



Solving the hybrid work puzzle

Three steps to help you create a flexible and efficient hybrid workplace



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STEP

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No matter your company's approach to hybrid, whether your employees come to the office based on a percentage of time or their own preferences, adapting your organization and your office portfolio for hybrid work can be challenging. Below are three steps you can take today to operationalize your office spaces to meet the evolving needs of your dynamic and mobile workforce.

Like a puzzle, there are multiple moving pieces that need to be considered.

How can you predict your future space needs if you can't get a handle on when your people are coming to the office, and for how long? How can you curate or even personalize the workplace experience if you don't understand the preferences, parameters and schedules of your employees?

If you're a corporate real estate leader looking to put an effective hybrid work strategy into practice – this guide is for you.

Increasingly, workers are demanding a workplace experience that's worthy of their commute. To attract and retain top talent, employers must demonstrate that corporate goals (growth, profitability, sustainability) and employee goals (flexibility, wellness, experience) aren't mutually exclusive. The organizations set to thrive are restructuring their workplaces and work schedules in a pragmatic and structured manner over a multi-year time horizon. They're finding ways to bring people and teams together to share in meaningful interactions built around collaboration, socialization, career development and culture building.

The right technology can help you accelerate changes in your current hybrid approach to support a model that's as dynamic as your workforce. Without a doubt, technology is key to the hybrid workplace. According to our research, organizations that empower their workforce and support flexibility with the right tools – and provide amenities and services that enhance the in-office experience – will reap the greatest long-term benefits.

Hybrid is now a permanent element of work

Hybrid is here to stay. Full stop. In fact, the number of employers not offering some form of hybrid working option has dropped from 45% pre-pandemic to only 9% today. In the 2022 JLL Future of Work survey, 77% of respondents agree that offering flexible remote/hybrid working is critical to attracting and retaining talent. But the journey to hybrid presents organizations a series of questions, as detailed on the next page.

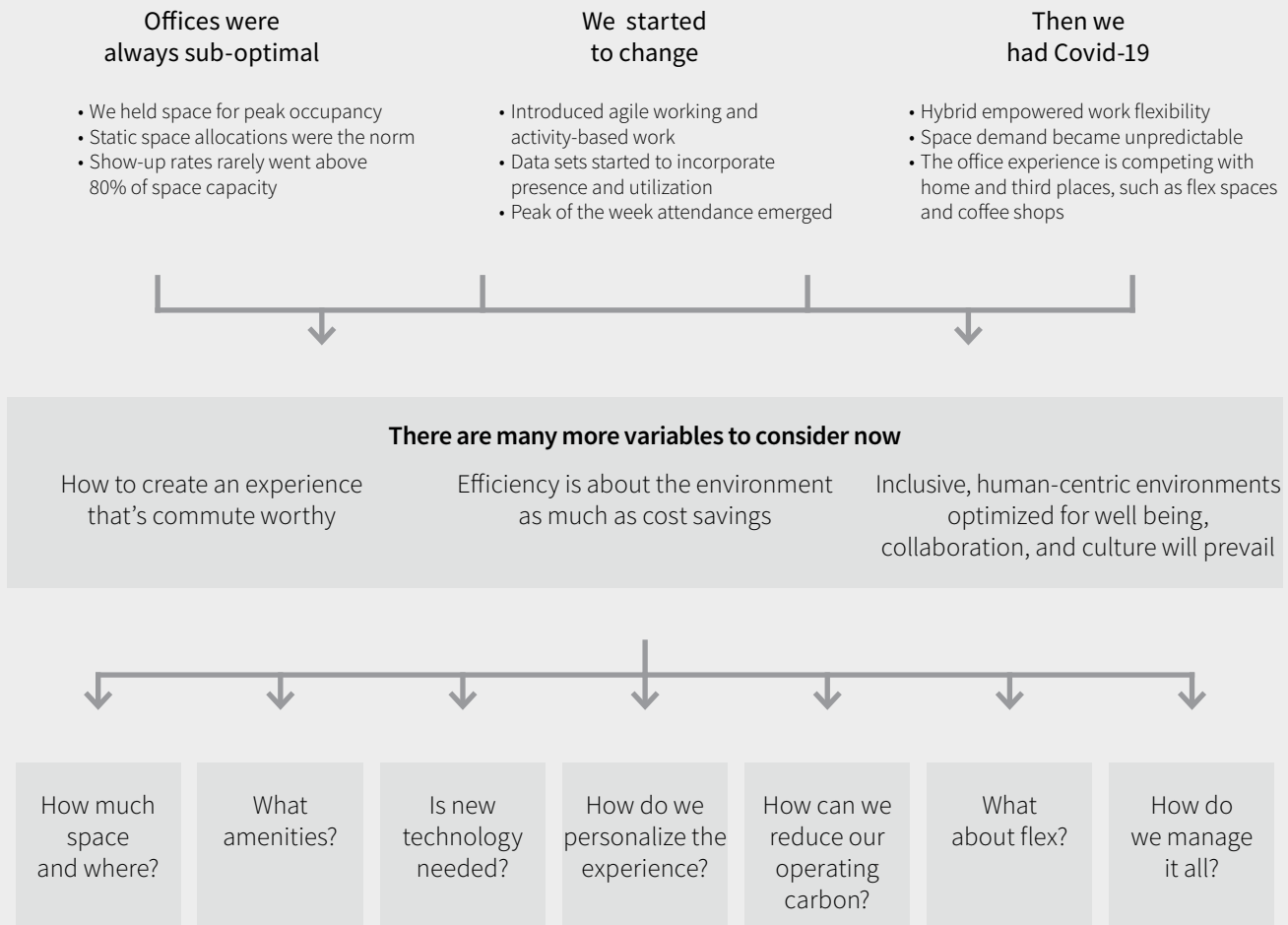
“ Right now, one of the biggest challenges companies face when managing their workspace is they don't know when employees will come in, what they want to achieve in the office, who they need to work with, or how long they will stay. Without a 'demand signal,' it's difficult to curate and personalize the employee experience.

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- Tony Josipovic, Senior Product Executive, Work Dynamics, JLL

The journey to hybrid

It's more than space optimization



The **value prop** of the **office** is being redefined

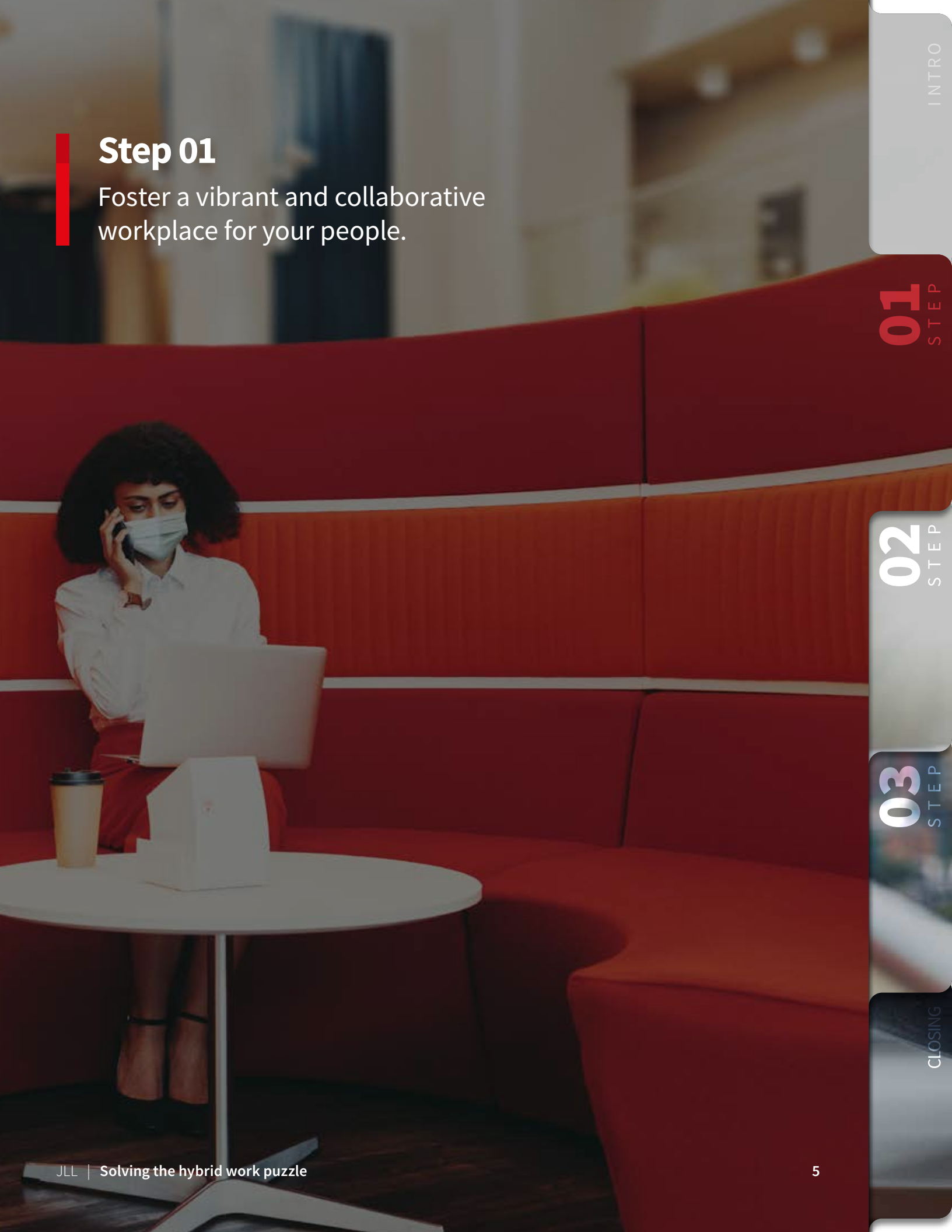
How to create a flexible and efficient hybrid workplace

Offering a hybrid schedule to your employees is not enough. To truly capitalize on the opportunities of hybrid work to engage your employees and enable them to thrive, you need a well-functioning hybrid workplace that supports their needs both in and out of the office.

Transforming your current spaces into places your people want to visit requires reimagining the traditional role of the office. Much like how "brick and mortar" retail stores are being reimagined to provide consumers with unique in-person shopping experiences, the office must become that place workers want to visit for experiences they can't get at home. To help you get there, we've put together three steps to reshape your workspaces to better fit the changing needs of your organization and your people.

Step 01

Foster a vibrant and collaborative workplace for your people.



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For many companies, employees are not coming to the office in the numbers they expected. In fact, some employees are growing disenchanted with the office because, when they do return, low attendance makes for an uninspiring environment. This creates a vicious cycle, which can further reduce the number of employees who come into the office as part of an effective hybrid work balance.

Vibrancy starts by taking a closer look at the total footprint of the office, and accounting for the fact that the demand for space is being dispersed across the entire hybrid network: the workplace, the home office and “third places” such as coffee shops and co working spaces. By matching the footprint of your office to meet the evolving space demands of your people, you can better optimize the workplace footprint for different work styles and situations. You can also help support your organization’s ESG objectives while reducing operating costs.

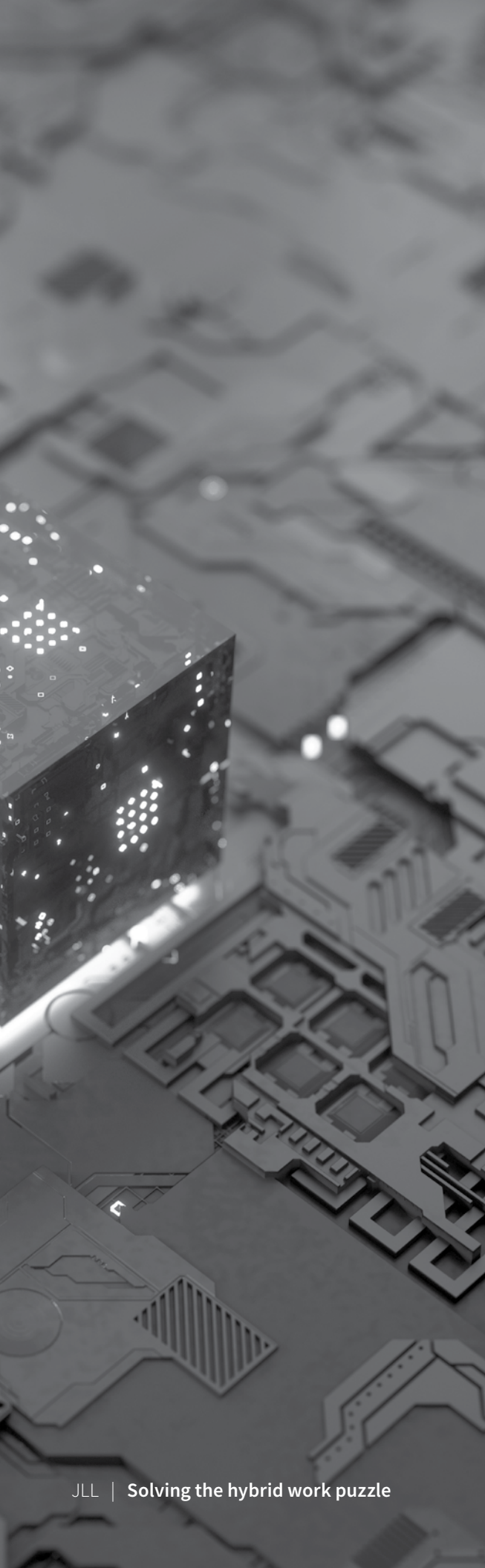
Providing workers with the ability to reserve space on peak days or when they need it can go a long way toward transforming the current hybrid office into a more vibrant place. Coupled with a progressive cost allocation or chargeback model that helps reduce inefficiencies and makes better use of excess space, a robust reservation system can even help flatten the “peak of the week” that typically occurs Tuesdays through Thursdays.

What if your employees could check desk and conference room occupancies, reserve spaces, plan their day or week, and then share their schedules with colleagues? Giving employees a view of when teammates will be present at the office and improving (and even personalizing) the overall experience for them when they are there, can go a long way toward reversing the vicious cycle of the empty and lifeless office.

It’s time for a more dynamic approach to hybrid

Dynamic Occupancy Management (Dynamic OM), is one tech-led service from JLL that’s designed to help organizations better operationalize hybrid work by providing tools that allow employees to schedule when they are planning to visit the office.

When you match your office footprint to meet the occupancy trends of your workforce, reserving a desk or work area functions much like making a reservation at restaurant during peak dining hours. Just as you want to make sure you have a table when you arrive at the restaurant, a desk reservation at the office ensures your employees have a place to work within a finite amount of space that ebbs and flows based on supply and demand.



The system also leverages AI technology to align workstyle preferences with availability. The AI learns from historical attendance and utilization data and also factors in forward-looking demand by analyzing advanced reservations (when reservation capabilities are being used).

Data generated through this dynamic approach to occupancy management helps organizations better optimize their space so they or the platform can:

- Make meaningful changes to allocated zones and seat assignments, or
- Adapt allocated zones independently based on forecasted demand and historical usage data learned over time

Of course, in some offices, a space reservation may not be necessary based on the amount of space available or the preferences of employees who may prefer to “drop-in” to the office. A dynamic approach to occupancy management can track utilization and attendance data in these situations, as well, to help paint a clearer picture of who is coming into the office and their patterns while they’re in the workplace.

This information is the linchpin that will drive the success of today’s evolving hybrid models across many organizations. The bottom line is this: Yesterday’s static buildings and rigid space allocations simply don’t work with today’s hybrid workplace. The shifts happening now represent a major change for the real estate industry, as previous occupancy and space planning models weren’t designed to deal with mobile workstyles or the unpredictable demand for office space.

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Other ways to bring more vibrancy to the office:

Leverage your company's "influencers" and "connectors"

Every office has individuals whose presence could encourage others to want to visit the office, whether it's to collaborate or engage in mentorship. With a dynamic occupancy platform, you can provide these "connectors" with an easy way to let others know when they're going to be in the office.

Plan events that bring people together

Bring in compelling guest speakers or host skill-building workshops to make the office a destination for career development. Organize happy hours and lunch gatherings to encourage socialization. A dynamic occupancy platform and unified employee experience app make it easier to spread the word about events designed to showcase and celebrate your company culture.

Allow flexible work schedules

Consider bringing even more flexibility to your hybrid work model. If you allow your people to avoid peak commute times and build their workdays around childcare and other non-work responsibilities, you can help make the office less of an obligation and more of a destination. You might even consider embracing a fully asynchronous work schedule, where employees determine where and when they work.

Step 02

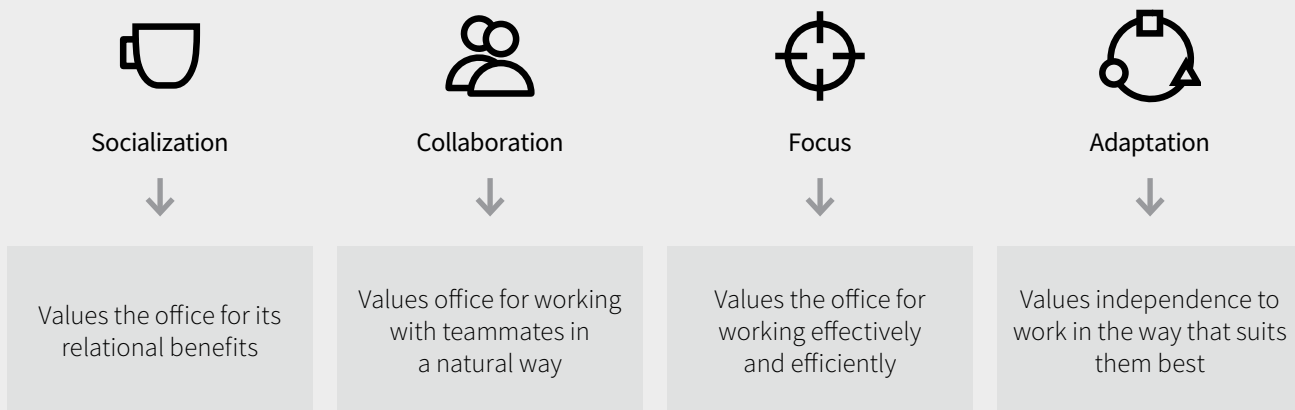
Use technology to collect trustworthy data about how your spaces are being used.

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Employees come to the office for lots of reasons. Some want to socialize with colleagues. Others come in to get into a certain mindset for focused work. With the right occupancy management technology, you can learn how your people are using your space and tailor solutions accordingly.

Hybrid work modes

Modes of thinking are based around many changeable factors. Most employees will operate out of a dominant mode while others also influence behavior.



A dynamic approach to occupancy management helps companies manage the reallocation of space in real-time based on historical and projected occupancy. With a constant flow of data at their fingertips, facilities planners are no longer limited to tracking people or “names in seats.” Instead, they can work alongside your HR and IT departments to get a deeper understanding of how employees are using the office. That means space allocations that once took weeks or months to restack can now evolve into dynamic zones that change as frequently as the occupancy patterns or predictions.

Below are the types of data available and how they can help your office better tackle the challenges of the hybrid workforce:

Presence and utilization data

It's tough to set effective policies to support hybrid work and measure your success if you have a weak grasp on when and how your people are coming into the office. That's where presence and utilization data can help – giving you insights into attendance patterns as well as hard numbers into whether or not your employees are actually embracing the hybrid workplace.

Do you offer free lunch to encourage workers to come to the office? Do you host in-office celebrations to promote company news or product launches? With a dynamic occupancy platform, you can track occupancy trends to better understand which events or other return-to-work efforts are boosting occupier attendance and make decisions accordingly.

A dynamic occupancy platform provides a full view of your portfolio's space by combining readily available data sources alongside other collection methods. The resulting insights could lead to more effective use of your existing assets and better alignment between occupancy demand and your available office space.

Additionally, building utilization data provides a unique perspective into the effective use of your real estate assets. If you break down the data to a business unit (or independent asset) level, you can unlock insights into how each business unit uses the asset. Attendance and space utilization data can also be tracked across regions, so you can get comparative data across your portfolio.

Scheduling data

Giving employees the ability to plan their day or week in terms of where they will be working, and then giving them the option to share that data with colleagues, can help drive meaningful in-person connections in the workplace that otherwise wouldn't happen.

For example, imagine a scenario where you were planning to work from the office on a Thursday, and then you became aware that two of your colleagues from another office would be visiting on Wednesday. A dynamic occupancy platform provides this valuable data, giving you visibility so you can change your schedule to take advantage of the opportunity to meet and collaborate in-person. This simple adjustment solves one of the biggest challenges of hybrid: Why would anyone go into the office if no one else you work with is there? More than ever, people are becoming the most sought-after amenity of the hybrid workplace.

Scheduling data can also predict occupancy levels. When schedules indicate that maximum occupancy thresholds are met at a particular location, employees can be diverted to another site, a flex location, or encouraged to adjust their schedules to another day when occupancy levels are lower. Distributing demand across the work week promotes vibrancy every day of the week versus only on select days.

Lastly, the "demand signal" provided from scheduling data can help others adjust their occupancy dependent services. The cafeteria can adjust the amount of food they prepare on specific days based on the fluctuating demand. And the cleaning staff can be adjusted and prioritized based on anticipated usage, as seen with [JLL's Dynamic Cleaning service.](#)

Reservation data

The means by which employees determine what space to use when returning to the office are quickly changing and evolving. Providing an easy tool for an employee to reserve space and book amenities and experiences can help your organization better implement its hybrid work strategy.

When enabled, both historical and real-time reservation data can personalize an employee's overall home-to-office journey. At the point a reservation is made, an opportunity exists to collect additional information related to the worker's in-office preferences. For example, someone may prefer a seat that's more private for deep focus work versus one within a bustling open space. If reserving collaborative space, the worker has the opportunity to identify other resources needed, such as video capability, a whiteboard or other collaboration tools.



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Support for your sustainability efforts

New approaches to occupancy planning that self-diagnose and adapt to space needs can also help with your organization's sustainability efforts. By tracking attendance and utilization data, companies can reduce operating expenses and CO2 emissions by decommissioning floors or sections of floors that aren't being used.

When space demand drops, the occupancy management software can be programmed to automatically communicate with your building management system to adjust how space is being conditioned or to go "dark" on excess capacity. This can help you save costs and reduce your carbon footprint by avoiding the conditioning (heating, cooling, lighting, and cleaning) of surplus space.

Step 03

Transform your offices into commute-worthy experiences that workers want to visit.



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Once you have a true understanding of how your people are using your existing spaces, you can start looking at the big picture and think about longer-term planning for your portfolio. An occupancy strategy built on the foundation of solid data can inform smart decisions that lead to better designs and more flexible spaces for your employees.

Reimagining the workplace experience and redesigning the physical workspace are major aspects of an organization's responsibilities. When planning long-term solutions for your space, consider the following:

Flexibility is key

When thinking about the future of your office, incorporating flexibility into your planning can help you adjust and adapt for whatever comes next. Some companies are using the latest occupancy management solutions to find new ways to flex within their current footprints in ways that fit the specific needs of the organization.

For example, by incorporating utilization and presence data, companies might carve out more areas for quiet work, create designated collaboration zones or open up an entire floor for a company-wide meeting.

Focus on "frictionless"

When it comes to designing a space that workers love and are drawn back to, the goal should be to design spaces that are easy to navigate, with technology that's easy to use, and interactions that are intuitive.

Just think of your own home workspace setup. Likely after a bit of trial and error, it's now exactly to your specifications. The experience in the office should be just as seamless. Whether it's connecting to WiFi, video conferencing, hosting hybrid meetings, finding co-workers for lunch or getting coffee, it needs to be easy. That way, your people aren't trading the conveniences of home for an office where they struggle to be productive.

Solid data can help you test new ideas

In addition to gathering and analyzing occupancy and utilization data to understand how the workforce is using your current space, consider using it to test and study new ways of working with your employees. For example, JLL has created a portfolio of pre-designed space concepts that enable you to rapidly pilot and test smaller spaces that will drive employee experience and performance at your organization.

This can provide you with confidence you've chosen the right solution before investing in full-scale office transformations.

The prototypes go beyond just thoughtfully designed space. Each concept is carefully curated to enable a flexible and productive work experience that supports all styles of hybrid work, socialization and wellness in a safe and sustainable environment.

Don't make rash decisions

Whether you own or lease your office space, you don't want to make decisions now that you'll regret five years down the road. Whether you suspect you need more or less space in the future, understanding your evolving patterns can go a long way toward informing better long-term office strategies.

But don't be afraid to think big, either

A major not-for-profit healthcare provider partnered with JLL on a comprehensive workplace assessment using the Dynamic Occupancy Management system. The program consisted of an in-depth review of the company's internal technology, space design and workplace management systems. Using client-provided data, the Dynamic Occupancy Management AI platform quickly generated several potential employee occupancy scenarios to help the organization game-plan its shift from a traditional office with assigned seats to a semi-fluid hybrid model with shared seating. Ultimately, the AI-driven simulation fueled the healthcare provider's post-pandemic strategy – and helped drive a major culture change for the organization so it could support a more mobile workforce.

The new ratios of the hybrid workplace

Before the pandemic, most offices were built with 80% workstations and 20% collaborative space. That ratio is shifting in the hybrid work era, as the workplace is evolving into a collaboration and social hub – and just one part of the work equation, along with the home and "third places" (co working, flex spaces, coffee shops and other spaces). With the right data at your fingertips, you can determine the office ratio that works for your organization.

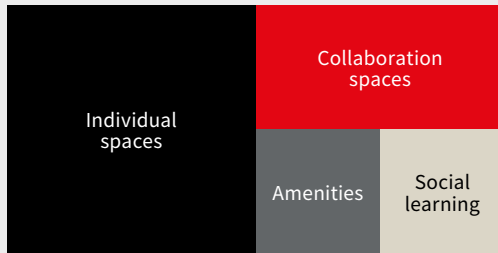
The new ratios of the hybrid workplace

Footprints will change

The workplace evolves as a social hub

Historical office/workplace allocation

The historical office was focused on individual work with greater individual workplace allocation



**Elasticity
Adaptation
Responsibility**



Future office/workplace allocation

The work from anywhere ecosystem

New workplace investments will be required in retrofitting and higher services, amenities and technologies, digital enablement and technology supported access to third spaces.



01 STEP

Dynamic Occupancy Management at a glance

Dynamic Occupancy Management (Dynamic OM) from JLL introduces new ways to allocate space for a workforce that's ever-changing. It helps organizations manage unpredictable demand while offering an easy way for employees to customize their workplace experience.

This new approach to occupancy management is built around three digital elements that integrate with your current Integrated Work Management System (IWMS) technology and other systems:

Three interrelated capabilities of the technology platform

Enables speed consistency and scalability



Utilization intelligence provides the data insights needed to predict future demand



Space scheduling and reservations trigger experiential elements of the solution and provide forecasted demand



AI-enabled zone assignments helps to dynamically resolve the space supply requirements

02 STEP

03 STEP

CLOSING

Note:
Complements IWMS and existing technology investments

Hybrid

is here to stay, and today's hybrid workplace needs to be a destination that attracts employees by making their time at the office "worth the commute." That means more than providing office amenities like happy hours and yoga classes. You need to support the way people work while providing the type of space your people want and need.

A dynamic approach to occupancy management provides benefits for workers and organizations across a range of hybrid models. **JLL's Dynamic Occupancy Management** does just that – allowing workers to schedule their time in the office, inform their colleagues and tailor their experience. The collective data generated by your workforce can help you adapt your spaces for the short-term, inform longer-term decision making and solve the hybrid work puzzle in a way that works for your organization.

Is your organization fit for hybrid? Contact us to learn more about how Dynamic Occupancy Management can help you implement hybrid successfully in your workplace.