



The Four-Way Fit:

A Strategic Planning and Execution
Framework for Hybrid Workplace



Picture this.

Since the pandemic turned the world upside down, your company has challenged many of its prior assumptions about what it means to “work.” When you first guided your employees to work from home, you were understandably nervous. But you’ve since witnessed that a lot of things have gotten better. You also know that working from home doesn’t always work.

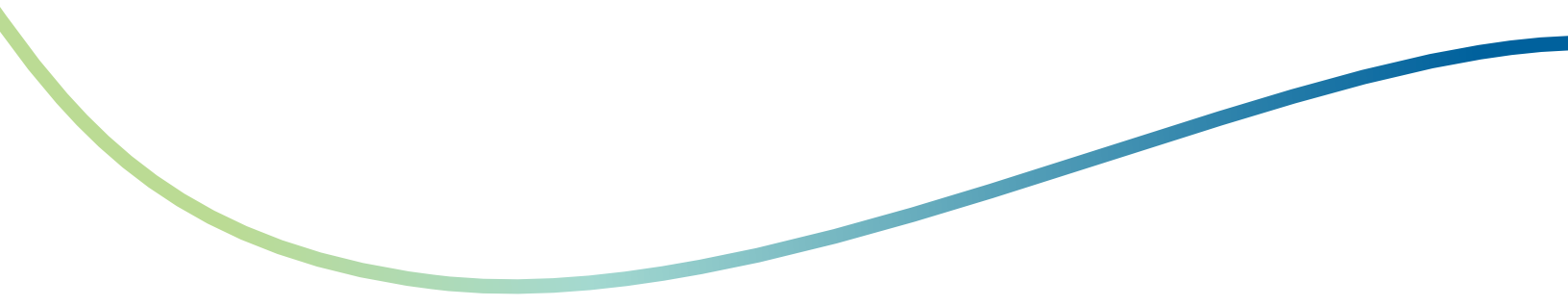
Now, your company has announced its transition to a permanent flexible work model with its Work from Anywhere policy. The new strategy will let your employees choose how they want to work at the company – in an office, remotely, or at a coworking space the company will pay for. It’s a radical shift, and a momentous occasion. After considerable internal debate, your company finally has a direction.

Now, it needs a strategy.

We’re here to help.

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Meet the new workplace.
It's nothing like the old workplace.
It's *infinitely* better.

Executive Summary

The future of work has arrived and it's fallen to you, oh fearless workplace leader, to devise a plan to support the tactical mix of in-person and remote work known as hybrid.

Your task is to create a strategy that responds to the preferences of your employees without sacrificing the core objectives of your company, that fosters true workplace choice and reinforces company unity. It's a new challenge in a new era, one that will require new thinking and new tools. You've been asked to land the plane. The problem? *You're probably flying blind.*



The Four-Way-Fit (FWF) can be your compass. It's a planning and execution framework to solve for the provisioning of safe, economic flexible space for your company's workers, on-demand, anywhere. It will illuminate the dimensions that matter most in creating, optimizing and sustaining value from your Work From Anywhere strategy, and help you draw a roadmap for the journey ahead.

More than ever, the workplace has a job to do. This framework will help you map out its complexity, break it into its core components and surface questions you'll need to answer to ensure your company's

hybrid workplace success. Four key dimensions will be covered – People, Place, Price and Process – each with its own vital role to play in helping you empower your employees do their best work from wherever it works for them.

Facilitating true workplace choice. Fostering a cohesive corporate culture from an indeterminate number of workplaces. Avoiding proximity bias. Fighting tech burnout.

A symphony of impossibilities, you say?

We say let's get to work, maestro.

The Four-Way Fit:

A Strategic Planning and Execution Framework for Hybrid Work

Our FWF model brings into sharp relief each of the four dimensions – People, Place, Price and Process – that comprise any effective hybrid work model, one capable of satisfying Future of Work needs that are beyond the ability of traditional workplace conventions to solve.

Within each dimension, you'll be asked questions designed to surface key realities about how your company works, and how the way it works is evolving, so that the appropriate recommendations can be made.

Ultimately, an effective hybrid strategy is more than a question of in-person versus remote options. Hybrid demands a shift in mindset, one that embraces the changing nature of work itself. It's a new day, a new opportunity. Helping you seize the dawn by finding the right hybrid fit for your employees and your business is what the FWF is all about.

People

People refers to your employees and anyone else that supports your product or service, serves your clients, and contributes to the success of your enterprise. A key consideration for your business, in this dawn of hybrid work, is ensuring equal experiences for all of your employees – regardless of where they choose to work.

Equitability means ease of use and convenience. It means matching each employee to the right workplace for the task at hand, when and where needed. It means ensuring health and safety.

It begins by asking yourself three questions:

01 Which employees need space?

Some employees may be eager to get back to the office as soon as possible; others may prefer working remotely for the foreseeable future. Your hybrid strategy needs to ensure inclusivity for all of your workers' preferences, even workers for whom "working from anywhere" means relocating out of market.

02 For what types of work?

Work takes many forms – concentration, collaboration, coworking. An effective hybrid workplace strategy must accommodate a mixture of each. Unpacking this question will also lead to a better understanding of what sorts of tasks need to be handled in person, and which can be done virtually.

03 On what frequency and for what duration?

Some employees may expect to be in an office once or twice a week on a weekly basis. Others may yearn for space episodically, an hour here, a full day there. Team leaders may seek to gather colleagues en masse biweekly. Management may gather the entire company quarterly or annually for planning and bonding. The possibilities are infinite. Paying only for the space you need, when you need it, is a key benefit of hybrid work.

Three crucial questions, one viable path forward. Addressing them will set your journey in motion.

Place

In a hybrid strategy, workplace will conform to the needs of your employees – wherever they are and however they need to work. Armed with your People insights, due consideration of the Place dimension probes the actual spaces that are available to meet your needs. What spaces does your company currently have? What spaces does it need? What are its dimensions?

Here, too, there are three factors to consider:

- 01** First, consider where your space needs to be located. Maybe it's a primary U.S. market like New York or San Francisco. Maybe it's farther flung location like Estes Park, CO or Santa Fe, NM. Maybe you need a network of spaces close to where your employees reside. Maybe you need a centralized hub for culture building and organizational alignment. In today's decentralized work environment, the answer may be all of the above.
- 02** Second, consider what types of space are available? Different spaces types are conducive to different forms of work – concentration, collaboration, coworking. Additionally, employees may need hot desks, private offices, and/or conference rooms to accomplish their tasks. You may need to accommodate meetings, brainstorming sessions, client presentations.
- 03** Quality of environment matters, too. Natural light? Ergonomic chairs and dual display monitors? Lightning-fast internet speeds? What matters most to your workers? How flexible will your physical space need to be? Health and safety protocols will certainly be a priority, particularly for spaces focused on collaboration and coworking.

Hybrid work is about coming together across space and time to accomplish critical company objectives. As more workers choose to work remotely, the right spaces matter – where they are located, how they're configured, how they're appointed. What types of spaces will help your employees do their best work?

Price

The Price dimension explores the economics of your hybrid workplace strategy, weighing the costs and savings associated with it. And make no mistake: a winning hybrid program will deliver a powerful total workplace ROI. This is bigger than considering the cost of a day pass at a coworking space. Your hybrid workplace ROI will be powered by the bottom line impacts on employee productivity, hiring and retention, and physical real estate cost.

Let's unpack those one by one.

01 Workplace choice has real productivity implications. A successful hybrid work strategy means workers are able to spend more time at their jobs than they spend commuting to them. It means ensuring that each individual employee is in the environment that supports their best work. Reclaiming lost time while facilitating true workplace choice positively impacts efficiency and motivation, two primary drivers of productivity.

02 A successful hybrid work strategy increases employee retention and reduces churn. The cost of hiring goes beyond just paying for an employee's salary. It includes recruiting, onboarding, and training. A workplace program that encourages employees to stay at their jobs has a cost-benefit that can't be overlooked.

Additionally, when the time does come to hire new people, the advantages of your hybrid work model will come into even sharper focus. You'll be able to recruit and hire talent all over the world. The diversity of candidates applying to work with you will increase, too.

03 Lastly, for most companies, a hybrid work model works for their real estate portfolio, too. The savings associated with right-sizing your corporate footprint is one major advantage. Paying for space on demand, only when you need it, is another

At the end of the day, ditching the traditional office and adopting a successful hybrid workplace program will do more than make your employees smile. The intangibles afforded by a winning hybrid approach – greater productivity, increased employee retention, lower real estate costs – will deliver a powerful ROI for your business, too.

Process

The Process dimension relates to the “how” – what happens from the time you sign off on your hybrid workplace strategy to the moment you reach your endgame objective: happier workers and a thriving workplace culture.

There are three key points to make here:

01 Your plan needs to be efficient.

It's not an exaggeration to suggest that as we continue to move through the pandemic, keeping your hybrid work systems operating smoothly will be central to your company's ability to survive and thrive. How will your program be run? How will it be packaged? How will your employees engage with it? What does onboarding look like? The mechanics of your plan need to run seamlessly for employers and workers.

Don't overlook the value of communication. Thinking through how key program details will be imparted to your workers. Conveying the idea that the program are subject to modification as learnings are realized. These considerations will become critical to your success.

02 You need to maintain oversight.

Any complex mission needs a reliable mission control. Giving yourself the means to oversee employee experience, worker permissions, individual- and team-level spends, along with other key factors, will be central to the seamless delivery of your hybrid plan.

03 The feedback loop is your friend.

What have you learned from your company's hybrid experiment? Are your employees engaged? How are they using your space? Measuring performance matters. It powers your hybrid plan by providing you with data-driven insights you can use today and tomorrow.

You read that correctly: We said today and tomorrow. No one knows exactly what the future of work holds. The movement is fluid, dynamic, a work in progress. The ability to adjust as you go, to assess and adapt processes, leveraging learnings to inform planning decisions, will ensure you're able to maintain optimal workplace performance and meet the future – whatever it brings – head on.

It's a Tall Order...

and Totally Worth It.

Employees have voiced their desire – they want remote work options. Most businesses want to offer them. The mountain is in the middle. We created the Four Way Fit guide to help you climb it, by surfacing the insights you'll need to navigate the uncertainty of the new era with confidence.

Looking beyond the surface, we hope you'll see what we see – a brighter horizon defined by happier workers and productive workplaces. Remember: Making hybrid a core part of your workplace culture comes with several distinct benefits:



Empowering employees by giving them greater flexibility over where they work.



Lifting worker morale by eliminating stressful commutes and improving work-life balance.



Providing your company with greater access to a wider talent pool.



Right sizing your real estate portfolio, eliminating waste and protecting your bottom line.



And then there's the biggest benefit of all – the satisfaction of knowing your employees are doing their best work from wherever it works best for them.

It's more than a question of adapting to a new normal. It's the difference between offering your employees a place to work and being a top workplace.

Finding the right hybrid fit for your company won't be easy; it will require intensive planning, a reassessment of strategic priorities and corresponding investments. But it can be done. It has been done.

If you've read this far, you've already started doing it.

Let's talk about the next great hybrid workplace culture. Yours.

Get in touch



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