

# Deloitte.



Partially virtual, wholly productive  
The hybrid culture of tomorrow

Fall 2023



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# The hybrid work environment is here to stay

The future workplace is not a frosty, over-airconditioned cubicle in the corner surrounded by the din of phone lines ringing, nor is it a series of geographically distant workers connecting via laptops heating up under the strain of unending video calls—the future workplace is hybrid<sup>1</sup>. However, the definition and implementation of a hybrid workplace and hybrid work practices is just as unique as the mission of the organization and the teams that comprise it. The COVID pandemic hastened the adoption of remote work at a time when many leaders and employees were not yet ready for it, and this adjustment to hybrid solutions continues to be a trial-and-error experiment without a single right answer. With no magical playbook from which to operate, leaders need to lead, manage, and work differently—more so today than ever before—often figuring out how to do so as they go along. **The essential elements that will separate successful hybrid leaders from leaders stuck in the past are found in how they shape organizational culture.**



Organizational culture is defined as the system of shared assumptions, values, and beliefs that shape how individuals in an organization behave and operate. Put simply, culture drives “the way work gets done around here,” and is a key enabler of business strategy. While culture used to “just happen” in workplaces pre-pandemic, the disruption of our business-as-usual world meant leaders realized they could no longer rely on their “old” ways of creating and reinforcing culture. Many organizations were hopeful (for perhaps longer than experienced judgment would support) that things would return to the way they were before, leaving many leaders in stasis or struggling to adopt the new mindsets and behaviors needed to shape culture in a hybrid environment.

This reactionary approach meant that shifts in the workplace did not correspond to any intentional shifts in culture activation and curation, leading to strategically misaligned workforce behaviors—the result of culture drift—that left employees isolated from peers and disconnected from the organization’s direction. Recent worker sentiment data suggest that this will not be a short-term challenge for organizations. According to a recent study, roughly two thirds of workers globally say they have already considered (or would consider) looking for a new job if their employer wanted them back



<sup>1</sup> This plays out differently across different industries and functions, with some requiring fully in person or remote work.

in the office full time<sup>2</sup>. Organizations, then, *must* change if they want to retain existing talent, attract and integrate new talent, and enable their workforce to operate effectively in service of the business strategy.

Data from Deloitte's 2023 Global Human Capital Trends report suggest that advances in technology are putting more focus on how work is done rather than where. This is not to say that location and model are unimportant, as 87% of business leaders believe that the right workplace is important or very important to their organization's success<sup>3</sup>. If anything, the reality of the hybrid future has increased the importance of the workplace model as its design directly influences the ability to get work done across a blend of locations, yet only 24% of leaders feel their organization is very ready to address this issue<sup>4</sup>.

## "Hybrid Culture Health Check"

If we accept the premises that culture is a critical enabler of business strategy, that hybrid working is here to stay, and that shaping culture in a hybrid work environment requires a different approach to "the way we've always done things," then **leaders face a clear call to action for activating an organizational culture that fosters new ways of collaborating, teaming, and executing end-to-end processes to drive work and achieve business strategy.** This will be a critical leadership and organizational capability (and challenge) of the future. Failing to take action now could add business risk as organizations rely on the fumes of their "old" culture while continuously evolving their business strategy.

To set themselves up for success, leaders can and should consider conducting a "Hybrid Culture Health Check," following three steps:

1. Identify what a strategy-enabling culture looks like for your business
2. Understand the current state of your culture across your hybrid workforce segments
3. Intentionally shape your hybrid culture using a proven framework, such as Deloitte's Culture Web model

### 1. Identify what a strategy-enabling culture looks like for your business

Identifying the desired future state culture for your hybrid work environment can be broken into two steps: a) defining your "special sauce" (what made you great before and during the shift to hybrid) and b) reimagining (or reconfirming) your values, beliefs, and desired behaviors (evolving your desired culture to resonate with your business strategy and current competitive environment).

#### A) Define your "special sauce"

Reflect on the early days of the forced shift to virtual in March of 2020. That period raised significant challenges, and no doubt many can quickly rattle off a list of suboptimal conditions during that time. However, as organizations evolved into the new normal, it became clear that there were real and tangible benefits unlocked in a virtual environment that complemented the existing work culture.

Barring dramatic strategic changes that uproot the core tenets of an organization, a culture transformation should rarely start from scratch<sup>5</sup>. Instead, leaders should identify what made their



2 ADP Research Institute, "ADP Research Institute® reveals pandemic-sparked shift in workers' priorities and expectations in new global study," April 25, 2022.  
3 2023 Global human capital trends | Deloitte Insights.  
4 *Ibid.*

5 In a mature organization, it's arguably not possible to start from scratch given the deep-rooted nature of culture.

organizational culture special *before* the shift to hybrid and compare these attributes to what worked well *during* any periods of hybrid work—your organization’s “special sauce.” This juxtaposition reveals both complementary cultural elements that can power the hybrid workplace of tomorrow, as well as any conflicting cultural elements that will become key decision points. Leaders then need to piece together the right combination of these elements to define their future-state culture, as aligned to their business strategy, and embodying a flexible, digitally enabled ethos. During this process, leaders may consider:

- What are our organizational values? What are our “north stars” to guide how we deliver on our strategy?
- Which ways of working made us successful pre-pandemic? Why? Do these translate to a hybrid world, and if not, how can we draw inspiration from them to create a better solution for our people and our current reality?
- Which new ways of working adopted during the pandemic have enduring value?

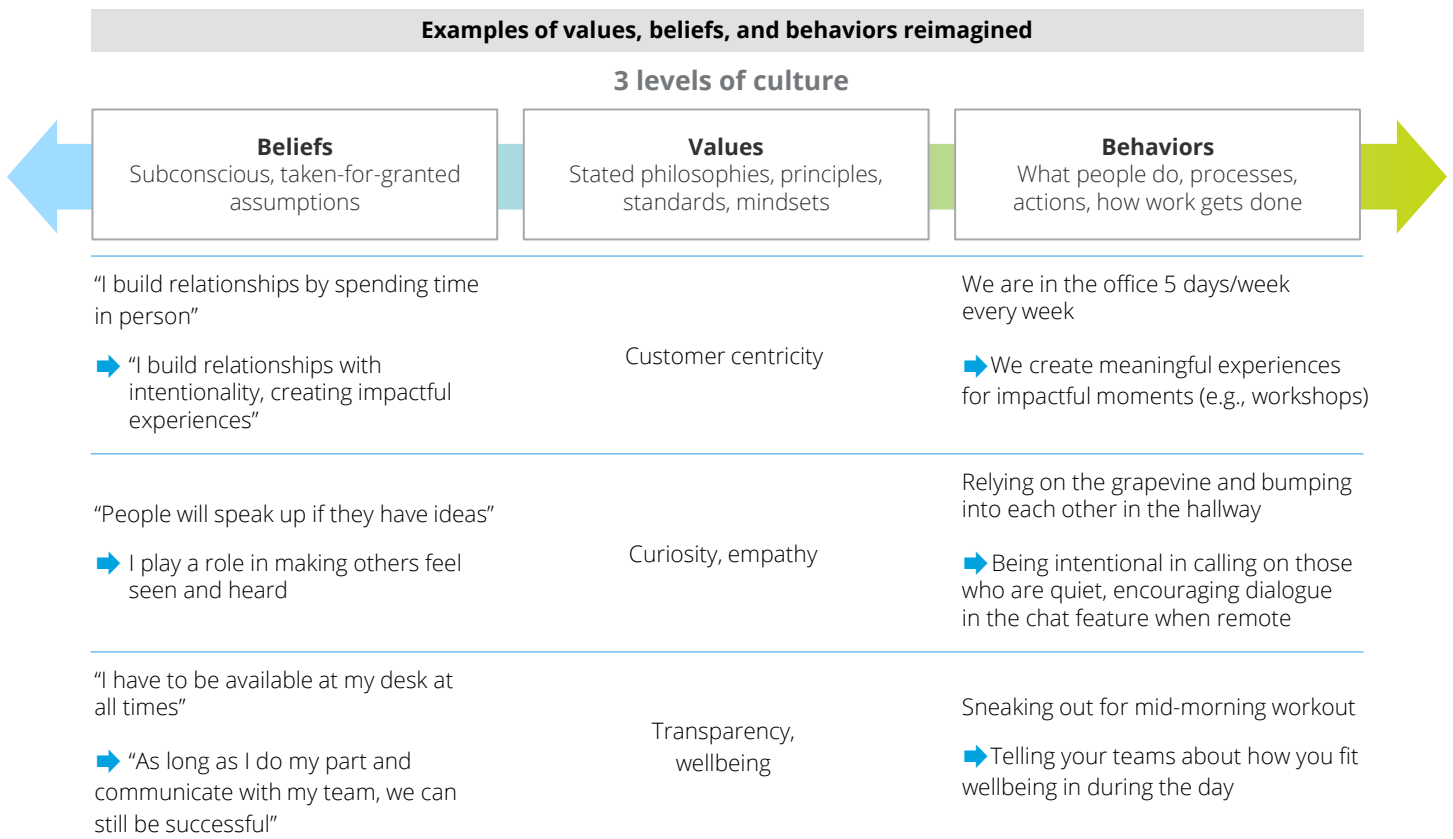
The answers to these questions provide a starting point to assess and discuss the values, beliefs, and behaviors that form the foundation of the desired future-state culture. As leaders consider these culture elements, they will inevitably be faced with trade-offs. Leaders must consider and balance what is best for productivity, for the individual, for teams, for customers served, and for the business. As hybrid transitions and adjustments continue, successful leaders

will reimagine and activate culture as a dynamic and multipurpose tool to enable the workforce to drive value with tangible outputs and outcomes, all within an ever-evolving hybrid work environment.

### B) Reimagine values, beliefs, and behaviors

Once leaders have identified their organization’s core “north star” values and what worked well before and after the beginning of hybrid work, it is time to reimagine the associated beliefs and behaviors (addressing each of the three levels of culture).

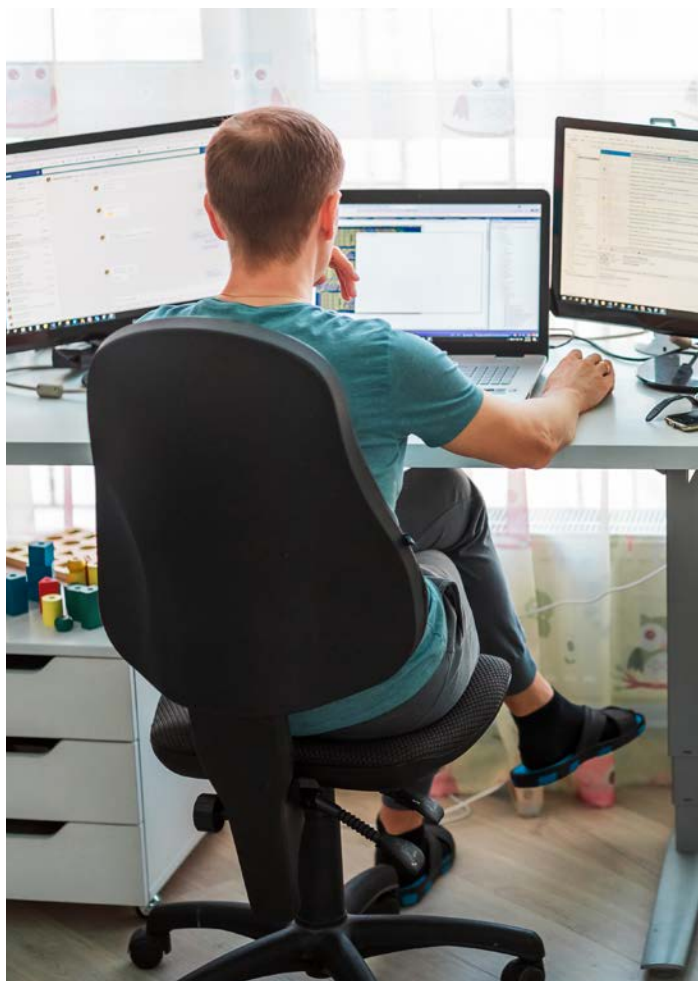
- **Values:** In most cases, an organization’s values should not evolve significantly—unless there has been a dramatic shift in business strategy. Another instance where they might evolve could be if leaders want to add a trait, such as “agility” or “flexibility,” reflecting the new dynamics of today’s environment and the desired shift in mindset for the workforce.
- **Beliefs:** Beliefs are the subconscious, habitual assumptions about how things should work within an organization. These beliefs are usually built up over time based on what has been successful in the past. As broadly accepted orthodoxies, these beliefs must be surfaced and challenged as organizations move into the hybrid environment, even if in the end they are confirmed to still be true. A hybrid environment requires new, creative mindsets about how work can get done.
- **Behaviors:** Behaviors are perhaps the most obvious manifestation of culture, and an organization’s specific “flavor” of culture can most easily be seen in how collaboration happens (e.g., consensus



versus competition) and how decisions are made (e.g., at the top versus decentralized). Understanding and adjusting behaviors for a hybrid environment is critical in order to keep up with the organization's evolving strategy.

## 2. Understand the current state of your culture across hybrid workforce segments

Leaders can leverage culture assessments or surveys to surface quantitative workforce insights (complemented by qualitative insights from approaches like interviews and focus groups). Tools, such as Deloitte's CulturePath™ and Hybrid Team Scan synthesize remote, hybrid, and in-person workforce demographics, mindsets, and behaviors to derive actionable insights. These results illuminate pockets where the desired culture is working well and isolate misaligned or counterproductive subcultures. This contextualized data enables cultural awareness of how certain combinations of beliefs, values, and behaviors create impact among specific demographics, whether it be across different teams or different geographies. Leaders can then build a tailored blueprint of what works best for the different segments of their workforce.



### Hybrid Team Scan (Team Level)

For actionable, tailored, and team-specific insights, leverage Deloitte's Hybrid Team Scan, designed to capture micropreferences so that individual teams can optimize their work. The tool provides a strong springboard for flexing culture to meet the needs of the business. The Hybrid Team Scan is highly effective at the organizational level, but becomes most effective when large organizations split their business units and functions into teams of 5 to 20 to surface more detailed and targeted insights.

### CulturePath™ Diagnostic (Organizational Level)

CulturePath™, a Top HR Product of the Year<sup>6</sup>, helps organizations measure workplace culture, pinpointing cultural strengths and gaps, and offering insights to align culture with business strategy—ultimately driving a more aligned culture and stronger business results. CulturePath™ can be deployed to the entire organization or to a subset of the workforce and is available in 25 languages.

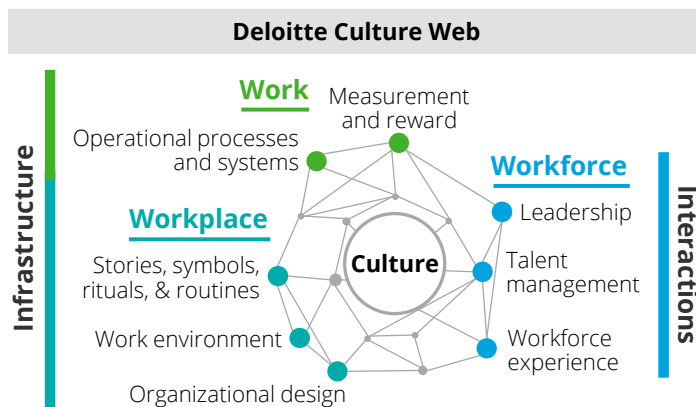
Analyze the current culture to understand how, where, and when hybrid work is experienced differently across various workforce segments (e.g., work environments, demographics, geographies, and functions). Focus attention on where the shift to hybrid has strained existing culture tenets in order to prioritize where to realign your organization's beliefs, values, and behaviors to your business strategy. Highlight areas where the shift to hybrid has been successful to understand what values, beliefs, and behaviors have contributed to this success.

6 Human Resource Executive® named CulturePath™ a Top HR Product of 2016.

### 3. Intentionally shape your hybrid workplace culture, using Deloitte's Culture Web model

Once leaders define where they want to go, versus where they are today, they can begin to build a plan to bridge the gap. Deloitte's Culture Web framework reflects the organizational levers leaders can use to shape culture, including in the context of hybrid working arrangements. As leaders seek to scale their vision (and their business), they can no longer rely on command-and-control operations. A well-defined and intentionally shaped culture—activated across the distinct levers of the Culture Web—creates a context wherein employees intuitively know how to behave to deliver on the business strategy. Put simply, culture should be naturally consumed and lived within the flow of work.

Workers are demanding compelling rationale for where and how work needs to occur, and expect that rewards will be properly aligned to this future. People respond to the environments in which they are placed, and the most effective organizations make conscious, coherent choices across each node of the Culture Web so that the organizational environment—whether it be in-person, remote, or hybrid—elicits and reinforces the desired ways of working.



#### Work

Future-ready leaders should focus on the fundamental dynamic spanning the physical and digital workplace: the work itself. Regardless of place or person, the work required to deliver value should always align with business strategy. However, how work is designed and ultimately delivered is dependent upon the operational processes and systems that enable workers to maximize their contributions to said strategy. Those processes and systems should align not only with the work being done, but with performance metrics as well. Measurements and rewards ultimately determine and change the way workers set out to accomplish their work.



#### Market spotlight

Unilever is focusing on what people produce (outcomes), not where or when they work<sup>7</sup>. The company has introduced a set of global principles governing how to make the best use of office spaces—giving people flexibility and choice, while spending at least 40% of their time in the office to collaborate and connect. To that end, Unilever is designing working options that can help people balance work and home life without completely losing the value of face-to-face contact.



#### Deloitte Consulting spotlight

Deloitte Consulting's *Moments That Matter* approach emphasizes bringing people together in important moments that better enable work and strengthen colleague-to-colleague relationships. At Deloitte, this has meant reimagining how we meet and work together, challenging our thinking to turn traditional presentations into group working sessions and blocking calendars for heads-down, individual work at times when the tasks at hand call for it. Because our work is structured around projects, each engagement brings a unique set of challenges. Our project teams decide the level of in-person, virtual, or hybrid interactions needed to best serve the work and to meet or exceed our clients/customers' expectations. This market-responsive model for executing work is enabled by a culture of agility, flexibility, and creative solutioning in our ways of working.

The greatest value of an intentionally shaped organizational culture in context with hybrid work lies in the ability to re-architect work and augment "the way things are done" with productive technologies, efficient processes, and enabling structures to unlock people's distinctly human capabilities. For example, if a process requires collaboration, leaders must understand not only how teams can collaborate across virtual, in-person, and hybrid environments, but also how collaboration can be made *better* because of this new blend. The imperative is for leaders to understand how this augmentation "in the flow of work" can level up their organization, providing the tools and resources teams need to work in a way that is more effective and efficient than ever before. As leaders transform these processes and systems, they must reflect these changes in how performance is evaluated, to incentivize the most optimal way to deliver work, and ideally inspire workers to further innovate and continually improve.

<sup>7</sup> Elisabeth Buchwald, "Return is the wrong word. That world is gone": Unilever chief HR officer foresees a new, flexible era for office workers post-COVID," Unilever, October 16, 2021

As undeniably important as this augmentation is, most organizations are lagging. Strikingly, only 15% of respondents to Deloitte's 2023 Global Human Capital Trends survey cited the way work is designed as one of the most important attributes in creating the future workplace<sup>8</sup>. While standard technologies such as videoconferencing and collaborative document access mitigated productivity loss during COVID, organizations that did not adapt their processes and systems to better align with this new reality struggled and have fallen behind. Some organizations mistook these tools, which are merely enablers of ways of working, as a culture shift in and of themselves. This conflation of "we have digital tools" into "we are a digital company equipped for the hybrid future" fractured the work itself, which was architected to be completed one way, but then supported by a patchwork of mismatched tools.

The Culture Web framework illustrates the interconnectivity of work with the workforce and workplace. A change in one dimension should prompt a complementary change in the others, and the winners of tomorrow will pull these levers in concert with one another. Leaders looking to help their organizations thrive in a world of hybrid work must align their platforms, policies, and procedures with the work as re-envisioned to unlock the full value and potential of their people.

### Workforce

Leaders surveying the organizational landscape to identify the right opportunities to shape culture in a hybrid work environment can feel overwhelmed—with so many workforce personas, constantly shifting market conditions, and a lack of clarity around what really matters for employees, it can be challenging to allocate resources and effort effectively. Leaders can be lulled by a false sense of fairness by simply provisioning the "same for all" members of the workforce, missing the opportunity to provide equitable options and "fit for purpose" solutions across a range of workforce personas.

There is no doubting the importance of getting culture right for the workforce, though. Advances in technology and global economic growth have made changing jobs easier than ever before. Additionally, the shift from 100% in-person work has removed geographic proximity as a critical job filter, meaning both organizations and talent have more options than ever before—allowing organizations to pull new talent from new areas, enriching their culture through new viewpoints. Early 2022 projections supported this notion by stating that annual worker turnover could reach 30%<sup>9</sup>. As organizations fight to keep their top talent, culture rises as a top issue. In a recent study, 56% of workers surveyed in the US and Europe ranked culture as more important than salary, while two thirds cited company culture as a main reason for remaining in their job<sup>10</sup>.

8 2023 Global human capital trends | Deloitte Insights.

9 Majority of U.S. Workers Changing Jobs Are Seeing Real Wage Gains | Pew Research Center

10 Workers value a strong company culture over higher pay, study claims (cnbc.com)



### Market spotlight

In making decisions about their future workplace strategy, TennCare, the State of Tennessee's managed Medicaid system, used a productivity study to engage and include their workforce in all considerations about work and the workplace. Productivity improved in the remote environment, but there were still tasks that needed to be done in-office. As a result, TennCare adopted a hybrid work policy allowing employees to choose to work in the office as needed. In the same way that technology is a tool to augment human capabilities, TennCare turned physical office space into a similar type of enabling tool. TennCare also balanced in-person and remote experiences by providing employees with a home office equipment subsidy and by transforming existing office spaces into collaborative rooms with unassigned seats, solving for many key equity questions essential to their workforce.



### Deloitte Consulting spotlight

*Moments that Matter* at Deloitte Consulting are made real with the support of Culture Interventions and "Everyday Equations" that express "what matters" to our people and our clients/customers. Interventions are specific leadership and staff activities that encourage our colleagues to live out Deloitte's culture every day. These reminders accelerate culture adoption and infuse expectations around how we work together in simple, easy to understand, and memorable language. Dan Helfrich, Deloitte Consulting's CEO, often shares these equations on LinkedIn and with the company. Three of his more popular equations include "working from home does not equal always working," "15-minute huddles > 30-minute meetings," and "your well-being > your organization's well-being." These equations can be brought into all types of employee engagement activities, including learning, leading, and developing.

While the shift to virtual prompted early concerns around workforce productivity, there is no conclusive evidence that remote work decreases productivity. What evidence consistently supports, however, is that certain types of work are more effectively accomplished in person while others are more effective virtually. Successful organizations will build hybrid cultures that empower employees to leverage the right tools in both scenarios.



Today's workforce, who act as both consumers and curators of culture, look to organizational leaders more than ever before to inspire and lead with a culture-driven mindset. There are specific actions leaders can take to reinforce and sustain organizational culture. Deloitte's perspective outlines five steps visionary culture leaders can take:

1. **As a leader, culture starts with you—show you “get it” and proactively shape culture.** Communicate why culture is important and specify how it ties to the business strategy rather than speaking with ambiguous or lofty language. Share examples and stories that make it clear that *how* work gets done is critical to successful strategy activation.
2. **Model desired behaviors.** Reflect on how you are modeling organizational culture today, or ask a peer for an outside view. Consider how you can further embed these positive behaviors into your day-to-day actions and remove or stop those behaviors that are counter-cultural. Be open and honest about this process with your workforce.
3. **Hold yourself, and other leaders, accountable to living out your organization's desired culture.** Make this formal by embedding cultural values into organizational goals. But don't stop there—go further, leveraging more informal settings to add topics around culture to conversational check-ins, embedding culture in organizational storytelling, and creating calendar reminders to take action related to a given organizational value.
4. **Incentivize and invest in culture.** Put your money where your values are by embedding culture into your organization's performance management systems and worker evaluations in order to create clear pathways for recognizing culturally aligned behaviors.
5. **Embed culture into existing processes and ways of working.** If “nobody is an island,” then culture shouldn't be either. Demonstrate how culture spans the organization by using it as a decision-making criterion, enabler of collaboration, and influencer of how work is designed.

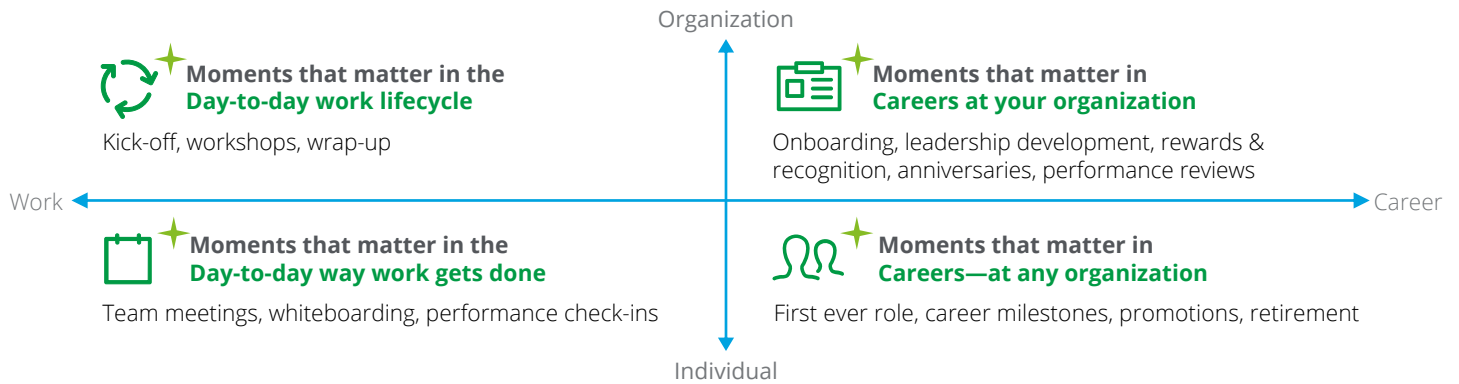
## Workplace

The extent to which the concept of “workplace” has changed over the last few years cannot be overstated. Both the pandemic and remarkable advances in collaborative technologies have disrupted the relationship between work and the workplace. The impetus has shifted from “where work is done” to “how work is done,” and this definition continues to evolve. The concept of “work” has changed from “the place where we go” to more essentially “the value of what we do.” In Deloitte's 2023 Global Human Capital Trends Report, 78% of surveyed organizations said they are trying to create a future workplace where workers can thrive by redesigning existing business processes or reimagining the work itself<sup>11</sup>.



11 2023 Global human capital trends | Deloitte Insights.

**Focus on Moments that Matter to narrow down where to start on hybrid culture activation**



Think of a moment when someone did something that surprised and delighted you, sparked deeper thinking, or forged a stronger relationship. That is what we mean by making a moment matter. It is a focus on turning an ordinary occurrence into an extraordinary experience for another person. When we treat moments as chances to create exceptional experiences, we start to see opportunities in the succession of everyday meetings, phone calls, and activities—opportunities to actively seize upon and create defining moments. *Carpe momentum. Make moments matter*<sup>12</sup>.

While the physical workplace<sup>13</sup> itself is still essential, its importance is now derived from how well it improves and enables work, productivity, growth and development, engagement, and well-being of the workforce. Spaces are now designed around key moments of work, rather than fitting these moments into standard workspaces. Leaders who creatively promote and sustain their culture in a hybrid work model with the objective of achieving their business strategy will likely also improve their brand, attract and retain top talent, and elevate their workforce's outcomes. To create this future workplace, leaders can leverage Deloitte's Culture Web framework to develop and deploy a culture action plan and workplace designs that promote *Moments that Matter* and effectively blend in person and remote ways of working.

Deloitte's *Moments that Matter* framework highlights how moments—whether mundane or momentous—are opportunities to make an impact, to make something special happen for someone else. Whether the moment is serendipitous or an initiated action, the workplace should provide a conducive setting for these moments, strengthening the impact of these interactions through the design of space and its alignment to purpose. As organizations imagine their workplace of the future, these moments act as a strong starting point to build an experience around. Reflecting on how the workplace integrates into each quadrant can bring clarity not only to the moments that matter, but the workplace that matters as well.

When reflecting on *Moments that Matter* and seeking to identify priority opportunities for shaping culture in a hybrid work environment, it can be helpful to consider the intersection of two continuums: moments at the individual versus organizational level, and day-to-day work versus career-focused moments. "As the sudden disruption caused by COVID caused many to miss out on the traditional in-person experience at their current workplace, employees may not always be equipped to identify the right moments that matter. The grid above serves as a tool to be leveraged by employees, teams, and leaders collectively so that moments are not missed. Proceeding clockwise from the 2x2 above:

- **Organization x Work:** Broadly impactful work events (e.g., kick-off sessions, big workshops, annual planning meetings) present opportunities for intentional design reflective of desired ways of working, as well as culture activation and reinforcement. These events occur more often than what is commonly assumed and offer exceptional opportunities to bring people together and connect them to the organization's purpose and vision. The most momentous, such as launching a new product, often garners attention on its own—but there are less obvious moments, such as internal campaigns and new ways of working, that offer similar potential.
- **Organization x Career:** There are career milestones your workforce will experience as they move through the talent life cycle at your organization (e.g., from onboarding to leadership

<sup>12</sup> 10 Moves to make moments matter (deloitte.com)

<sup>13</sup> Note that in this sense, the physical workplace also refers to remote workers in the context of their at-home working spaces.

development to rewards and recognition to anniversaries and performance reviews). These are prime opportunities to infuse your organizational values to strengthen and sustain your culture.

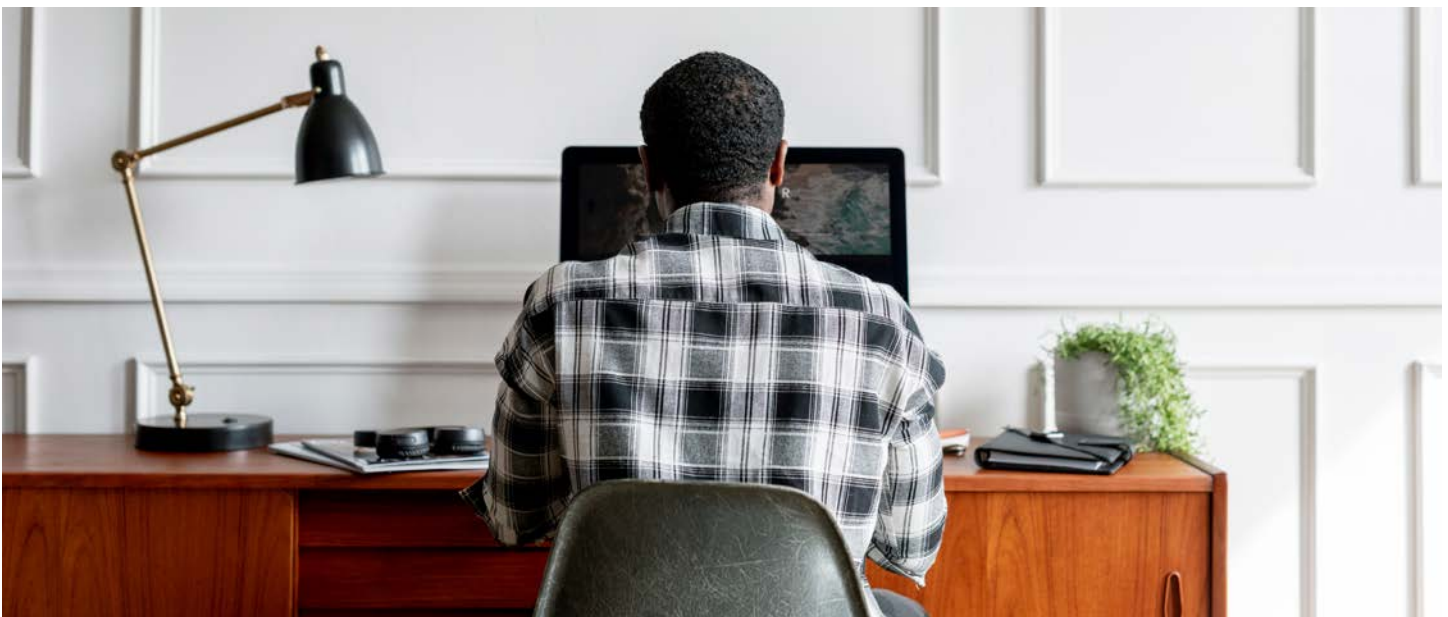
- **Individual x Career:** Beyond the general career milestones everyone will experience at your organization, the important career moments individuals will experience in their lifetime (e.g., a team member's first job, a promotion, retirement) offer memorable occasions to reinforce your organizational culture and to demonstrate true workforce appreciation.
- **Individual x Work:** Things like regular team meetings that emphasize transparency, whiteboarding sessions where all voices are heard, or recurring performance check-ins that place as much value on demonstrated strengths as observed development opportunities, can seem mundane, but these provide the true grist for the culture mill—chances for team leaders and team members to shape how they work together in ways that truly align to the organization's values. Taking time to check in on one another's well-being at the beginning of a meeting, creating an environment of psychological safety when sharing feedback, and designing hybrid brainstorming activities in a way that makes sure all participants, regardless of location, can contribute equally—all illustrate how these day-to-day activities can serve as cultural building blocks in a hybrid work environment.

These *Moments That Matter* are an excellent starting point and a useful foundation for ongoing success, but the complexities of today's organizations mean that these moments likely differ across members of your workforce. For example, when Deloitte collaborated with a global retail company to lead an overarching organizational transformation, the important moments to those employees stationed in their US headquarters differed drastically

from those of frontline workers in the Netherlands. As these moments surfaced, clear differences arose. At the simplest level, frontline workers associated the store as their "workplace," while executives in the US interpreted their workplace as flexible and existing outside of a singular location. Convening executives for an in-office event felt like a large moment itself—significant because it brought people together in person to strengthen important connections. For frontline workers, there was little enthusiasm for those types of in-person moments—they were already the norm. A different kind of moment was needed to stand out as significant.

In another example, a booming technology company was faltering as it sought to build growth in both China and the United States. Their executives might as well have been planets apart given the size of the disconnect. At the heart of the issue was the workplace in which critical moments unfolded. The workforce in China attached significant importance to physical colocation—common for nations considered "high-context cultures," meaning that shared context, body language, and physical cues are more important than the words said themselves<sup>14</sup>. This differed drastically from their US counterparts, most of whom were from a low-to-medium context culture, more reliant on the words said themselves than any implied meetings. This meant that, in their virtual connections, both sides heard the same words but walked away with very different interpretations. A reset was needed.

To achieve desired business results, leaders need to allow work and the workforce to drive decisions around the workplace. The workplace exists as an enabler or hindrance to the work and workforce, so designing the workplace independently of these other facets is designing for failure.



14 Yes, but also no? The role of context in the Chinese workplace—The London School of English



## Where do we go from here?

Culture used to just happen, cultivated in and among the cramped cubicle quarters of towering skyscrapers, each leased by organizations to host their locally sourced, commuter workforce. Work had to be done together in the same physical space at the same time (Monday to Friday, 9:00 a.m. to 5:00 p.m.). Employees traveled to and from work each day, spending many hours per week on public transportation or in their cars fighting rush hour traffic. Today, the preceding statements are practically obsolete for many workers. Real estate is a strategy, not a necessity. Some work can be done anywhere, while some work can only be done in specific, in-person locations. Workforces are more diverse and dispersed than ever before. Above all, culture does not just happen anymore. Culture, to be sustainable, must be intentionally shaped and molded, and the ways of doing this must be attuned to the mix of in-person, virtual, and hybrid work that an organization chooses to offer. The rules of the game have changed, and so have the stakes. The dissolution of what we previously held as fact has pushed the hybrid work culture to the fore, becoming one of the most important, and challenging, business opportunities of today. The next era of work has arrived, and it is here to stay.

The path ahead is not an easy one, but the steps to get there are clear. The best leaders will identify what makes their organization special—the values, beliefs, and behaviors that elevate their organization above the competition. Pulling lessons learned from both in-person and remote working, leaders can drive toward a culture that best supports their organization's unique blend of work styles.

Put clearly: Successful leaders will build hybrid work cultures that skillfully blend optimized work, workforce equity, and innovative workplace design such that each area accentuates the others. That journey starts today. It is time for a Hybrid Culture Health Check.



### Market spotlight

The Commonwealth of Massachusetts, as it continues to position itself as an employer of choice, has increased workplace flexibility to attract and retain talent<sup>15</sup>. Its leaders continuously solicit work-related preferences from their individual employees and teams to create hybrid schedules that balance those preferences with operational needs. Not only has this increased workplace flexibility and led to greater workforce retention rates, but the improved two-way communication that started within this hybrid environment has enabled leadership to hear directly from their workforce about the issues, challenges, and opportunities they're facing. The Commonwealth is seeing collaboration and innovation on the rise!



### Deloitte Consulting spotlight

While Deloitte Consulting maintains a large real estate presence for its workforce to access and use in-person workspace as needed, workers are empowered to use the workspace options that best suit their needs. Employees, teams, leaders, and clients/customers work together to find the right location option at the right time. The result is a hyper-flexible hybrid model, enabling an employee to work in Houston at client site on Monday and Tuesday, in their home city St. Louis office on Wednesday and Thursday, and remotely from the sunshine state of Florida on Friday. This flexibility allows employees to leverage different workplace settings according to the work they need to accomplish and with whom they need to work, making the best tailored use of the many types of spaces at their disposal.

<sup>15</sup> Based on work done by Deloitte with this organization.

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