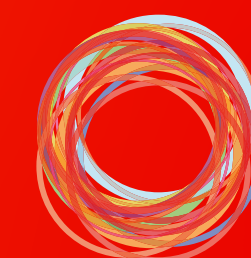




Embracing the future of hybrid working

Prepared by
HSM Advisory
with Fujitsu

FUJITSU



HSM

Foreword

Professor Lynda Gratton

The way we work has changed considerably. As we redesign work and shift to a hybrid model, each organisation needs to build their own story, and their own signature. Embedding this change into our ways of working is key to ensuring the lessons we have learned so far are not forgotten. The purpose, innovation, autonomy, mutual trust and transformation of society that form a part of this story all require strong leadership role modelling.

Catalysed by the onset of the pandemic, we are experiencing a change-readiness like never before. As organisations experience this unprecedented change, so too do we have the opportunity to learn from each other, co-creating across boundaries to navigate this shift and solidify new ways of working that benefit everyone.

What is significant and unique about this report is our shared ability to capitalise on this appetite for change. We have come together across organisations, geographies and languages to share our unique organisational and individual perspectives on how we can best design the future of work.

That is why I am delighted to be part of this pivotal research in partnership with Fujitsu. Over a series of interviews and focus group sessions forming the basis of this report, we gained unique insight into how leaders and organisations are responding to the move to hybrid work. Similarly, we engaged employees to discover the opportunities and challenges they are facing, and what is needed to support them.

Our hope is that this report will provide leaders with a basis of understanding of where we are in our respective journeys, and inspiration for further change to come as we continue redesign the future of work.

Professor Lynda Gratton

London Business School, Founder, HSM Advisory



Foreword

Hiroki Hiramatsu

In July 2020, Fujitsu announced its “Work Life Shift”, a new work style concept to respond to the new normal around ways of working. Work Life Shift empowers employees to proactively choose the most appropriate time and place to work so that they can increase productivity and feel engaged even when working primarily online.

We are now embarking on a new journey, evolving into a true hybrid working model.

First, we are increasing the value and effectiveness of in person communication by transforming our physical workplaces from a traditional office into a place for experience where employees can enjoy the unique experience they cannot replicate elsewhere.

Second, we are utilising the knowledge we have gained from our practices of remote work to further strengthen collaboration both inside and outside the company. We have already started collaborating with several startups and local governments on new ways of working and the Digital Transformation initiative.

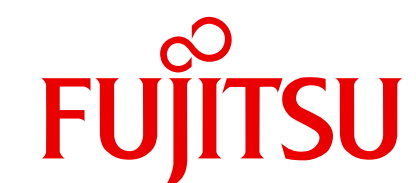
The third point is to help employees to create the synergy between Work and Life to improve their own personal wellbeing. Previously we separated Work and

Life and tried to manage the balance between the two. Work and Life have already merged, and there is no doubt that the fulfillment of Life will have a positive impact on Work.

Fujitsu is implementing a new work style based on Work Life Shift to achieve a sense of purpose for both employees and Fujitsu, one based on autonomy and mutual trust between employees and Fujitsu. By pursuing hybrid work, we are creating a way to enhance employee productivity, creativity and wellbeing, and contribute to solve the issues of society and customers and realize sustainable growth.

Hiroki Hiramatsu

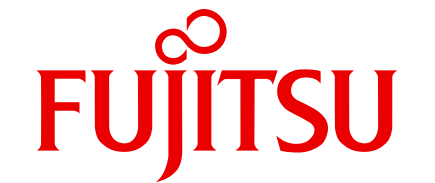
CHRO, Fujitsu



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About Fujitsu

Fujitsu is a global technology company, established in 1935 and headquartered in Tokyo, Japan. Fujitsu's purpose is to make the world more sustainable by building trust in society through innovation.

To fulfil this purpose, Fujitsu aims to enhance its ability to stay in tune with global society, while continuing to make agile changes, and creating value.

Fujitsu offer a broad range of products, services and solutions, and have approximately 130,000 employees supporting customers in 180 countries.



About HSM Advisory

HSM Advisory is a specialist research and advisory group founded by Professor Lynda Gratton of the London Business School. Lynda is one of the world's leading thinkers on the future of work and organisational behaviour.

At HSM Advisory we advance organisations by working with them to co-create a sustainable future. Through our research and advisory work, we help to bridge the gap between strategy and culture. As trusted advisors to the world's biggest companies, we use solid evidence and tangible insights for real, lasting impact. Over our thirteen-year history, we've worked with FTSE 100 companies, Magic Circle law firms, and the Big Four professional services firms.

Executive summary

Our assumptions about work have been challenged, “unfreezing” established working norms and creating a shared imperative for change. Fujitsu and HSM’s Sustainable High Performance model below shows the elements to consider as we begin to “refreeze” our ways of working move into the next phase of hybrid:

Rethink what work means

By creating a sense of purpose to help employees make sense of change.

Through ensuring an inclusive hybrid culture, adapted to new norms that connect employees to the organisation.

Empower employees

By helping managers to coordinate across time and place, and support wellbeing.

Through embedding employee autonomy.

Reimagine how work is done

By taking an output focussed view of performance.

By enabling innovation to develop ideas in both virtual and physical spaces.



Methodology

This study showcases the ways in which organisations are responding to the significant shifts in the workplace, and wider society, in how we think about work. This cross-organisational, global approach enabled HSM Advisory in partnership with Fujitsu to develop a nuanced view of the current challenges and opportunities of hybrid work.

Fujitsu insights

Over the course of 6 months, Fujitsu, in partnership with HSM Advisory, engaged in mixed methodology research, through interviews with 9 Fujitsu Leaders, 5 Fujitsu employee focus groups, and 4 Fujitsu Client leaders.

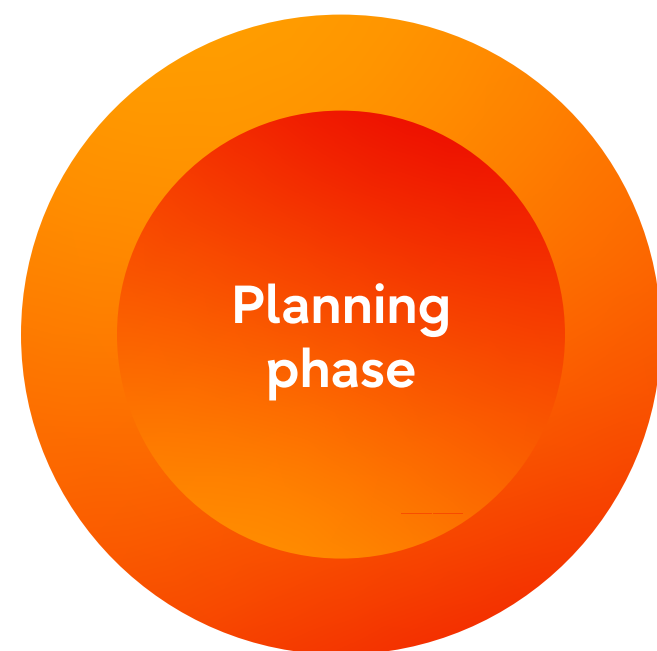
Snap survey

A snap survey, shared broadly through Fujitsu and HSM networks, gathered data about the experiences of an additional 200 people, providing additional quantitative nuance to the changes, challenges and opportunities of hybrid working.

Case studies

Leaders from a variety of organisations and sectors shared their learnings, experiments and best practice across 2 inter-organisational focus groups, providing inspiration and a frame of reference for redesigning work.

August 2021



October - November 2021



January - February 2022



March 2022



Report publication

This combined approach captures the lessons learned across sectors, organisations and geographies to provide a representative, fresh perspective on the opportunities, challenges and lessons learned as we redesign work.

Rethink what work means

Set out a clear purpose

“It’s about being supportive, giving people a purpose that creates enough teamwork... creating conditions to be successful.”

Joao Domingos

Vice President, Head of Western Europe, Fujitsu

Employees want to feel purpose in their work

As employees have more choice about where they work, they want to be connected to their organisations. A compelling and believable narrative builds purpose and keeps this connection strong.

People look to organisations to demonstrate purpose through their contributions to society

In order to feel a sense of connection to their organisation's purpose, employees want to live these values in a demonstratable way, and see their organisations perform good works in society.¹

Purpose creates a shared sense of identity, uniting people and helping them embrace change

By communicating a shared sense of purpose and values, leaders can construct a sense of shared identity and prevent the 'spread' of negative emotions.²

During periods of uncertainty, leaders are expected to communicate a unifying purpose to support and inspire their people

Within the context of the pandemic, leaders reported feeling "like youtubers": Primarily addressing their employees over video, they now reach a broader range of people, adjusting their approach to be values-oriented and inspirational to reassure and inspire people across the organisation.

People shared their perspectives on purpose

"Showing vision and direction, and how to effectively communicate is now a key consideration for leaders."

Kazushi Koga

Head of Digital Infrastructure Services Business Group, Global Solutions Business, Fujitsu

"(Our) purpose should be embedded in teams..

Individuals have a purpose, not just in work but in their own life."

Hiroki Hiramatsu

CHRO, Fujitsu

"Each individual plays their own role in society, promoting a sense of purpose can bring about greater capabilities of that person."

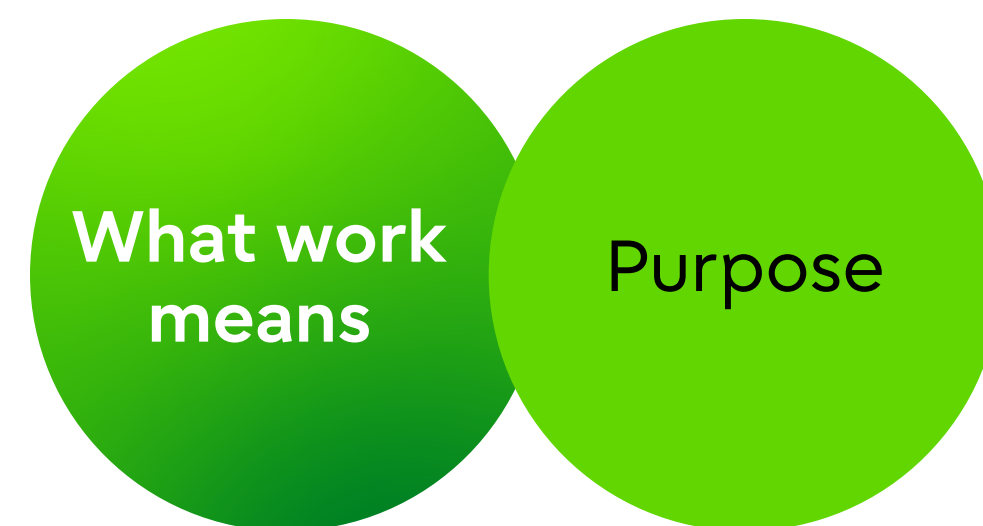
Yasuhiro Hashimoto

Deputy Manager of HR, ENEOS

"More and more, people look to leaders for direction. Leaders have a duty to explain what can be done and what can't... (to) make sense of situations, and support others."

Joao Domingos

Vice President, Head of Western Europe, Fujitsu



People want to build their own sense of purpose

People want to feel that their organisation's purpose aligns with their own - and to feel purpose in their own work. This can be achieved by demonstrating purpose through action, helping to ensure a narrative is believable, relatable and authentic.

Purpose acts as a connecting thread across all aspects of the organisation

Communicating Work Life Shift at Fujitsu

At Fujitsu, the shift to hybrid is exemplified by the organisation's approach to its Work Life Shift, consisting of 3 pillars that it can co-design with its customers: The Borderless Office, Smart Working and Culture Change. Internally, now on its "Work Life Shift 2.0" rendition, this has been an iterative process, woven into organisational narrative.

Connecting purpose to personnel policy and individual behaviours

Fujitsu's approach to performance management, called 'Connect', focusses on consistency of messaging between organisational purpose and individual KPIs. 'Connect' creates opportunities for communication to share corporate and individual purpose. The system utilises performance criteria to evaluate the degree of impact on purpose and vision, behaviours based on the Fujitsu Way, and the learning of teams and individuals.

Engaging individuals to build purpose within themselves and society

Fujitsu's Purpose Carving program focusses on the organisational and individual realisation of purpose, recognising the importance of achieving an intersection between employees' own purpose and values and Fujitsu's. The program encourages individuals to carve out their own purpose and think about how this intersects with Fujitsu's – and how they can carry out this purpose to benefit wider society. Starting with the Fujitsu management team, Fujitsu is rolling this program out to employees across the world.

A sense of purpose is built by...

Visible and accessible leaders

Schedule regular leadership updates to help people to feel connected to their organisation regardless of their location.

Aligning personal and organisational values

Provide employees with opportunities to enact organisational purpose and values in ways that align with their own personal ones.

Dialogues, stories and narratives

Recognise the role storytelling plays in crafting and embedding an authentic and believable purpose. This can be achieved by ensuring employees can see regular, tangible examples of their organisation's purpose in action, and gain a greater understanding of how they can carve their own purpose.

Rethink what work means

Create a hybrid culture

“Instead of saying everything we have been doing in the past was correct, we need to look to building new ways of working, and now we see a good opportunity to do so.”

Yasuhiro Hashimoto

Deputy Manager of HR, ENEOS

Belonging is a core component to culture

As people have more freedom over where they work - a sense of belonging is crucial in both in-person and virtual environments.

A reflexive approach to individual cultural backgrounds ensures employees' hybrid needs can be met

Shaped by a variety of elements including the values of leaders, policy, reward systems, and industry demands, organisational culture is built through actions and interactions. However, geographical culture can also influence individual needs in hybrid work – felt acutely by employees with cultural backgrounds in which face-to-face interaction is essential to rapport-building. Remaining responsive to these needs is key in ensuring that employees remain engaged with and included.

Frequent, informal communication helps bridge distance between individuals and their teams, ensuring connection and belonging when working remotely

Belonging is an essential human need, but feelings of belonging can be challenged when working in disparate locations. This requires a proactive, purposeful approach to communication – ensuring the serendipitous conversations of the office are accessible in a hybrid context.

“Remote-first” moments help to build a hybrid culture and ensure everyone is included

Creating a uniquely hybrid culture, compatible with virtual and in-person environments emerged as key to build purpose and belonging. Utilising technology in moments that matter creates opportunities to overcome barriers of distance and hierarchy - making leaders more accessible, and ensuring that those working from home are able to experience their organisation's culture from anywhere.

People shared their perspectives on culture

“The aim of our organisation to begin with is to be local; we have local branches and offices so we try and be located as closely as possible to our customers.”

Takayuki Sunada

President and CEO, Fujitsu Japan

“We have a big population who are not desk workers, or the home desk environment isn't suitable, and we really need to think about how to make an inclusive culture.”

Fujitsu employee

Focus group participant

“We have to make a virtual and inclusive culture - we can already see more people are starting to see emojis within Conference calls. It helps to give acknowledgement without interrupting meetings.”

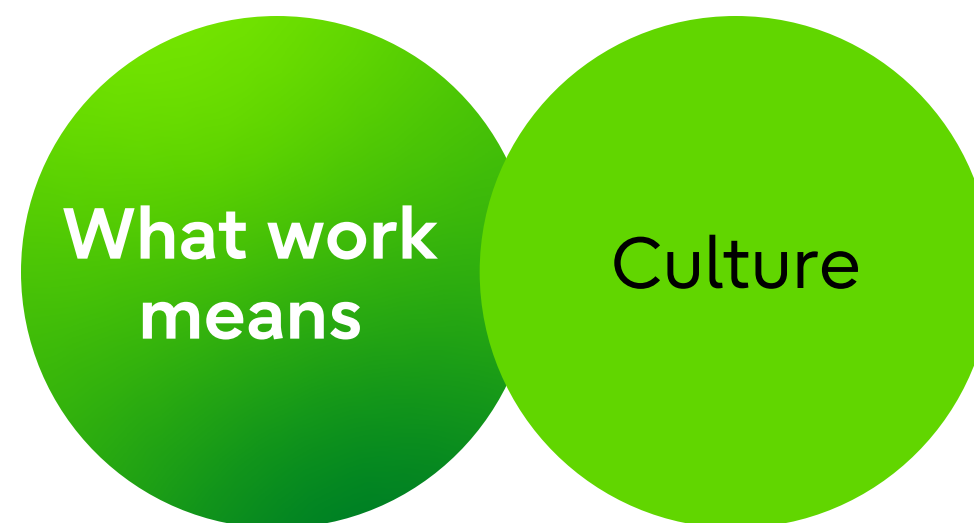
Melanie Wright

HR Standardisation Manager, Global Delivery, Fujitsu

“To have a stronger organisational culture in hybrid ways of working, we need to create moments where people are going to feel awesome.”

Branislav Stankovic

GRiP Country Lead for Portugal, Fujitsu



Nurturing a hybrid culture enables high performance

Experimenting with how to retain what is unique about an organisation's culture in a virtual context, whilst being clear on behavioural expectations helps to shape a hybrid-inclusive culture that prioritises both performance and wellbeing.

Creating a culture that is compatible with hybrid working is key to ensuring people feel included

Using data to influence team culture at TCS



TCS use a range of data to identify team-based cultures and ways of working that may present a challenge to sustainable high performance working models.

Comparing and contrasting data on the prevalence of back-to-back meetings, clock-ins into office buildings, engagement and attrition rates, TCS are able to demonstrate to managers how allowing

greater autonomy over time and place drives organisational performance.

Creating virtual moments of human connection at Mitani Sangyo



President and CEO Tadateru Mitani's message to employees was to commit to creating moments of connection with colleagues and customers, even when working remotely.

Employees were encouraged to set aside time for casual conversation in virtual meetings to continue to build relationships.

To maintain a sense of belonging at work, employees also organised online lunches and parties.

Creating a hybrid culture means to...

Use technology to connect people

Ensure people can feel connected to their organisation over distance – such as allowing people to join in-office meetings via video link.

Be clear on behaviours

Set out which behaviours are expected of employees to work in a performance-led, sustainable way, and which are unacceptable.

Utilise data to build managerial capabilities

A performance-led, wellbeing-focussed design of work is necessary to ensure your teams remain productive, whilst benefitting from the flexibility of a hybrid model. To ensure leaders and managers have the support they need to refine their approach, make use of team members' feedback to uncover what is working well, and what can be improved.

Empower your people

Rethink the role
of managers

“Ambiguity and change are constant.
That’s not the hardest part for us.
The hardest part is leading through
this ambiguity.”

Aoife Fitzmaurice

Chief of Staff (CPO), Organisation Design and Future Workplace, Sage

Managers are responsible for work and people

The shift to hybrid has caused employees to re-assess their priorities. Supporting managers in cultivating People Experience helps to retain people for longer, and create ambassadors out of those who do choose to leave.

The role of the manager has become multi-faceted; requiring managers to become responsible for both work and the experience of their people

While the role of the manager was traditionally thought to be one of scheduling and coordination, managers are also integral to the building of a positive People Experience and are facing increased pressure to care for wellbeing.

Teams are becoming more fluid, requiring coordination across distance

Previously, managers coordinated their teams across one axis; time. Now, managers are increasingly having to ensure their teams can work together across differences in both time and place.

Flexibility is key to retaining employees as they re-assess what is important to them when joining an organisation.

Prof. Lynda Gratton notes that the onset of hybrid, compounded with the significant hardships of the pandemic, have caused employees to reconsider what they need and want from work.³ Redesigning work to incorporate wellbeing and flexibility helps to attract a diverse range of talent.



95% of HSM survey respondents said flexible working is important when deciding whether to work for a company in the future.

People shared their perspectives on management

"We need to switch the way we engage with people. Conversations are more around coaching than traditional performance management."

Carla Hall
Head of Delivery, North West Europe, Fujitsu

"Focus on leadership: do they have the tools and language to have equitable conversations?"

Aoife Fitzmaurice
Chief of Staff (CPO), Organisation Design and Future Workplace, Sage

"We want to retain empathetic leadership, leaders are appearing more vulnerable and human."

Senior Leader
Public Sector Organisation

"To create trust, managers need to hear what their people are thinking; what they are feeling; what are their issues?"

Koji Masuda
Head of Asia Region, Fujitsu

The role of the manager is changing

Upskilling managers in new ways of working, and being clear on the behaviours and skillsets required to work in a hybrid way empowers them to lead high-performing teams.

Organisations are shaping the new behaviours needed to manage in a hybrid context

Redesigning the role of the manager at Telstra

Telstra redesigned the managerial role by splitting it into two roles. Leaders of work are responsible for scheduling and resourcing, whereas leaders of people are responsible for the wellbeing and development needs of their team, acting as coaches and mentors.

the highest-performing teams. Leaders utilise this data to demonstrate the importance of purposeful, regular communication to managers.

Embedding purposeful communication at TCS

TCS discovered that managers who initiated frequent one-to-one discussions with their team members had

Encouraging points of connection at Mizkan

To ensure that Mizkan employees who can work remotely feel connected, managers are encouraged to have regular, informal conversations, and to set aside time to meet in person.

Challenging leadership behaviours in the public sector

At a public sector organisation, intervention training was delivered to senior leaders to understand the difficulties managers can face when coordinating work. Scenarios where health and wellbeing needs conflicted with task delivery were used to help leaders gain insight into how the communication and assignment of tasks can bring about wellbeing challenges.

Redefining the role of managers means to...

Develop both human and technical skills

Incorporate both skillsets into managers' skills agenda, to support them in developing new hybrid-ready managerial competencies.

Create a consistent, trusting approach

Set out a frame within which managers should craft their team's approach to hybrid working to avoid feelings of unfairness or inequity.

Recognise good work

Capture and share what managers are doing to support their teams, in order to inform best practice.

Recognise the importance of human moments

Ensure managers are empowered to safeguard their time for wellbeing check-ins and crucial moments of connection with their team.

Empower your people

Embed and encourage
employee autonomy

“I’ve been working from home for many years and there are advantages and disadvantages. I believe it’s very clear we need a hybrid environment, but also having the personal option to choose it.”

Snap survey respondent

IT, Service Delivery, Technology Company

Autonomy is linked to improved wellbeing

Empowering employees to be able to exercise autonomy over both axes of time and place allows them to be more productive and manage their wellbeing needs in a purposeful way.

An aligned approach to hybrid working where people can exercise “freedom within a frame” helps ensure fairness and consistency

In order to ensure a fair, consistent approach to hybrid working, adopting an overarching approach helps to prevent disparity across teams.

A comprehensive view of policy and practice helps employees to experiment with time

Survey respondents detailed tactical changes they had made to their established routines, but that “overtime policies” created difficulties experimenting in this area.

Increased autonomy has allowed greater freedom in how people live, as well as work

Flexibility in where people work has granted greater flexibility in where they live; people are moving away from large cities and enjoying greater flexibility to be with their families, and financial freedom, owing to the reduced living costs of living outside of major cities, to pursue their interests.

Greater autonomy in work helps to build resilience and reduce stress

In our snap survey,

61% of people said their current work style has improved their work/life balance.

Similarly, in a Fujitsu “Stress Check” survey of

72,688 respondents, those working overtime with discretion over time reported lower stress levels.

People shared their perspectives on autonomy

“We have to do each task in the right environment. For example, some tasks are better suited to collaboration in a physical environment.”

Javier Gago

Business Development and Alliance Manager, Fujitsu

“I am very lucky to have landed a job in Fujitsu. I can earn my living while keeping my family safe and healthy because I get to watch over them while I work”

Snap survey respondent

Translator, Fujitsu

“I was transferred to a global department... (so) I am likely to work outside normal hours. I will consider taking the morning on the day after a late-night meeting off, etc.”

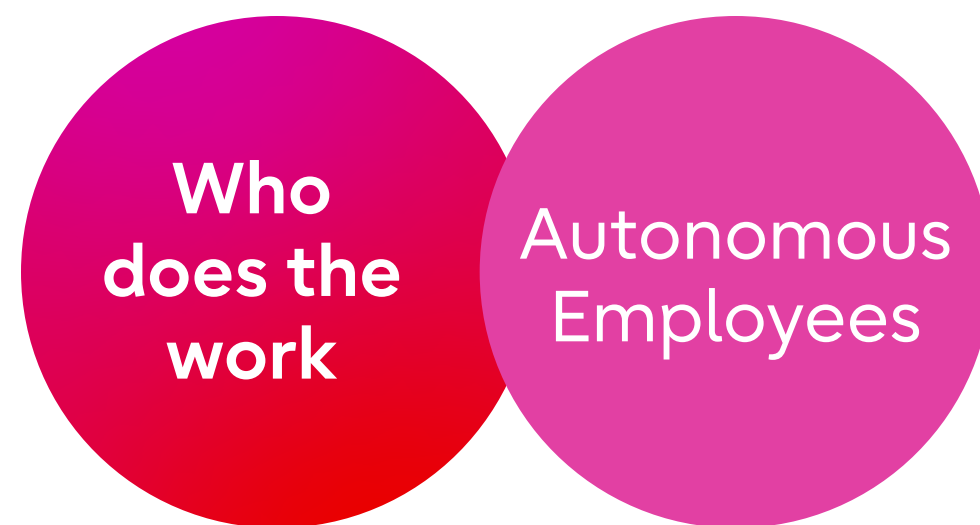
Snap survey respondent

Corporate Planning and Strategy, Fujitsu

“Having a mix of people in person and virtual can be difficult, but the benefits are super clear - lives are enriched by having greater flexibility”

John Pink

Managing Director - Private Sector, Fujitsu UK



Team agreements help to embed fairness

Organisations are adopting a co-creational approach to autonomy, embedding autonomous behaviours through the use of team agreements.

Involving teams in design helps organisations to design a clear, fair approach to flexibility

Crafting team agreements around hybrid ways of working at Sage



In order to create team-based approaches to hybrid ways of working, Sage ran a series of co-creation sessions with 200 colleagues, later testing their ideas in experience workshops. The organisation worked with its top 40 leaders very closely to create team agreements.

Encouraging leaders and employees to make autonomous wellbeing decisions at Arup



Arup has been taking a holistic approach to wellbeing through its People Strategy, "Be Leaders. Be Human. Be Arup". In order to make autonomous-wellbeing-focussed decisions, members are being encouraged to take responsibility for their wellbeing by having open discussions to establish what sustainable ways of working look like for them as individuals and as a team.

Brokering and testing co-creational sessions in the public sector

A public sector organisation ran a series of feedback sessions involving 8,000 people, and 6 subsequent pilots. The sessions engaged directors, senior leaders and employees from across the organisation. Business areas chose how they wanted to design hybrid working and exercise autonomy within the parameters of these agreements.

Enabling autonomy means to...

Create opportunities for people to experiment with time, as well as place

Review time-inflexible working policies which may be a barrier to flexibility.

Recognise different "starting points"

Understand that for many, the shift to hybrid is a significant adjustment, encouraging small, incremental experiments over rapid change.

Create freedom within a frame

Utilise team agreements on the limits within which people can make decisions around where, and when they work.

Role-model autonomy across the organisation

Ensure leaders are visibly exercising autonomy over time and place – such as joining some calls from home.

Reimagine how work is done

Take an
output-focussed view
of performance

“I have the option of working from home if needed. I am working in office currently and find this is more productive for me. I have excellent support from my manager and my colleagues.”

Snap survey respondent
Administration, Public Sector

Wellbeing is integral to performance

Increased flexibility benefitted productivity and wellbeing, sparking a shift to an output-focussed view of work. Integrating wellbeing into performance is key to ensuring we do not replicate past presenteeism norms.

As employees enjoy greater flexibility, productivity and wellbeing have been enhanced

The shift to hybrid working has challenged assumptions around what is required to be productive. Organisations are shifting away from judging performance by “presenteeism” and towards an output-focussed model.

Technology can be both a performance enabler, but can be distracting, and negatively impact wellbeing

As technology’s embeddedness into our work routines increases, so does its capacity to distract

us and damage our wellbeing, leading to difficulties switching off at the end of the day.

Looking at work by its drivers of productivity facilitates performance-led decision-making

According to Prof. Lynda Gratton, organisations can enable employees to make performance-led time and place decisions based upon the focus, cooperation, coordination and energy needed for different tasks.

People shared their perspectives on performance

“I’m having conversations with colleagues as to support the transition into homeworking; providing support tools to help focus on activities... It’s nice to see people navigate the benefits of home working.”

Melanie Wright

HR Standardisation Manager, Global Delivery, Fujitsu

“It really comes down to environment. Some people are lucky enough to have their own separate ‘office’ whereas others don’t get that luxury and need to share spaces.”

Snap survey respondent

Human Resources, Technology Company

“We need to establish the next chapter by fully embedding a hybrid culture focussed on outcomes rather than presenteeism.”

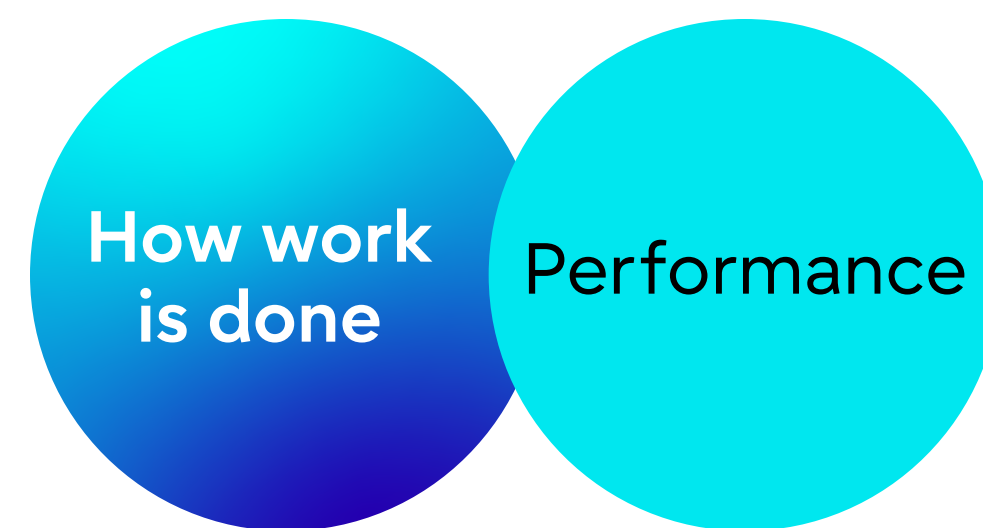
Aoife Fitzmaurice

Chief of Staff (CPO), Organisation Design and Future Workplace, Sage

“Nobody minds what hours I work as long as I’m available during core hours, so sometimes if I have a mental block I’ll just stop... and come back outside core hours.”

Snap survey respondent

CTO, Cloud Architecture, Technology Company



85% of HSM survey respondents said they were more productive when working in a hybrid way.

53% of people reported they had been working longer hours, and productive when working in a hybrid way.

27% identified a lack of communication and interaction with colleagues as a barrier to productivity.

New skills are needed to work in a hybrid way

To ensure that hybrid working is designed for performance, without coming at the cost of wellbeing, organisations are taking a human-centred approach, helping employees adjust to change, and utilising the lessons learned of the pandemic.

The skills and knowledge needed for high performance have changed

Re-integrating employees into the office at Sage



The makeup of the office has been changed as teams work between both the home and office environments. Sage has created check lists of what a great first day back in the office looks like for colleagues, managers, leaders - following up with FAQ document on how to navigate challenging situations to support colleagues with this process of re-learning.

Incorporating rhythms of connection and disconnection at TCS



Establishing a rhythm of connection allows people to pool and share knowledge, and for focus and individual decision making. At TCS, people have incorporated daily stand-ups into their routine, which helps people to easily share knowledge, whilst still allowing for those working remotely to benefit from uninterrupted focus.

Utilising the knowledge of "hybrid natives" at Fujitsu

In employee focus groups, Fujitsu employees spoke to the value of colleagues who worked remotely before the pandemic, who had prior developed skills and behaviours suited for working in a hybrid way.

Measuring productivity in the public sector

A public sector organisation with a diverse range of roles and outputs needed to take an individualised approach to productivity. It designed a compendium to offer a framework for individuals to understand and measures their own productivity.

Enabling performance means to...

Focus on team development

Ensure employees have avenues to discuss their learning and development needs and are aware of the processes in place for accessing training.

Manage boundaries

Recognise the role of wellbeing in enabling performance, ensuring boundary-management is role modelled across the organisation.

Focus on tasks and outcomes

Think about the drivers of the task at hand – coordinating how teams use time and place around what is required for each task. For example, when working on collaborative tasks, ensure that team members are in the office at the same time, and during focus-driven work, avoid scheduling back-to-back meetings.

Reimagine how work is done

Enable innovation

“Innovation comes with teamwork. We need to create moments to learn at home and for people to connect and share experiences as part of a group.”

Joao Domingos

Vice President, Head of Western Europe, Fujitsu

Innovation is dependent on communication

Hybrid working has enabled people to innovate across barriers of time and place. Being intentional about where and how innovation takes place allows organisations to manage the communicative challenges of innovating in a virtual way.

Remote work reduces our access to information needed for complex tasks such as innovation

Prof. Julian Birkinshaw of London Business School describes innovation as a complex, unpredictable process, contingent on non-verbal information, suited to in-person environments. Innovating over distance requires an intentionality in communication.⁴

Communicating in a virtual way has reduced the availability of extra-linguistic cues

“Reading the air”, the ability to understand shared emotions within a physical environment, allows people to express themselves; solve challenges and agree solutions with greater ease, but in virtual environments, access to this information is diminished.

Different methods for innovation provide their own advantages and trade-offs

Using virtual means to innovate allows employees to connect with a range of people across geographies, improving diversity of thought. Conversely, equipped physical places help to increase the ease and pace of innovation through a sense of shared space and understanding of extra-linguistic cues.

Koji Masuda, Head of Fujitsu’s Asia region, noted the importance of communication in innovation. There is a human element to innovation which risks being lost in virtual environments, requiring intentionality to redress.

“Creating something new starts from conversations about social and business challenges with customers, so reducing direct conversation can impact innovation.”

People shared their perspectives on innovation

“Being connected to and accepting things different to them allows for new things to be created – and I hope that the new workstyle supports more diversity in the future.”

Shunsuke Onishi
EVP, Vice Head of Global Solutions, Fujitsu

“When we talk about disruptive innovation, it could be a conversation that just leads somewhere. This kind of innovation is a challenge to do virtually.”

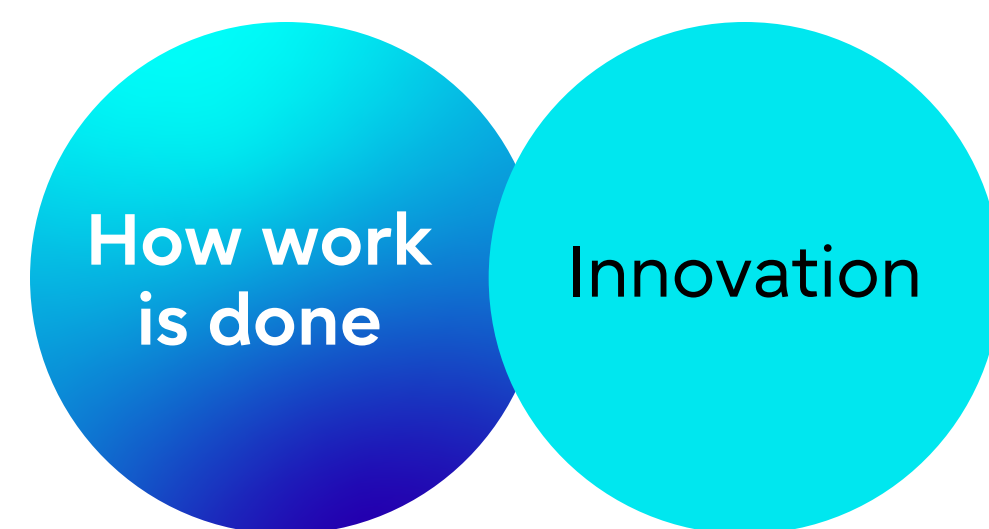
Anshoo Kapoor
Head - Leadership, Strategic and Graduate Hiring UK and I, TCS

“We are in a position where we have embraced technology for innovation. We’ve had to action change at a much faster pace.”

Senior Leader
Public Sector Organisation

“We’re looking to capture all innovation that has taken place over the last year - to look at how we can roll it out as a whole.”

Senior Leader
Public Sector Organisation



We are co-creating the conditions for innovation

Innovations are emerging in direct response to the emergent challenges of working in a flexible way. As we adjust to a hybrid way of working, organisations are thinking about how to shift their focus to creating ideal conditions for innovation itself.

Innovation can be encouraged through the purposeful redesign of work

Streamlining and upskilling in technology in the public sector

Technology can enable innovation across distance, but too much choice can feel overwhelming. A public sector organisation worked with its technology teams to audit the organisation's available technology, and created a register, giving employees a singular choice of 3-4 similar tools, and directing them to relevant training.

Developing robotic technology at Fujitsu

The change in working locations and conditions during the pandemic has sparked new considerations for how technology can be used to overcome challenges of distance between people and their work. In response to this change, Fujitsu introduced robotics into the product evaluation process of 1FINITY, an optical transmission device.

Developing virtual offices at Daiwa House

Daiwa House are introducing an online 'virtual office' space. Designed to replicate the serendipitous nature of the office, those interacting with the platform will be able to see who else they are working with, and more easily communicate with their colleagues.



Enabling innovation means to...

Communicate clear responsibilities

Provide individuals with tangible behaviours, whilst being clear on how the organisation is responsible for enabling these.

Ensure psychological safety

Communicate the benefits of innovation broadly by sharing lessons learned from both successes and failures.

Create innovative virtual and physical spaces

Incorporate innovation into physical spaces by ensuring there are open, collaborative areas that are comfortable, inspiring and equipped. When designing virtual spaces for collaboration, ensure that there are logical channels, such as online working groups and idea boards, for ideas to be actioned and communicated with others.

Actions to take forward

Realising sustainable high
performance work

Actions to take forward

As we shift into this next phase of hybrid, many organisations are looking towards a more holistic redesign of work. These actions represent ways in which organisations can respond and embed lessons learned as we step into this new era.

These actions will enable us to:

- 1 Embed our lessons learned as we shift into a performance-led, sustainable hybrid working model.
- 2 Respond to emergent challenges of hybrid working.
- 3 Leverage the insights of a range of organisations to create a signature approach to hybrid work.



Actions to rethink what work means

As we rethink what work means; organisations can embed the below actions to ensure culture and purpose provide a sense of meaning and belonging in work.

Purpose
1 Demonstrate a clear organisational purpose and communicate a consistent narrative.
2 Embed purpose-building into performance and development metrics, ensuring the behaviours required to progress align with organisational values.
3 Support employees to carve out their own sense of purpose through use of tangible examples of purpose-led behaviours in action.

Culture
1 Role-model and encourage human connection by setting aside time to catch up with colleagues in an informal way.
2 Invest time in developing and maintaining networks - communicating and building connections across teams and geographies.
3 Ensure moments that matter, such as team socials and feedback sessions can be accessed across distance through use of technology.



Actions to empower your people

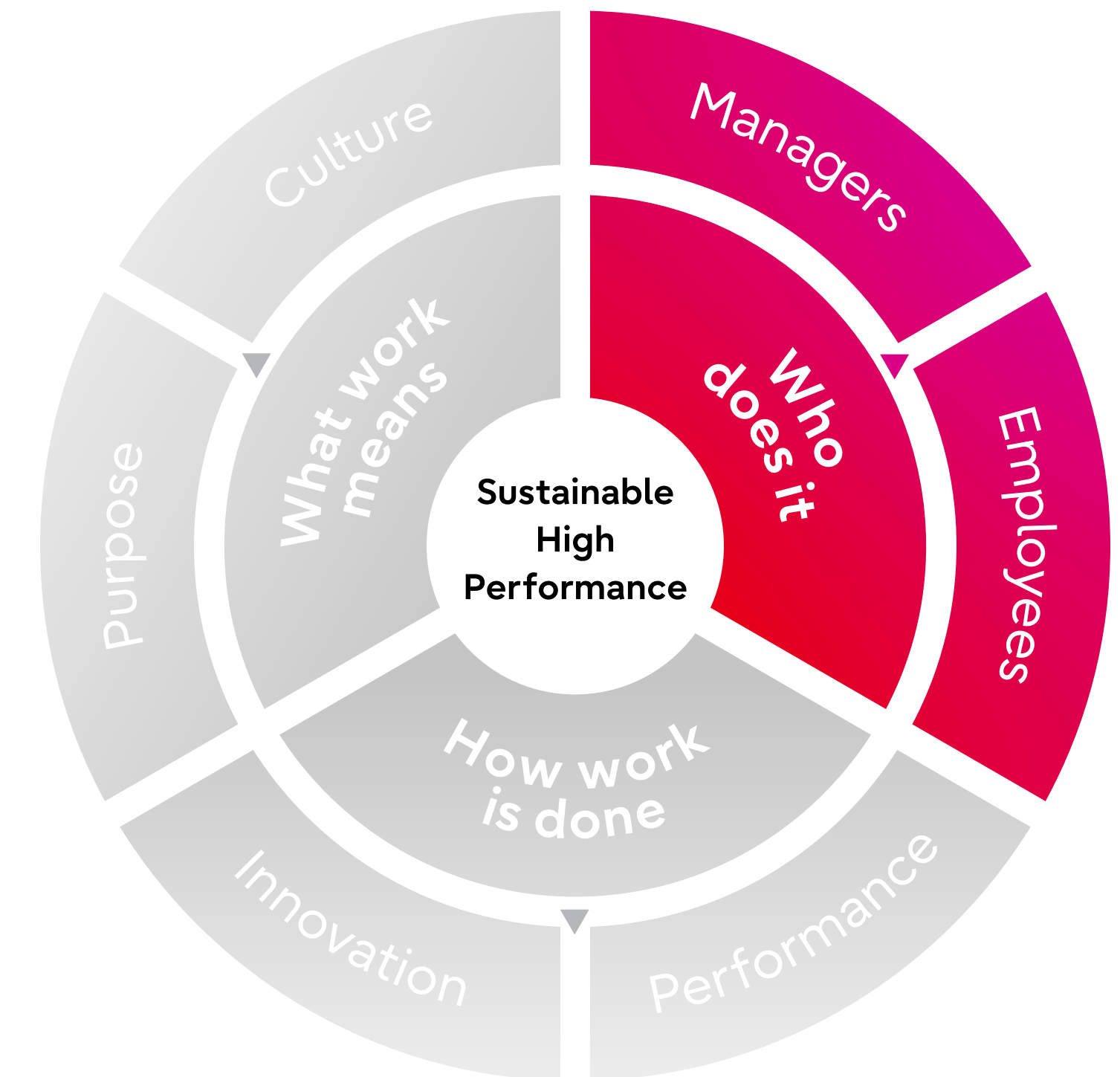
Organisations can embed the below actions to empower their people, support managers and encourage autonomy.

Managers

- 1** “Check in” rather than “check up” on your team to role-model trust and establish psychological safety.
- 2** Understand what is important to your team when working in a hybrid way through regular check-ins and 360-degree feedback.
- 3** Be clear on your deliverables and expectations of employees and ensure this information is recorded and can be accessed later on.

Autonomy

- 1** Encourage people to communicate their work preferences and wellbeing needs, so these can be balanced with team needs and the requirements of the task at hand.
- 2** Create autonomy by agreeing a teams-based framework approach to hybrid working.
- 3** Make use of shared tools, such as calendars, to be able to share when you are working individually and coordinate office time with colleagues.



Actions to reimagine how work is done

The below actions are ways in which organisations can embed an output-focussed view of performance, and enable innovation in both virtual and in-person environments.

Innovation

- 1** Communicate the importance of experimentation and ideation by sharing both successes and failures, and what was learned.
- 2** Utilise opportunities to collaborate over distance to include a diverse range of people and perspectives in the innovation process.
- 3** Ensure consistency in the technological tools used for innovation, incorporating a select number into your skills agenda.

Performance

- 1** Think about how the use of time and place can enable the focus, coordination, collaboration and energy required of the task at hand.
- 2** Incorporate wellbeing into the design of work by being responsive to individual needs.
- 3** Make purposeful use of time and place; scheduling office time for collaborative work, and focus time at home or in a quiet space.





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Appendix

Wellbeing is multifaceted

These facets were identified through HSM's Organisational Health and Wellbeing Jam, which ran for 48 hours from 05-07 November 2019. 323 registrants from 22 countries wrote 1,600 comments and our researchers analysed these to produce their Organisational Health and Wellbeing Report.



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Find out more about Fujitsu's Work Life Shift and further Fujitsu future insights on Fujitsu Technology and Service Vision.

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