



# Reinventing Teams in a Hybrid First World

A European Perspective

February 2023

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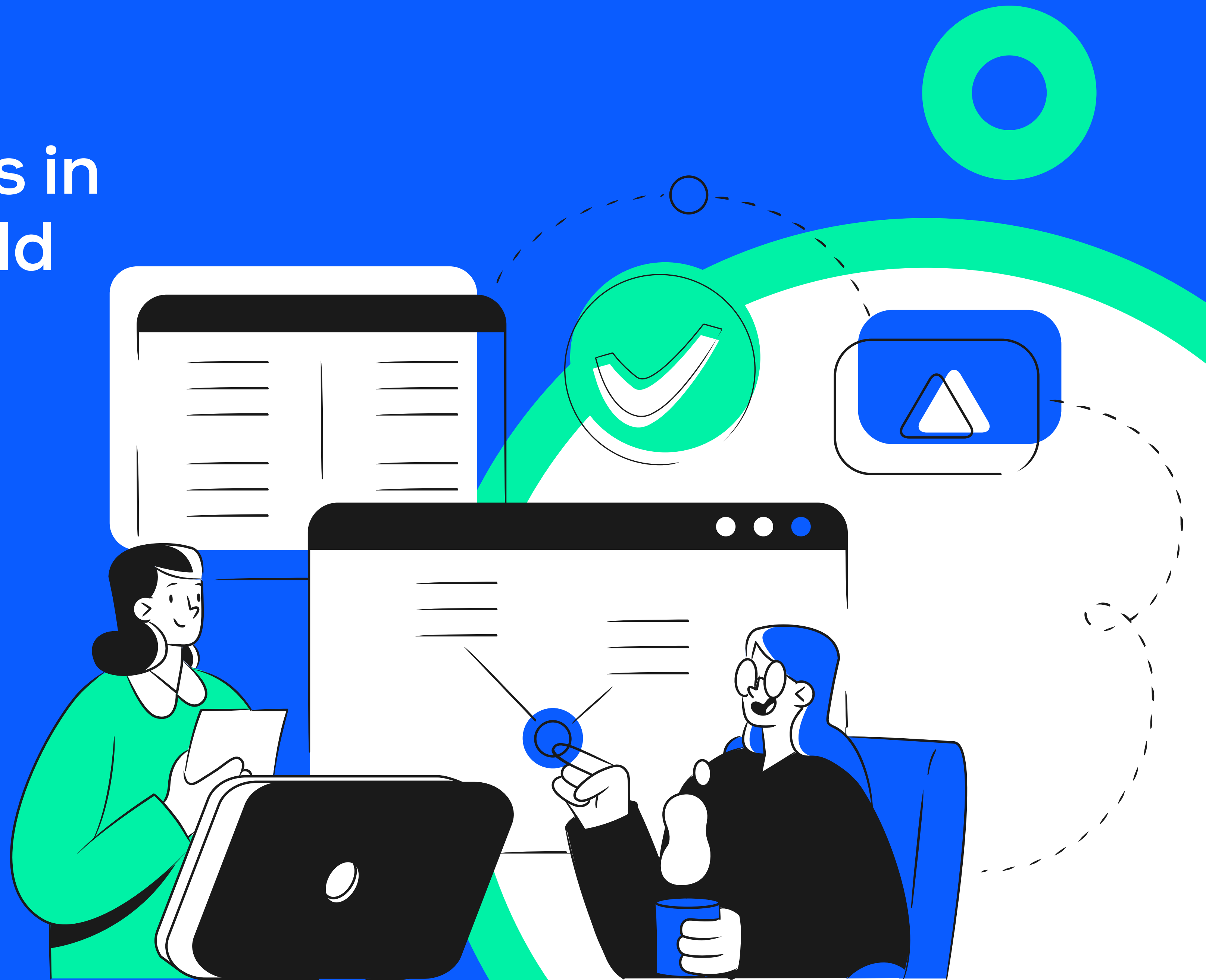
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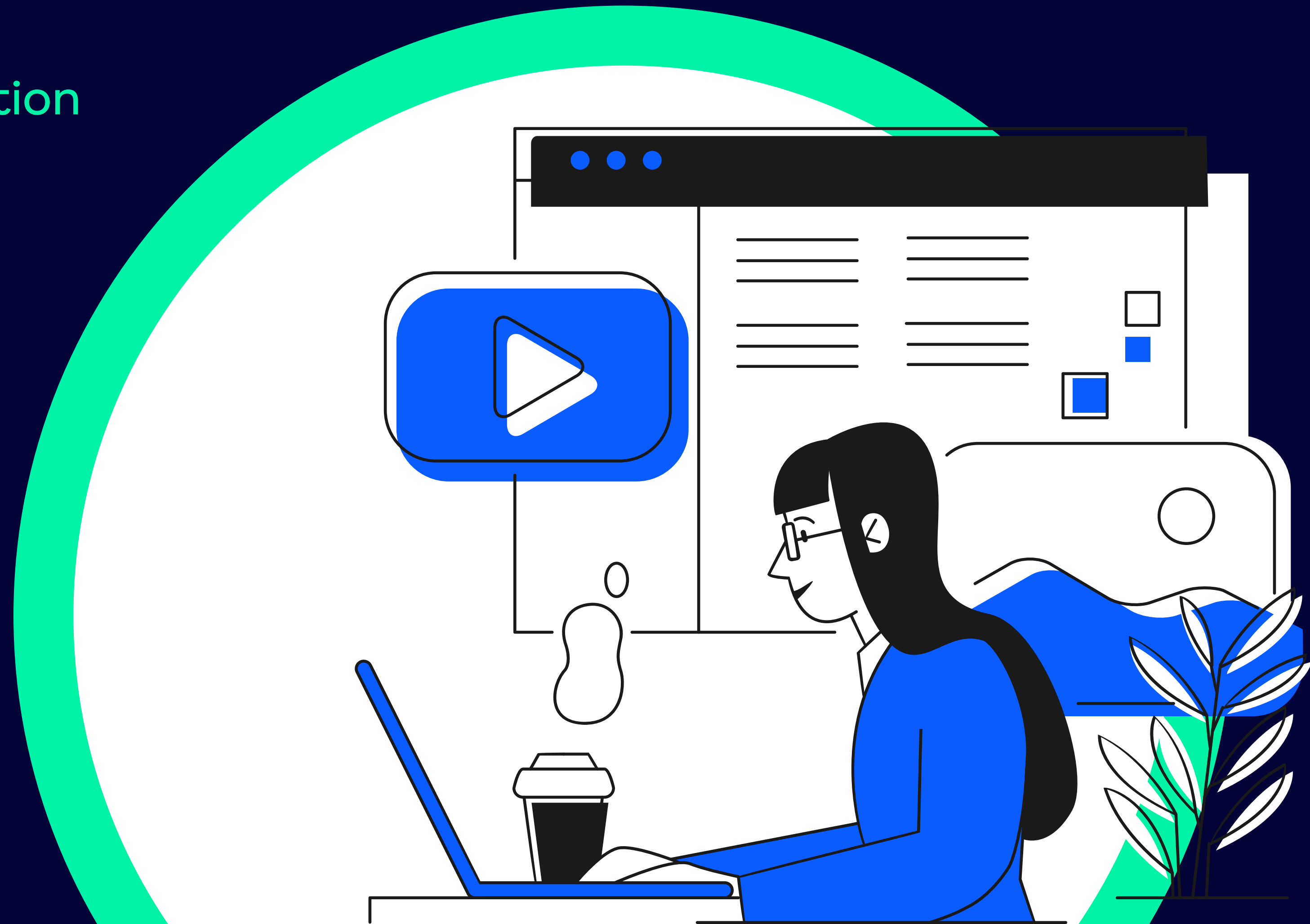
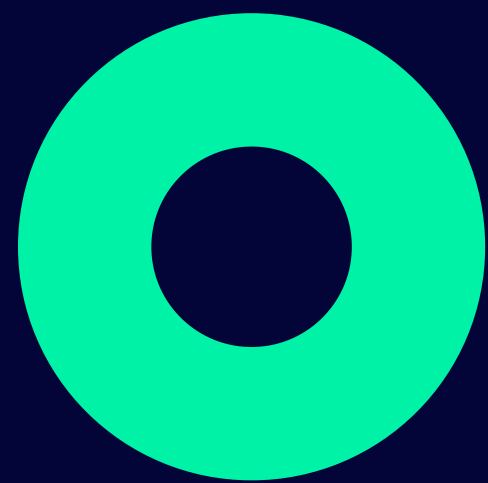
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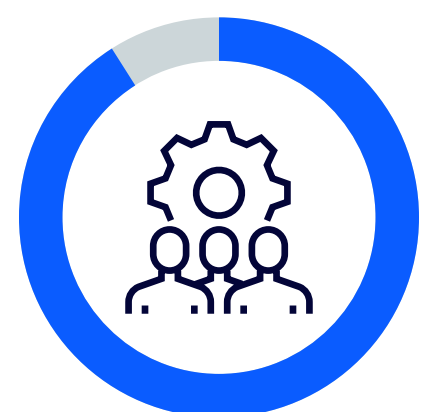
# Hybrid Work — a Stay of Play

Hybrid work is here to  
stay and grow in adoption



# Why Businesses Must Shift to Hybrid Work

Employees' desire for remote and hybrid work arrangements is greater than companies are willing to commit to. However, IDC surveys show that hybrid is more than an employee benefit, it is fundamentally a business initiative impacting the bottom line. 72% of European companies are implementing hybrid work models and reporting greater profitability, increased customer satisfaction, and operational efficiencies. Hybrid is here to stay, and its adoption is set to increase rapidly in Europe.



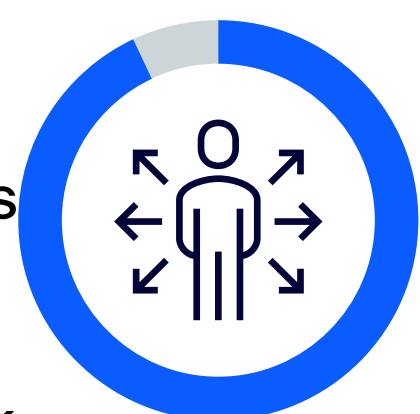
**91%** of companies report an improvement in employee productivity as a result of investments in work transformation.



The biggest overall impact, at **30%** improvement, was recorded for customer satisfaction and business agility.



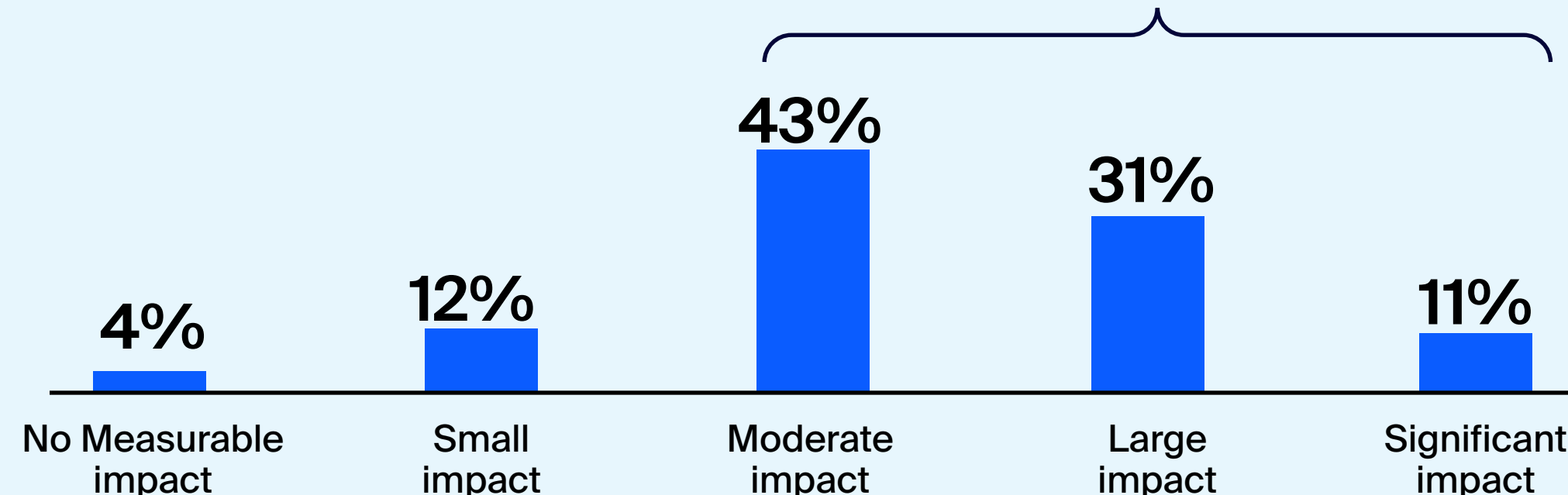
At least **90%** of hybrid organisations report revenue and profitability increases as a result of investments in work transformation.



**93%** of employees consider flexible work options important to their work experience.

What impact on **customer experience (CX)** have you observed by improving your **employee experience (EX)** metrics?

EX impacts CX, according to 85% of European companies



Source: IDC, 2021

The PGA European Tour leverages Zoom to connect teams, streamline operations for 100 golf tournaments a year, and innovate with new guest experiences and spectator engagements.

# Hybrid Work Across Europe

Hybrid work has been adopted differently across the European region. Besides contrasting patterns across industries and countries, regulations are also playing a role in its adoption.

Remote and hybrid work are regulated through a framework and directives relating to general working conditions, such as occupational safety and health (OSH). There is no single, specific piece of legislation in the EU directly related to remote and hybrid work. Instead, it is regulated at national level through statutory legislation, social dialogue, and collective bargaining. Remote working legislation is more advanced in some countries than in others, but the current environment is accelerating policy discussions across the region.



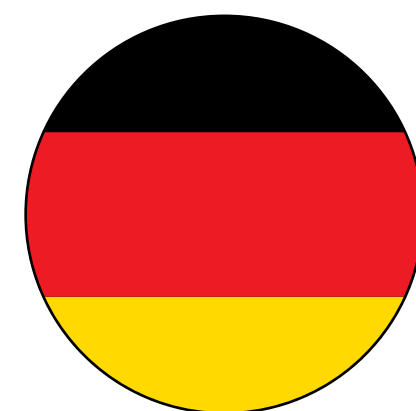
**43%**  
**Nordic Region**

The implementation of occasional telework through individual and informal agreements has been traditionally based on self-regulation with no managerial constraints.



**42%**  
**U.K.**

All employees (not just carers and parents) have the legal right to request flexible working.



**39%**  
**Germany**

The government is creating a legal regulation called Mobile Work Act which, if approved, would give employees a legal right to work from home whenever possible.



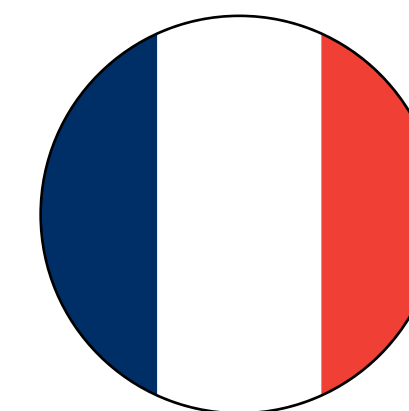
**38%**  
**Spain**

Royal Decree Law 28/2020 was adopted in 2020, partially as a response to COVID-19 and based on agreement with social partners. The law also regulates the RIGHT TO DISCONNECT and specific OSH aspects.



**36%**  
**Central and Eastern Europe (CEE)**

Czech Republic, Hungary, Poland, Slovakia and Slovenia have long followed the European Framework Agreement for telework regulations.



**36%**  
**France**

Employees in roles that allow them to carry their tasks out at a distance can request to work from home without change of their contract. Legislation includes the RIGHT TO DISCONNECT.



**24%**  
**Italy**

Smart Working has been governed in Italy by Law no. 81/2017, with the goal of promoting the balancing of work and family life.

# Hybrid Work Across Generations

## The advantages of hybrid are perceived differently across different age groups:

Younger workers have a more value-based approach to work that is clearly centred around trust, flexibility, and career progression.

Middle-aged employees appreciate the opportunity to manage childcare without feeling they must make an either-or choice between family and work.

Older generations and staff with longer-term health issues or disabilities are seeking jobs that support their wellbeing and make them feel included regardless of their workplace and working hours.



### Baby Boomers (+57 years old)

**52%** do not agree that their employer provides technology and processes that improve their well-being.



**43%** do not agree their employer provides a workplace environment that helps them feel engaged.



### Generation X (41-56 years old)

**63%** consider having flexible work (location and flexible hours) and relevant digital tools are important or very important.



**43%** do not agree that their managers provide flexible working policies.



### Millennials (25-40 years old)

**62%** consider working in a dynamic organisation that offers career opportunities is important or very important.



**36%** do not agree that their employer trusts them with how they balance work and their private life.



# Mastering Hybrid Work for Team Collaboration in Europe

A recipe to make hybrid teamwork successful



# Hybrid — Making it Work for Team Collaboration

Hybrid work is the most desirable working model for employees, but the most difficult to implement. While it has proved successful for individual productivity, team collaboration is still challenging.

To make teamwork successful, business leaders are implementing changes across three areas: investing in digital tools for collaboration equity, creating agile teams for business impact, and building “team spirit” with a purpose-led culture.



## State-of-the art digital tools for collaboration equity

**29%** of decision makers cite experience equity between on-premises and remotely as a top challenge



## Business impact with agile teams

**30%** of businesses with hybrid work models report declining team productivity after initial increases, while 24% of employees agree that remote teamwork is a challenge

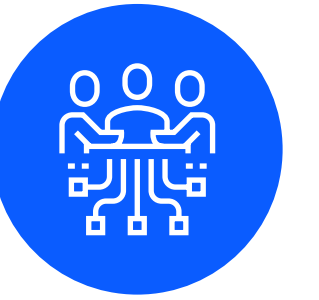


## Team spirit with shared purpose

A third of employees in hybrid work feel disconnected from their team and company culture

# Hybrid Teams Require State-of-the-Art Collaboration Tools

Collaboration equity  
Part I



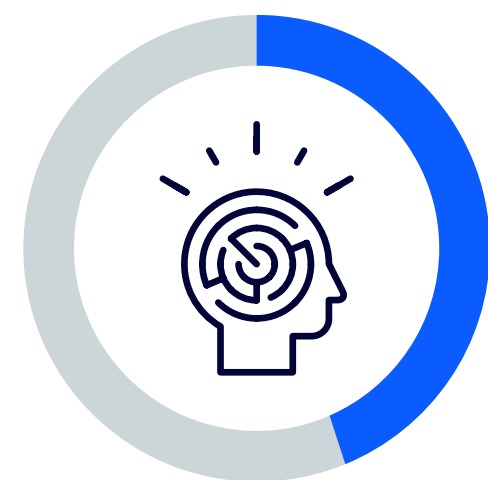
**30%**

of IT managers agree that experience equity across remote and on-site locations is a top challenge with hybrid work



**43%**

of hybrid workers agree that their teams are most productive when they are physically in the same place



**45%**

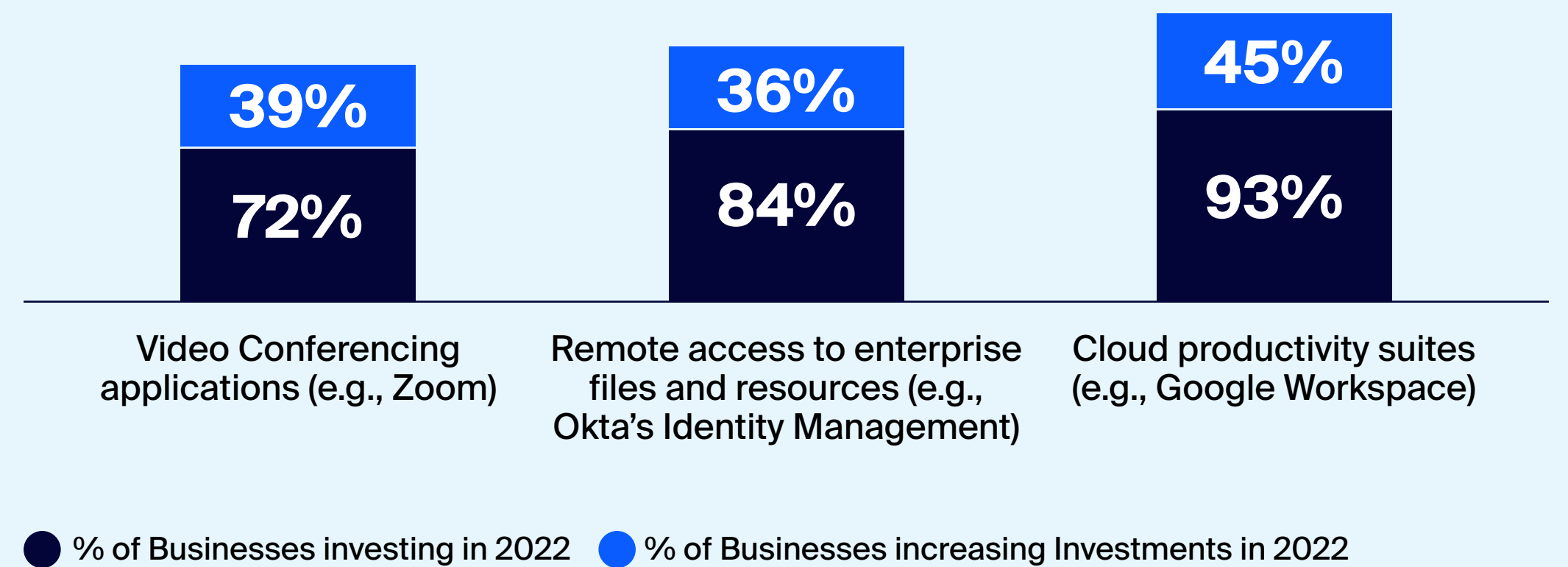
of hybrid workers agree that their teams are most innovative when they are physically in the same place

Despite heavy investments in hardware and software conferencing and collaboration solutions over the past two years, 1 in 3 IT departments report further spending increases in 2022 to support hybrid teamwork.

The digital experience enjoyed at home is now sought elsewhere – in the office, on the road, etc. Moreover, hybrid workers expect to connect seamlessly with each other regardless of their location and device.



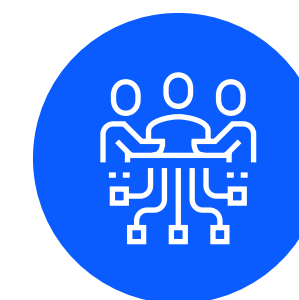
## Top Technology Investments for Experience Equity in Teamwork





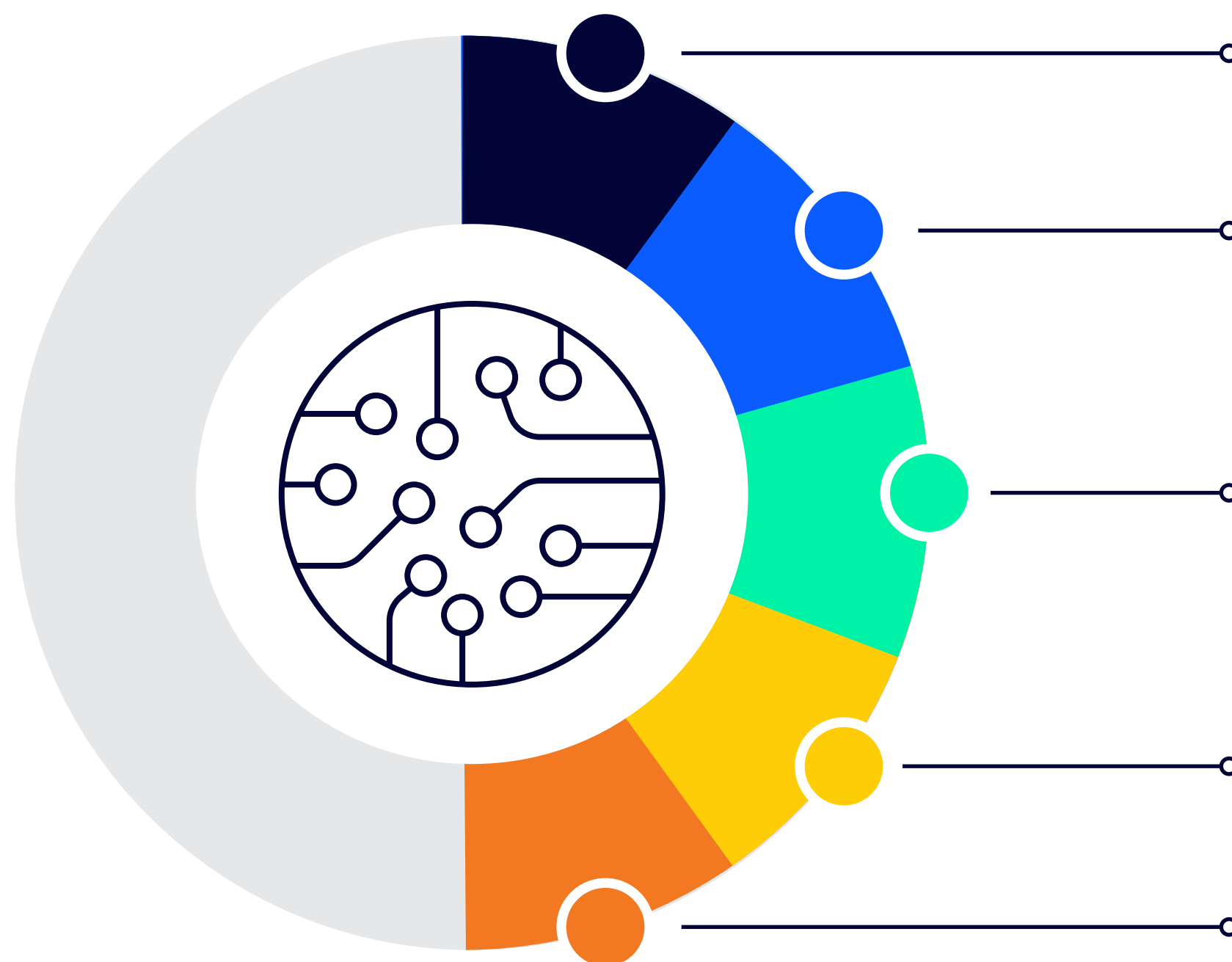
# Hybrid Teams Require an Inclusive Digital Experience

Collaboration equity  
Part II



Effective team collaboration needs new digital tools and capabilities that are exclusively designed for hybrid work, enabling ideation, inclusive meetings, and security that does not compromise experience. Retrofitting, as it has proved, results in poor business outcomes and dysfunctional collaboration.

## Best-in-Class Inclusive Digital Experience Wheel for Hybrid Teams



### Inclusive communication

Seamless and inclusive digital communication experiences across different working environments (regardless of employees' location, device and language) with conferencing, chat and phone features all in one platform.

### User experience (UX)

Strong product design with an intuitive interface and easy to use features, both remotely and in the office. Adoption is quick and does not require special training.

### Ideation & brainstorming tools

Interactive digital whiteboards that can be accessed anytime and by anyone and are equipped with smart connectors, sticky notes, and drawing tools.

### APIs & SDKs for app developers

Rich functionality by enabling developers to easily add video, voice, and screen sharing to their application.

### Cloud-first in a secure architecture

Security by design with end-to-end encryption, third-party certifications and standards, and data routing controls to select geographies for data in transit.

# Hybrid Teams Require Cross-Functional Collaboration



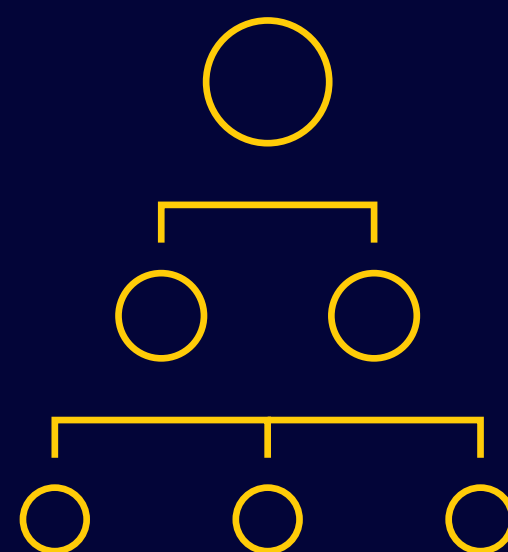
67% of European companies are slow to respond to a changing business environment because their organisations are **hierarchical** and operate in silos. The remaining 33% have an **agile** and high-performance organization, bringing together teams with expertise from different business functions.

## HIERARCHICAL ORGANISATION

**27%** more likely to underperform their peers



**24%** more likely to be a large company (+1,000 employees)



### Common features

1. Teams remain unchanged in a business function or department
2. Team leaders oversee their line reports' tasks and jobs
3. Traditional KPIs (e.g., working hours, completed tasks)
4. Information silos, inefficient decision-making and missed opportunities

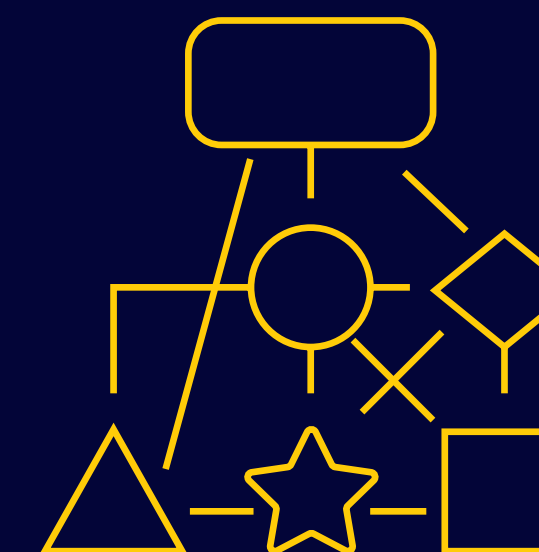
## AGILE ORGANISATION

“The right people in the right teams and at the right time”

**29%** more likely to report increasing revenues



**26%** more likely to be in the transportation and utilities industries



### Common features

1. Cross-functional teams are created to address changing market opportunities
2. Teams are trusted and given end-to-end accountability
3. Customer-focused KPIs (e.g., NPS, innovation cycles, quality scores)
4. Knowledge sharing, innovation, business agility

# Hybrid Teams Require a New Management Style



As organisations break silos and flatten organisational hierarchies in hybrid work models, new management models are required that build a culture of trust and empowerment.

## “COMMAND & CONTROL” MANAGEMENT MODEL

# Vs

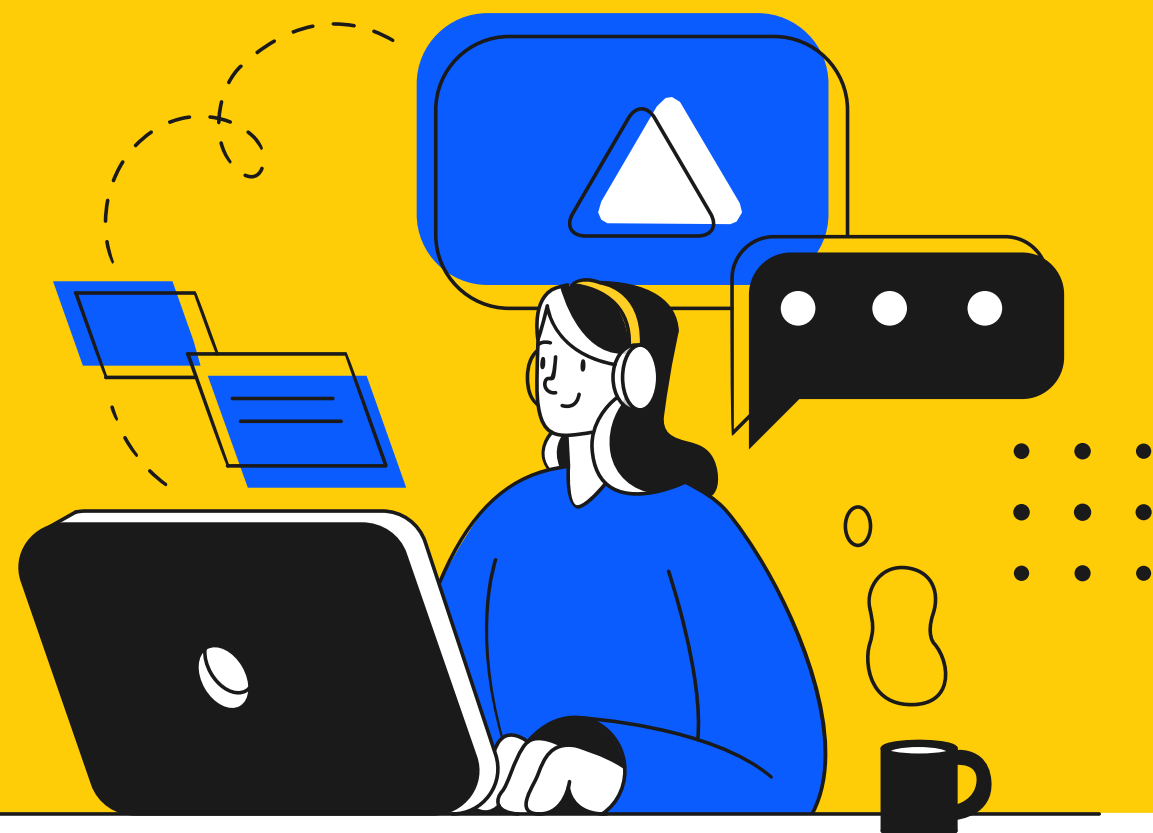
## “COACHING” MANAGEMENT MODEL

**36%** of employers with a hybrid model find it difficult to trust staff to work efficiently from home

**27%** of employees working in a hybrid model find the way their work is assessed most difficult

**32%** of employers still assess staff performance through analogue measurement of employee input (hours worked, tasks completed, etc.)

**23%** of employees working in a hybrid model find the limited trust placed on them by their managers most difficult



Frequent, open communication in the form of **feedback and iteration**

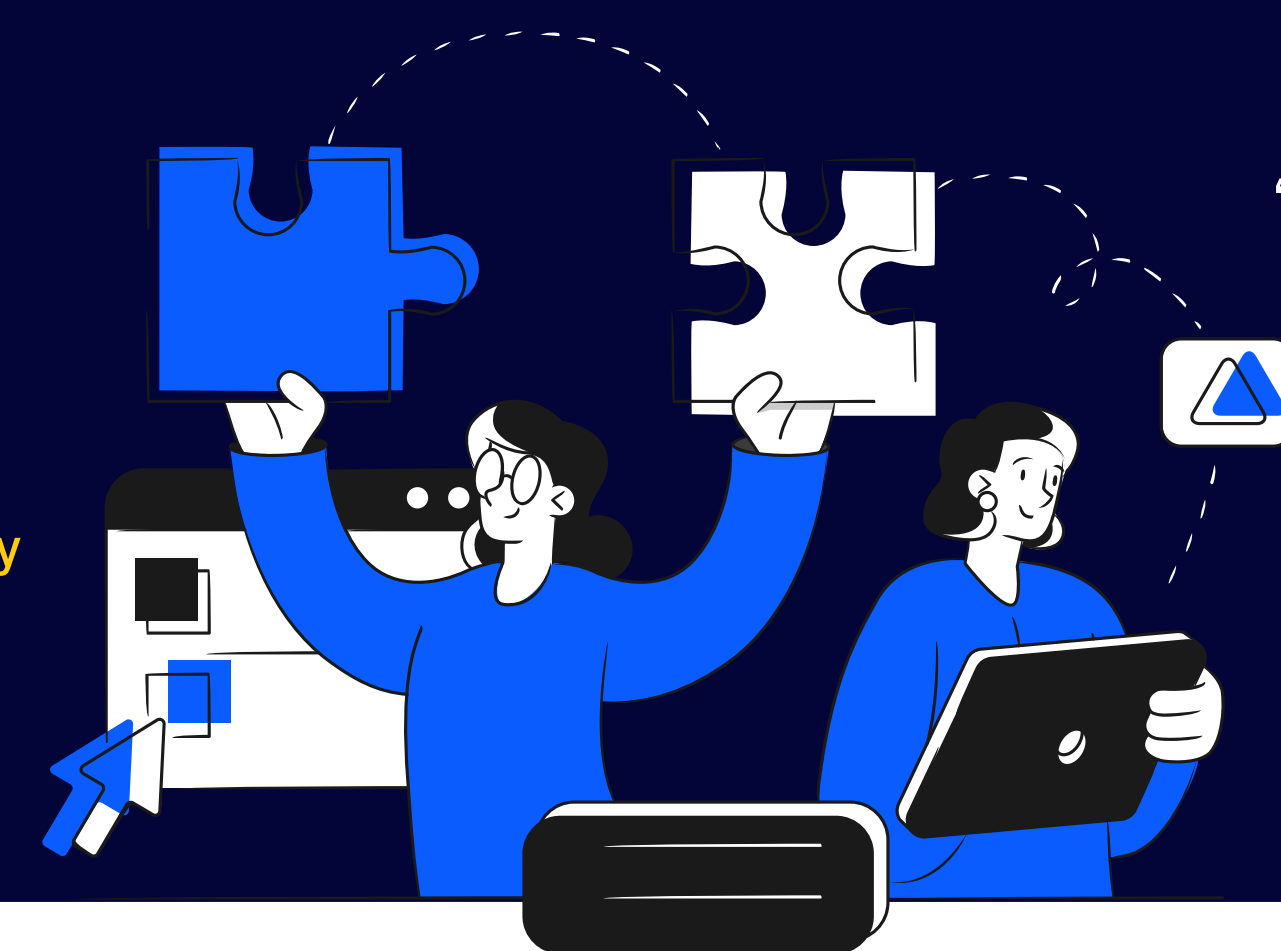
Supporting teams to **independently** get work done

Making staff **health and safety** a top concern

Encouraging team **creativity** through permission to fail

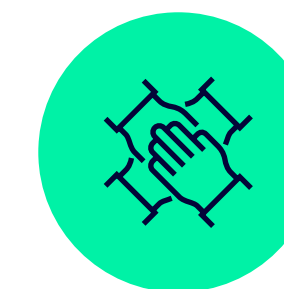
Shift from micromanaging team tasks to “**macro managing**” the outcomes

**Psychological safety:** making team members feel listened to, understood, and supported



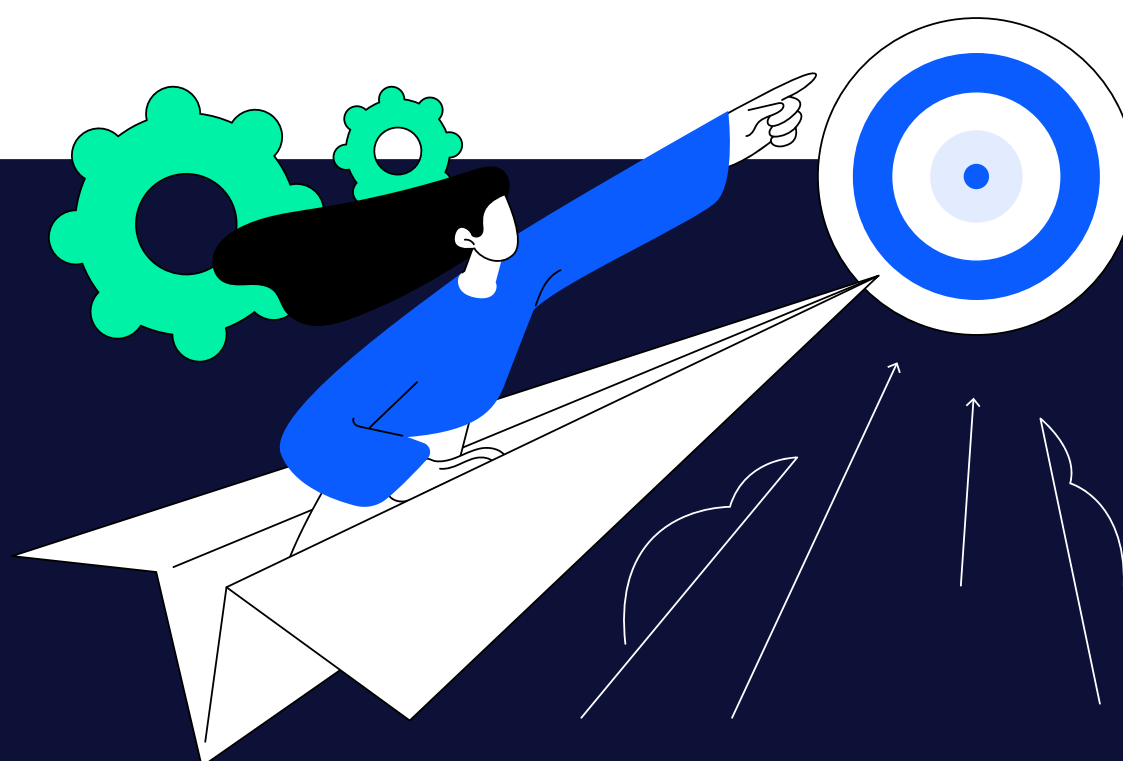
# Hybrid Teams Require Shared Purpose

Team Spirit  
Part I



Today, more than ever, companies are re-evaluating their core reason for being – their *raison d'être* – and how they can have a unique and positive impact on society and the planet. Companies are pursuing a sustainable business strategy that positively impacts the environment and society, while also benefiting shareholders.

## Purposeful Work Matters



Internal and External Relationships

Better Business Outcomes

Positive Brand Equity

Improved Employee Engagement



# 42%

of employees actively looking for a new job are searching for a better work experience

Employees are hungry for trust, social connections, and purpose. They want to feel that their contributions are recognised and that their efforts make an impact. They desire clear responsibilities and opportunities to learn and grow. They expect their personal sense of purpose to align with that of their organisation.

## The Triple Bottom Line or The 3Ps of Sustainability



People



Planet



Profit



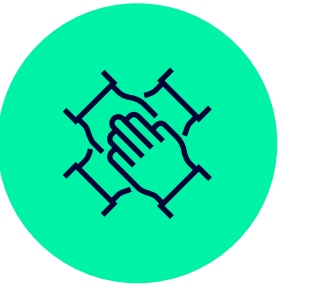
# 27%

of companies have identified sustainability as one of their top 3 business priorities for 2022.

In the battle for sustainability, hybrid work models have put the focus on employees as key stakeholders like never before. Hybrid work models create talent diversity and retention, as working parents, staff with disabilities and workers based outside major cities benefit from working arrangements that suit their needs.

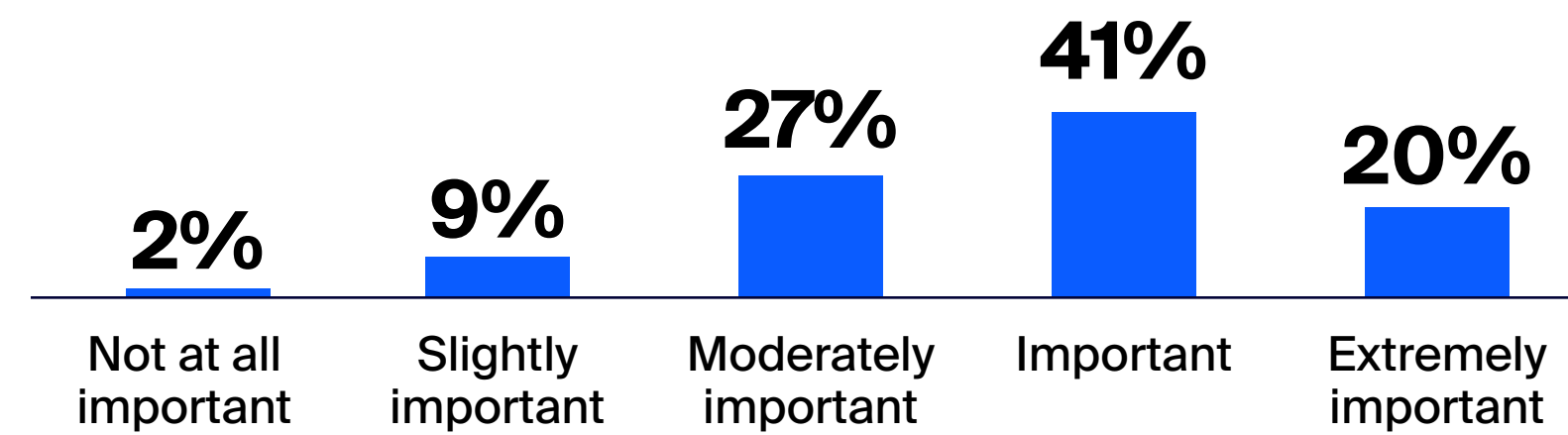
# Hybrid Teams Require Social Spaces

Team Spirit  
Part II

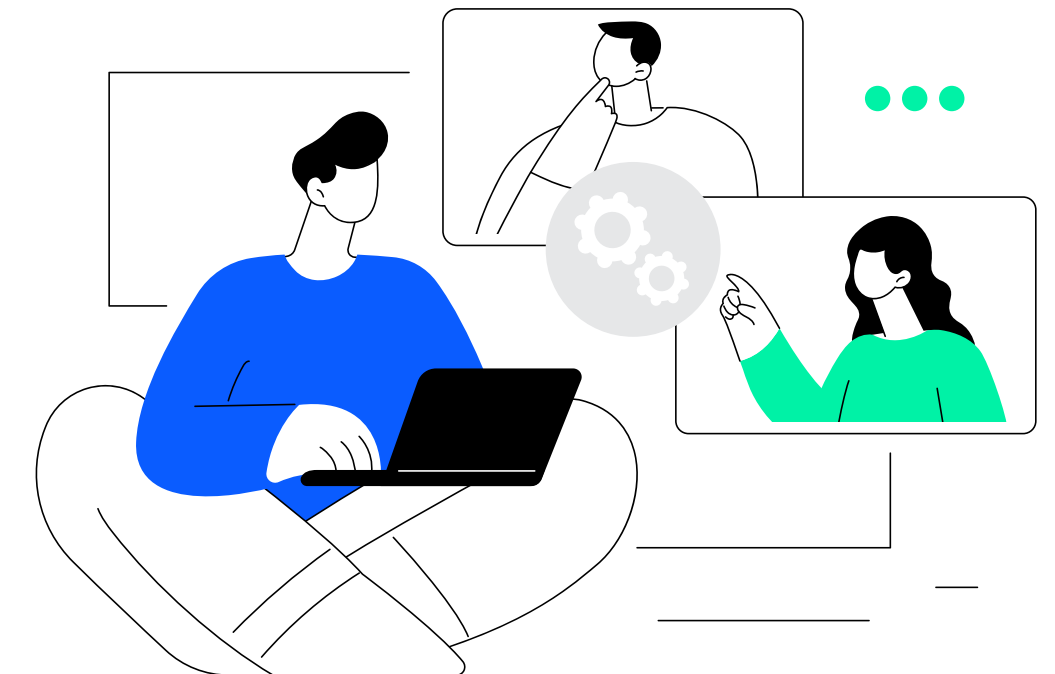


85% of European companies are redesigning their offices in 2022. The new workplace is equipped with new meeting rooms, huddle rooms, social lounges, wellness rooms, and a casual, comfortable work environment supported by seamlessly integrated technology.

**How important is having an onsite workplace that feels well located, social and creative, and is inspiring? (% of hybrid workers)**



**Offices are being re-imagined for social connection and belonging, rather than for productivity and getting the work done.**



## Employees: Why is the office necessary?

**54%**

of employees believe their team is most productive when all are physically in the same place



**52%**

of employees believe their team is most innovative when all are physically in the same place



## Business leaders: Why is the office necessary?



Improved collaboration



Cost savings



Employee Retention

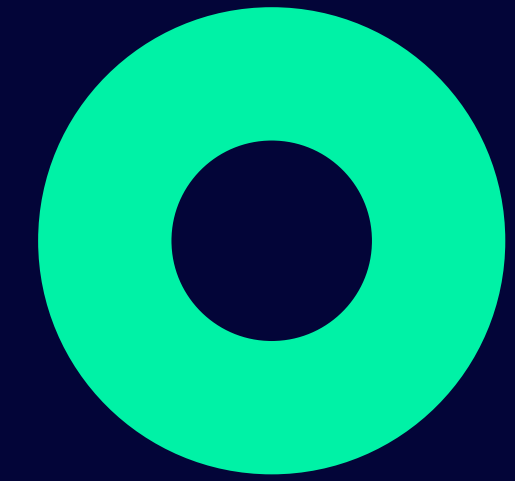


Employee safety



Sustainability

# Conclusions and Recommendations



# Recommendations for IT and Business Leaders

Hybrid teamwork should enjoy an experience that is **greater** than the experience at home and in the office.  
Experience at home + Experience in the office = Hybrid Experience

$$1 + 1 = 3$$

A hybrid experience cannot be created by retrofitting existing technology that was designed for home and/or for an office environment, it needs a **hybrid-first technology approach** for successful teamwork.

## Office team experience

- 1 Team members feel connected and engaged. Social connection.
- 2 Teams collaborate and innovate in-person (codesign and cocreation).

## Home team experience

- 1 Team members like the flexibility of working at home, at times for family or health reasons.
- 2 Team members are connected virtually because they are based in disparate geographies and unable to meet in-person.

## Hybrid-first team experience

- 1 Teams enjoy inclusive hybrid meetings showcasing everyone, regardless of their location.
- 2 Hybrid teams can effectively ideate with digital whiteboards and enjoy a hybrid learning experience through an all-in-one collaboration platform.
- 3 Hybrid teams can easily navigate their office environments with digital signage and hoteling functionalities and enjoy a safe and touchless experience with device pairing.



[Learn about Mastering Hybrid Work for Team Collaboration in Education and Healthcare](#)



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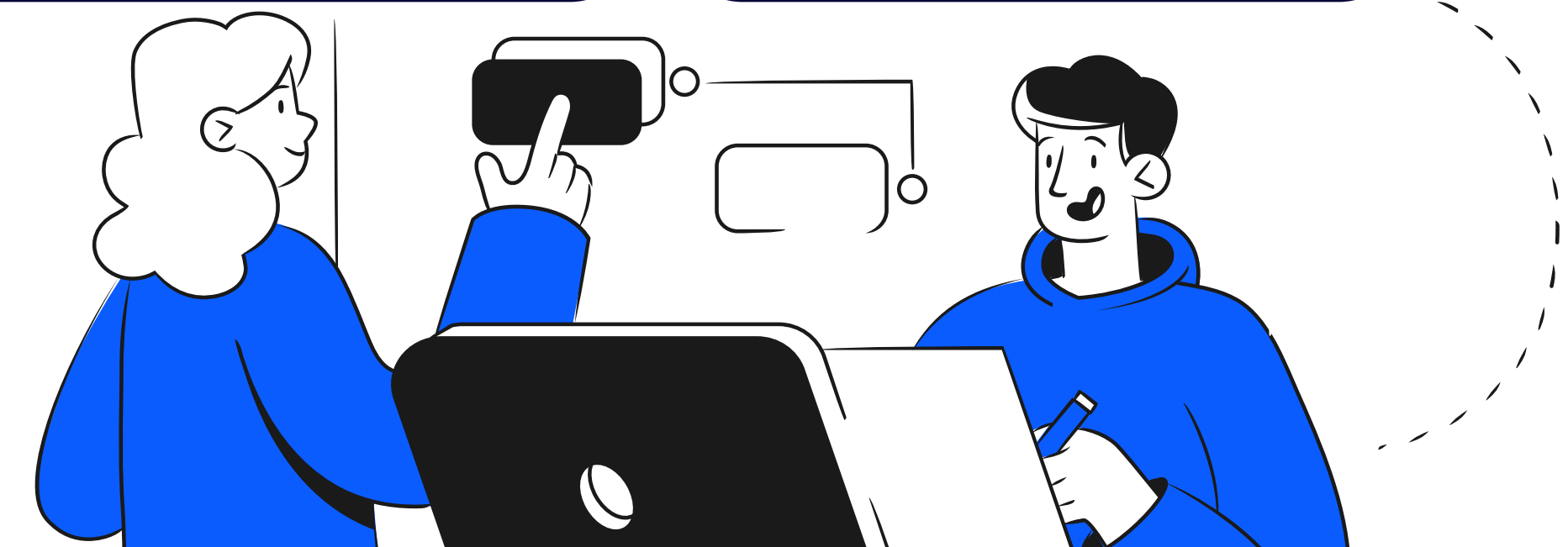
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