

Navigating the Landscape: Managing the 4 Types of Hybrid Workers



The advent of long-term hybrid work plans presents a complex challenge for both business leaders and employees. It prompts critical questions: How should we optimize our in-person workdays? What tools are essential for success, regardless of location? How can we establish a sustainable framework for hybrid work?

Frontline managers, tasked with daily operations, grapple with these questions in a dynamic work environment that affects individuals uniquely. Managing hybrid work today can feel like navigating uncharted territory.

To address these challenges, we conducted a global survey with Economist Impact. The findings revealed that 77% of hybrid workers believe their managers need specialized training to lead hybrid teams effectively. To bridge this gap, we integrated Economist Impact research with Google's best practices, equipping hybrid teams with the necessary tools and guidance for impactful collaboration, regardless of location.

Understanding the Four Types of Hybrid Workers

Economist Impact categorized employees into four segments based on their engagement with hybrid work: evangelists, pragmatists, fair-minded individuals, and those undecided. Notably, these categories do not align with conventional factors like job role or seniority. Instead, they are shaped by personal considerations such as childcare needs, commute duration, and individual work preferences.

Navigating Hybrid Workforce Dynamics

Hybrid work discussions pose intricate challenges for business leaders and employees alike, raising pivotal questions: How best to optimize in-person workdays? What tools are indispensable for success regardless of location? How to construct a sustainable hybrid framework?

Amid these inquiries, frontline managers face the daily complexity of guiding diverse employees in a shifting work landscape. It's akin to crossing an unfinished bridge.

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Understanding the Four Hybrid Worker Types

1. **The Evangelists (24%):** These optimistic individuals are content with hybrid work and highly satisfied with current policies and technology. They thrive working remotely, and their enthusiasm benefits the organization. To support them, empower their productivity with centralized tools, encourage knowledge sharing, and maintain engagement.
2. **The Pragmatists (39%):** Optimistic but facing challenges, they believe in hybrid work but encounter difficulties. They seek more employee input and struggle with blurred work-life boundaries. Support them through anonymous surveys, flexible work hours, enhanced transparency, and improved collaboration tools.
3. **The Fair-Minded (23%):** Committed to employee well-being, fairness, and inclusion, they view hybrid work positively. They aspire to greater flexibility and believe improved communication will foster trust. Strategies include fostering social connections, in-person events, informative "hybrid-work hubs," and impact-oriented evaluations.
4. **The Undecided (13%):** This group is uncertain due to a lack of flexible work benefits, often stemming from absent formal hybrid policies and technology challenges. They need clear communication, training, inclusive updates, and better collaboration tools.

Understanding and acknowledging the diverse experiences of hybrid work within your team is crucial. Identify which category your employees fall into to shape policies and adapt to individual needs, fostering connectivity in a shifting work landscape. Embracing hybrid work not only addresses necessity but also provides opportunities for all types of workers.