

Hybrid workplace

The future of work is hybrid. Enabling a hybrid workplace means providing business capabilities that will seamlessly support employees' flexibility to work in the office and remotely. This Success Insight provides guidance on the people and process impact for ServiceNow transformational leaders—including platform owners and executive sponsors—to successfully enable a hybrid workplace.



Establish and communicate flexible working guidelines

Define flexible working guidelines to support a safe hybrid workplace.



Provide workplace reservations supporting team collaboration

Remove obstacles and facilitate predictable workplaces.



Support workspace arrival and safety protocols

Provide confidence in workplace safety with effective processes.



Support workspace use visibility and space moving management

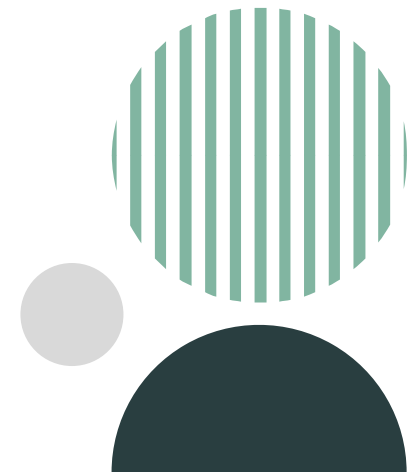
Define workplace neighborhoods and learn from utilization analytics.



Establish and communicate flexible working guidelines

Take these steps to define flexible working guidelines to support a safe hybrid workplace:

- Involve key stakeholders as you create your hybrid workplace policies.**
 - **Understand your employees' workplace expectations and preferences.** Conduct surveys and create additional feedback opportunities from employees and leadership to understand their expectations and preferences and inform your flexible working plan.
 - **Involve regional and functional leadership from across your enterprise.** Finance, HR, facilities, and legal should be involved in creating and refining your flexible working policymaking to ensure you meet regulatory and public policy requirements.
- Define flexible working policies.**
 - **Create comprehensive policies.** Your policies need to address who can participate in hybrid and on-site work, responsibility for equipment and resources, and health and safety requirements. This includes requirements for workers who may be working in multiple work locations. Codify these flexible working guidelines in your knowledge base.
 - **Consider retiring your legacy work-from-home policies.** Ensure your new approach to workplace flexibility is distinguished from any legacy practices. This includes reviewing any legacy practices, terminology, or definitions to ensure consistent messaging to your workforce.
- Consider the impact of workplace flexibility on leadership and culture.**
 - **Prepare your leadership teams to adjust to this new workplace reality.** In many organizations, traditional leadership has been based on managing while being on-premises. In a post-pandemic world, working remotely or hybrid risks being viewed as distanced from where decisions are made.
 - Your leadership team must endorse the shift to hybrid in practice, adopting hybrid work themselves where appropriate.



Provide workplace reservations supporting team collaboration

Workplace reservations will support hybrid and flexible working models, powered by a universal reservation engine for space, rooms, and equipment. Take these steps to remove obstacles and facilitate predictable workplaces:

Reimagine your workplace to reflect its increasing importance as a place to connect.

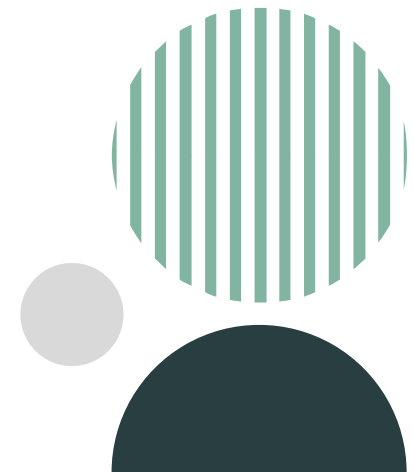
Innovate your workspaces to support collaboration and social needs.

Traditional office design tended to be individual workstations and conference rooms. In a hybrid world, employees are likely to be coming on-site for interaction and collaboration. Ensure your workplace meets these needs. For example, you may need to shift from large conference rooms to smaller huddle rooms.

Align workplace reservations to on-site employee experience.

- **Ensure your reservation policies support safety protocols.** Stagger arrival times to prevent crowds gathering at main gateways such as the reception area or elevators. Include time in your reservation systems to accommodate time for cleaning and sanitation. Consider booking staggered break and lunch times so cafes can ensure social distancing and proper cleaning procedures.
- **Provide the tools to support on-site collaboration.** Your employees will need to reserve rooms based on configurations and easily book equipment including white boards, projectors, and other tools to facilitate collaboration.
- **Give visibility into where colleagues are sitting.** In the pre-pandemic world, employees could find each other easily on-site. Mixed workspaces make this difficult. Provide employees with wayfinding to navigate workplace locations using digital floor maps. This will support both employee experience and efficiency.
- **Survey employees to understand where they see value in being at the workplace.** This will help you to enhance workplace facilities and protocols to ensure your hybrid offering is meeting the professional and personal needs of your workforce.
- **Plan to measure how your workplace reservations impact efficiency.** Look to Increased productivity and reduced time spent on workplace service interactions and reservations. Remember to create feedback opportunities for employees to convey how you're meeting their professional and personal needs in the hybrid workplace.

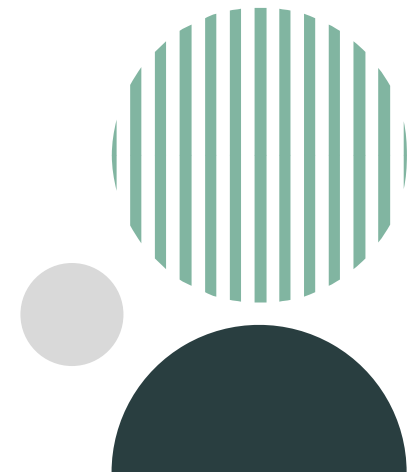
Measure workplace reservations' impact on productivity.



Support workspace arrival and safety protocols

Take these steps to provide confidence in workplace safety with effective processes:

- **Create an environment where your employees trust you have prioritized safety.**
 - **Implement effective workspace arrivals and safety protocols to meet safety concerns.** This includes providing health screening, prearrival processes, and extending the processing into integrated visitor management processes. Support integrated contact tracing.
- **Assuage concerns about workplace safety.**
 - **Reduce stress and anxiety for your workforce by communicating safety protocols.** While some employees may welcome the return to on-site work, one-third of respondents in a recent [McKinsey survey](#) said their return to work has had a negative impact on their mental health. Recognize that many employees are concerned about returning to the workplace. Communicate your safety protocols clearly and early.
 - **Make it easy to respond to any worksite issues.** Ensure employees can report any issues and employer facilities to respond quickly. Review your facilities protocols to ensure they support a speedy response. Revisit your facilities protocols to ensure alignment with your hybrid workplace policies. Train and empower your facilities teams to respond appropriately.
 - **Enable your leaders to listen.** Managers must solicit and listen to concerns about post-pandemic workplace safety—likely a new requirement for most. Provide training and support to guide them on how to check in regularly with employees and how to gauge where your workplace safety is meeting their needs and where there are opportunities to improve.



Support workspace use visibility and space moving management

Take these steps to define workplace neighborhoods and learn from utilization analytics:

Reimagine workplace neighborhoods.

- **Consider different types of functional spaces based on employees' needs.** You'll need workspaces for those employees who will primarily be on-site, assigned workspace for a specific group of employees to rotate, and drop-in stations. You'll also need spaces for specific activities such as collaborating, socializing, and training. Create a working group that includes IT, facilities, HR, and appropriate leadership to map these new workspace neighborhoods. Embed flexibility in your plans to accommodate employee hybrid adoption and space needs.

Use analytics and feedback to inform your current space needs.

- **Gain insight into how your current office configurations are meeting employee needs.** Employees are likely to be coming on-site for interaction and collaboration. This requires a different workspace configuration from the traditional individual stations and large conference rooms. Utilization analytics will show where you have opportunities to improve your office configurations to better enhance employee experiences. Employee surveys will further inform these decisions and gauge how well expectations are being met over time.
- **Changing employee patterns may change how much space you need.** Conduct an analysis on data from your universal space, room, and equipment reservation engine as an input into future right-sizing.

