



Guiding principles for hybrid work

There is no single model of hybrid work that suits all organisations, as each model presents opportunities and risks. However, there are some key principles that can help you better understand how to set your organisation up for hybrid work and facilitate work that is mentally healthy.



Key takeaways

- ⊕ There are 4 guiding principles for hybrid work that will help your organisation develop a model that suits your context.
- ⊕ Together, the principles help you clarify when and where people work, create effective communication channels, identify the technologies that enable people to move seamlessly between locations, and design mentally healthy work.

Principle 1 Establish clear parameters for hybrid work

Provide workers with clear parameters for hybrid work that clarify when and where workers are expected to work and how much flexibility they have. These parameters are best developed in consultation with workers and might differ across teams.

Guidelines for establishing clear parameters:

- ① Evaluate any existing hybrid work arrangements to determine how they are working.
- ② Consult workers to understand their tasks and responsibilities.
- ③ Develop a hybrid work policy that clarifies when workers are on site or remote, and how much flexibility workers and teams have.
- ④ Provide guidelines to managers about the level of discretion allowed to choose the right hybrid work model and organisational policy covering how to balance organisational and workers' needs.

Principle 2 Implement effective communication and consultation processes

Communication at all levels of an organisation is critical in a hybrid work environment, which includes establishing a disciplined approach to knowledge management.

Guidelines for implementing effective communication and consultation processes:

- ① Establish a manageable, structured meeting schedule. Think about who really needs to be in a meeting to achieve objectives.
- ② Enable regular face-to-face communication—ideally in person but via videoconference if necessary. Informal catch-ups enable people to ask for direction about their work.
- ③ Provide knowledge management tools and guidelines. Setting up a logical digital management system gives everyone access to vital information e.g. meeting minutes, decisions, key documents.

Principle 3

Implement enabling technology

Enabling technologies allow workers to do their jobs optimally, no matter where they are, and support them to move seamlessly between their remote and on-site work locations. Digital wellbeing apps can help support worker wellbeing, though it is critical to review their validity and effectiveness and safeguard workers' privacy.

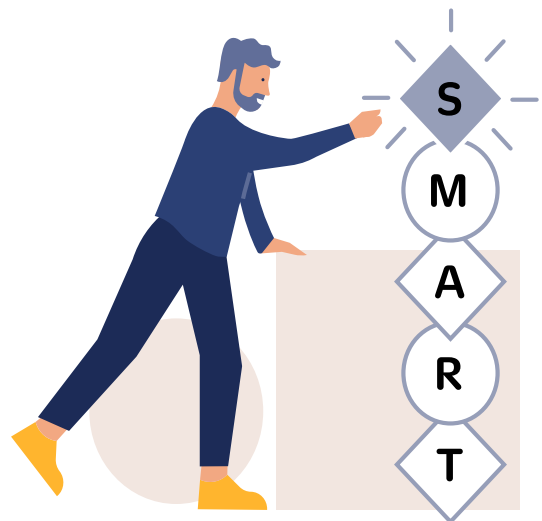
Guidelines for implementing enabling technology:

- ① Review current hardware and software to identify where you can improve. Tools must be intuitive, easy to learn, suitable both for workers' roles and for your organisation.
- ② Identify possible security vulnerabilities. You need a plan and processes to manage cyber security across all technologies and work locations.
- ③ Help workers master the technology they need through support, training and ongoing learning.
- ④ Ensure software is easily accessible and maintained.
- ⑤ Consider how you may monitor wellbeing of people in your organisation and the ethics, privacy and legalities of using technology to monitor worker behaviour and wellbeing, including informed worker consent.

Principle 4

Design meaningful and motivating work

Good work design practices significantly affect individuals, teams and organisations. Hybrid work should reflect the SMART model for good work design.



Stimulating

Workers have work **location suitability**. Consider the optimal location for different types of tasks: for instance, tasks requiring deep concentration may be best performed remotely whereas those requiring collaboration are better suited to the workplace.

Mastery

Workers have **clear roles**. Provide clarity around the expectations of a worker's role under hybrid arrangements, including specific tasks, timelines and outcomes. Workers also have **learning and development opportunities**. Support learning via digital channels so skills continue to develop despite reduced social interactions.

Agency

Workers have some **autonomy** or control over when, where and how they do their job. The level of control must suit both the worker and the organisation.

Relational

Good work fosters meaningful **workplace relationships**. Be aware of proximity bias—favouring on-site workers—and provide fair and equitable recognition to all staff.

Tolerable

Workers' **work-life boundaries** must be supported. Help people to switch off between home and work activities.



If you or someone you know needs support, our [urgent help page](#) lists support services you can reach out to now. In an emergency, please call 000.