.



Flexible Work Model Patterns — Projected Distribution Estimates — IT Function Data



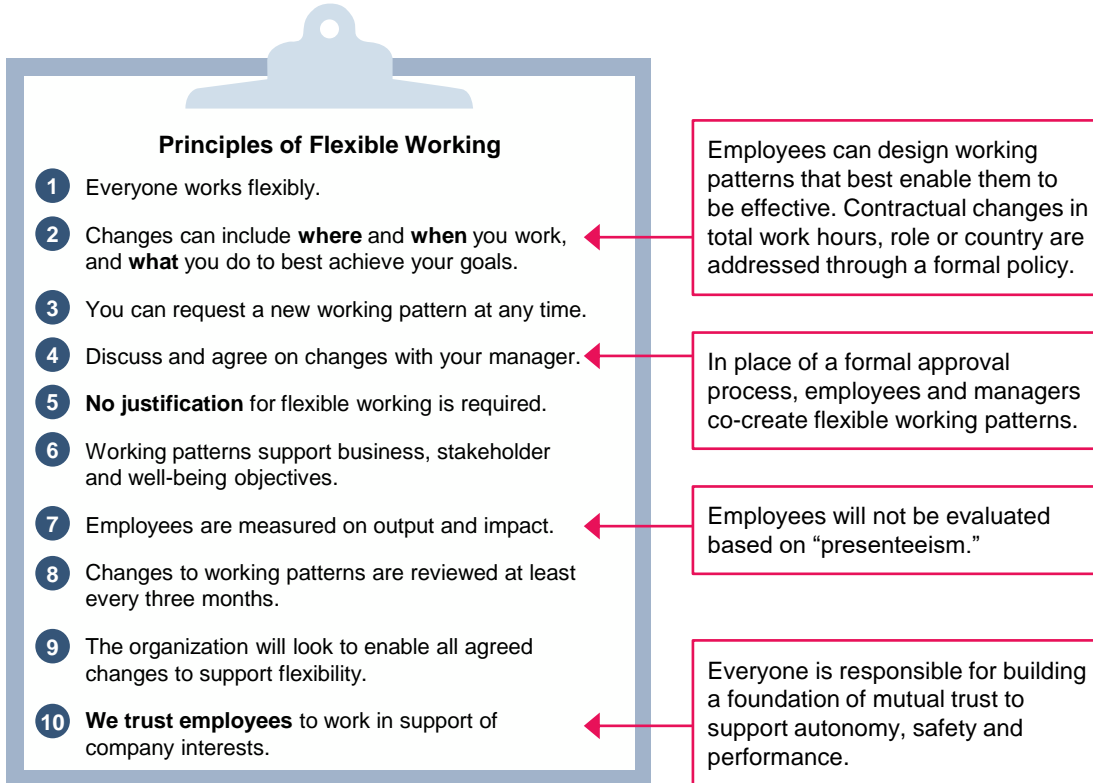
Every organization must do surveys, focus groups and discussions across their workforce — leaders, managers and workers — to identify the expectations and determine the anticipated percentage for each work pattern.



Flexible Working Needs Principles, Not Just Policy



Overview of Schroders' Ten Principles of Flexible Working



Schroders

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Flexible Work Policy Essentials



Flexibility to opt for and change work location becomes the standard and is not a privilege.

 [Terms of Participation & Eligibility](#)

Adapt performance management processes to “de-risk” employees’ choice of location.

 [Accountability & Evaluation](#)

Identify equipment, materials and resources provided to support the productivity of on-site and remote workers.

 [Use & Responsibility for Equipment and Resources](#)

Update health and safety support and benefits for health risks across multiple permitted work locations.

 [Establishing & Maintaining Workspace](#)

Review compensation structure and benefits to address the the primary work location of the employee, e.g., labor and taxation laws in different jurisdictions.

 [Compensations & Benefits](#)

Define security of network and data access, physical documents, health, customer information or otherwise sensitive information.

 [Security & Confidentiality](#)

Flexible Space Utilization Considerations



Primary Workplace — Employer Office

Dedicated Workstation

Primary Workplace — Home/Off-Site Office

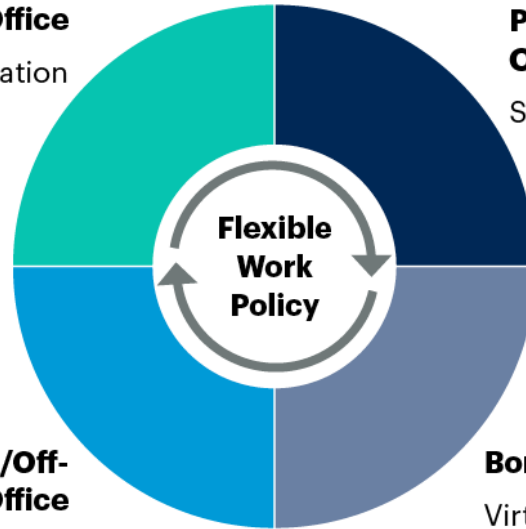
Specific Function Space & Supports

Hybrid — Employer and Home/Off-Site Office

Assign Temporary Workstation

Borderless — Global Remote

Virtual Tools



Source: Gartner

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Emerging Future Workplace Purposes



Workplace purpose

Design and investments

Development workplace

Classrooms, library space, meeting and social spaces

Wellness retreat

Amenity-focused, unique spaces for reenergizing

Immersive workplace

Heavy branding, many meeting spaces and customer/client-facing spaces

Destination workplace

Outdoor space, dining and hospitality services

Innovation hub

Physical collaboration tools, video walls, formal/informal collaboration spaces, few workstations

Provide a High-Value Employee Experience



Innovation hub



Immersive workplace



Development workplace



Destination workplace



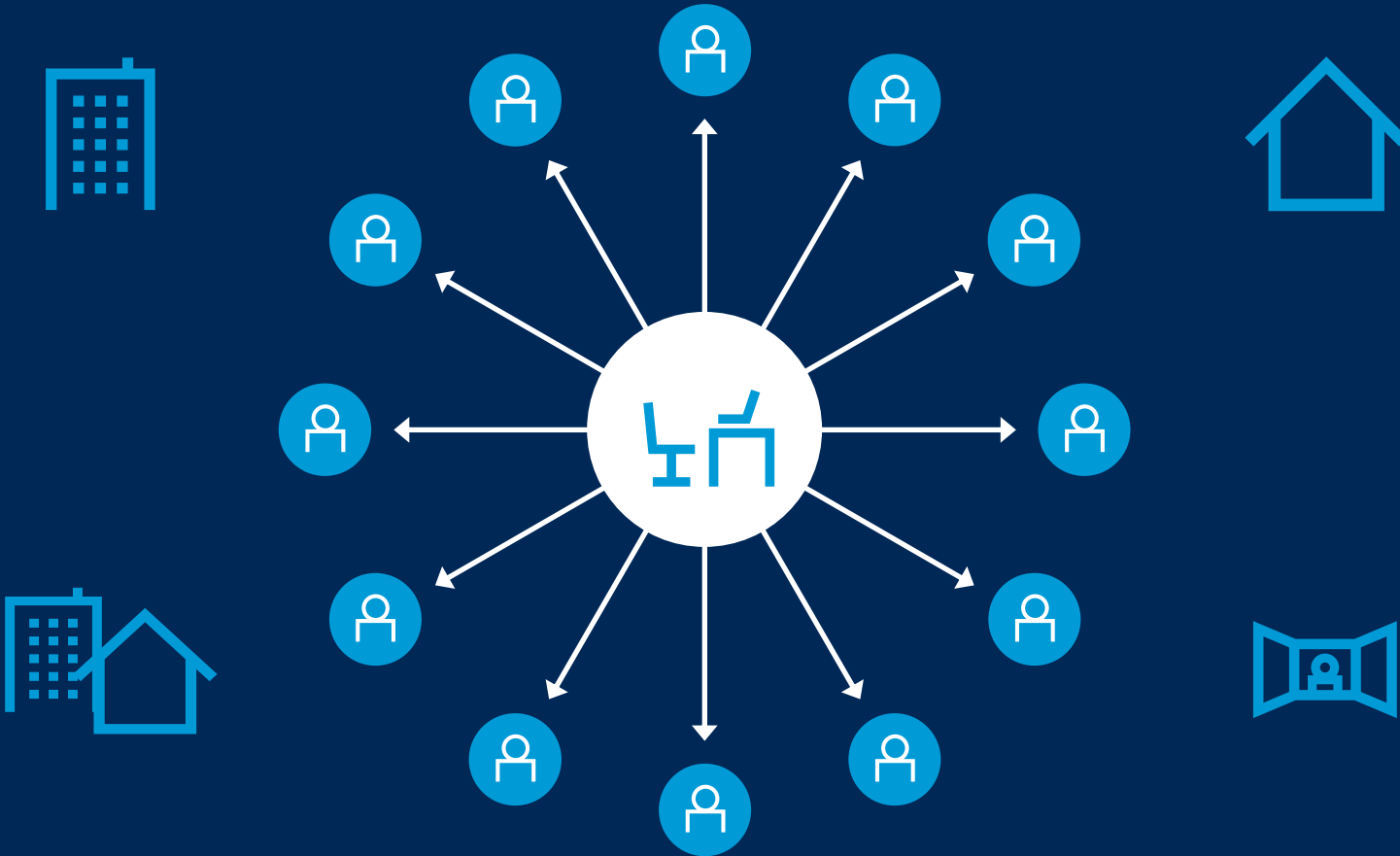
Wellness retreat



Your workplace

Q&A





Future of Work Reinvented

Returning to the Workplace — Differently



82% of employees agree it is important that their organization sees them as a person, not just an employee.



96% of HR leaders are more concerned about employees' well-being today than before the pandemic.



55% of employees say that whether or not they can work flexibly will impact whether they will stay.



55% of employees are high performers when provided radical flexibility over where, when and with whom they work vs. **36% of those** working 9-5 in the office.



Human-centric work design — featuring flexible work experiences, intentional collaboration opportunities and empathetic management — can increase **employee performance by as much as 54%**.

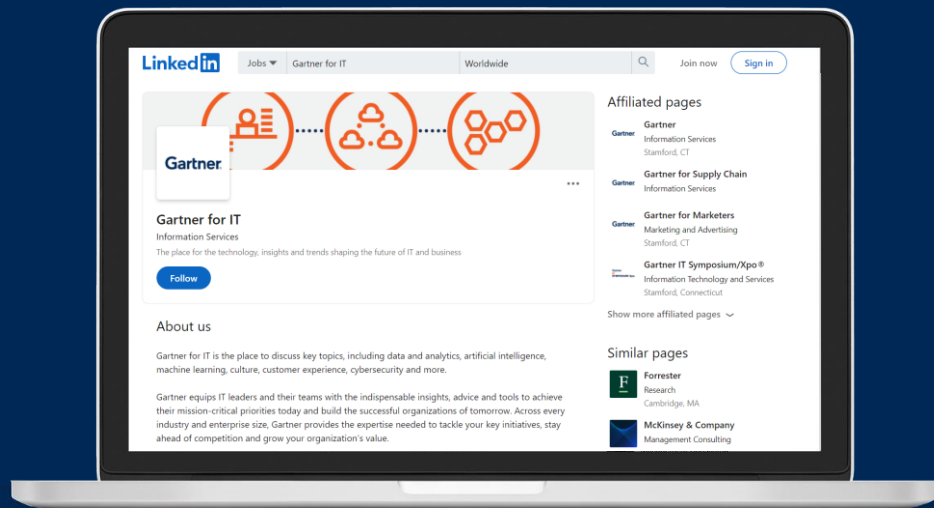
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U.S.: 1 800 213 4848

International: +44 (0) 3331 306 809

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