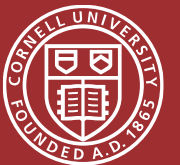


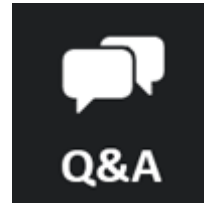
RETURN TO THE OFFICE: EARLY LESSONS LEARNED

Bradford S. Bell

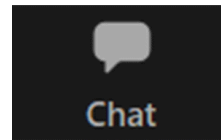
William J. Conaty Professor of Strategic Human Resources and Director of the
Center for Advanced Human Resource Studies (CAHRS)



HOW TO PARTICIPATE IN TODAY'S CAHRSCAST



Submit your questions to the presenter throughout today's session via the Q&A feature.



Share your reactions and experiences with other attendees using the Chat feature.

‘Pretend to work somewhere else’: Elon Musk’s leaked email ends remote work privileges for Tesla staff

BY CHRISTIAAN HETZNER

June 1, 2022 5:44 AM EDT

‘It’s really a mess’: The growing split between workers and bosses on returning to the office

Two-plus years into the pandemic, many companies are getting anxious to get back to in-person work, but find their workers like hybrid life just fine.

Yelp to close 3 U.S. offices, saying the “future of work” is remote

MONEY
WATCH

JUNE 23, 2022 / 5:21 PM / CBS/AP



COMMENTARY • RETURN TO WORK

GitLab CEO: ‘Remote work is just work’

BY SID SIJBRANDIJ

June 21, 2022 6:07 AM EDT

Is That Remote Job Opening Really Remote? Check the Fine Print

A lot of positions are billed in job postings as remote, but some come with more ties to the office than suggested

HELLO HYBRID | HOW WE WORK

The people who hate working from home

SUCCESS • DIVERSITY AND INCLUSION

Hybrid work is the worst option for employees from marginalized groups

BY JANE THIER
July 7, 2022 11:03 AM EDT

Apple Makes It Easy to Work Remotely (Unless You Work for Apple)

The company's relatively inflexible remote-work policies are inspiring some employees to look elsewhere.

The Remote Work Option Has Many Benefits For Introverts

Introverts should be given a remote option at work to accommodate worker wellness.

Netherlands Poised to Make Work-From-Home a Legal Right

After Covid-19 lockdowns, companies and governments grapple with the thorny question of continued remote working

CORONAVIRUS NEW YORK CITY

Mayor Adams proposes 3-day workweek to get people back in New York City offices

REAL ESTATE

Office Owners Reeling From Remote Work Now Fret About Recession

Many employers need less work space, and rising interest rates can push down property values

CONSUMER TRENDS

Remote work: How will it change coffee service?

CAHRS RETURN TO OFFICE WORKING GROUP

Lessons Learned

- What lessons have been learned so far?
- Have they prompted changes to return to the office policies and practices?

Strategies

- What strategies have been successful, and unsuccessful, for facilitating a smooth transition back to in-person work?

A Look Ahead

- How will return to the office continue to evolve?
- What ongoing challenges are anticipated and how can we prepare for them?

THE CURRENT STATE

- RTO timeline and intensity is highly variable across companies
- Office occupancy rates are currently below target levels
- Key Challenges

REAL ESTATE

U.S. Return-to-Office Rates Hit Pandemic High as More Employers Get Tougher

Office use on average was 47.5% of early 2020 levels for five business days recently in 10 major metro areas

Getting
Leaders on
Board

Getting
Employees
on Board

Addressing
Potential
Equity Issues

GETTING LEADERS ON BOARD

- Challenge:
 - *Some leaders are complicating the shift to new work models either by opposing any remote/hybrid work or staying away from the office themselves.*
- Solutions:

Leveraging
Internal &
External Data

Engaging
Senior Leaders
as Architects

Giving Leaders
Autonomy

GETTING EMPLOYEES ON BOARD

- Challenge:
 - *A segment of employees would prefer to remain fully remote and/or are reluctant to return because of personal reasons (e.g., childcare, commute).*
- Solutions:

Conducting
Listening
Sessions

Highlighting
Connections
to Culture

Tapping into
FOMO

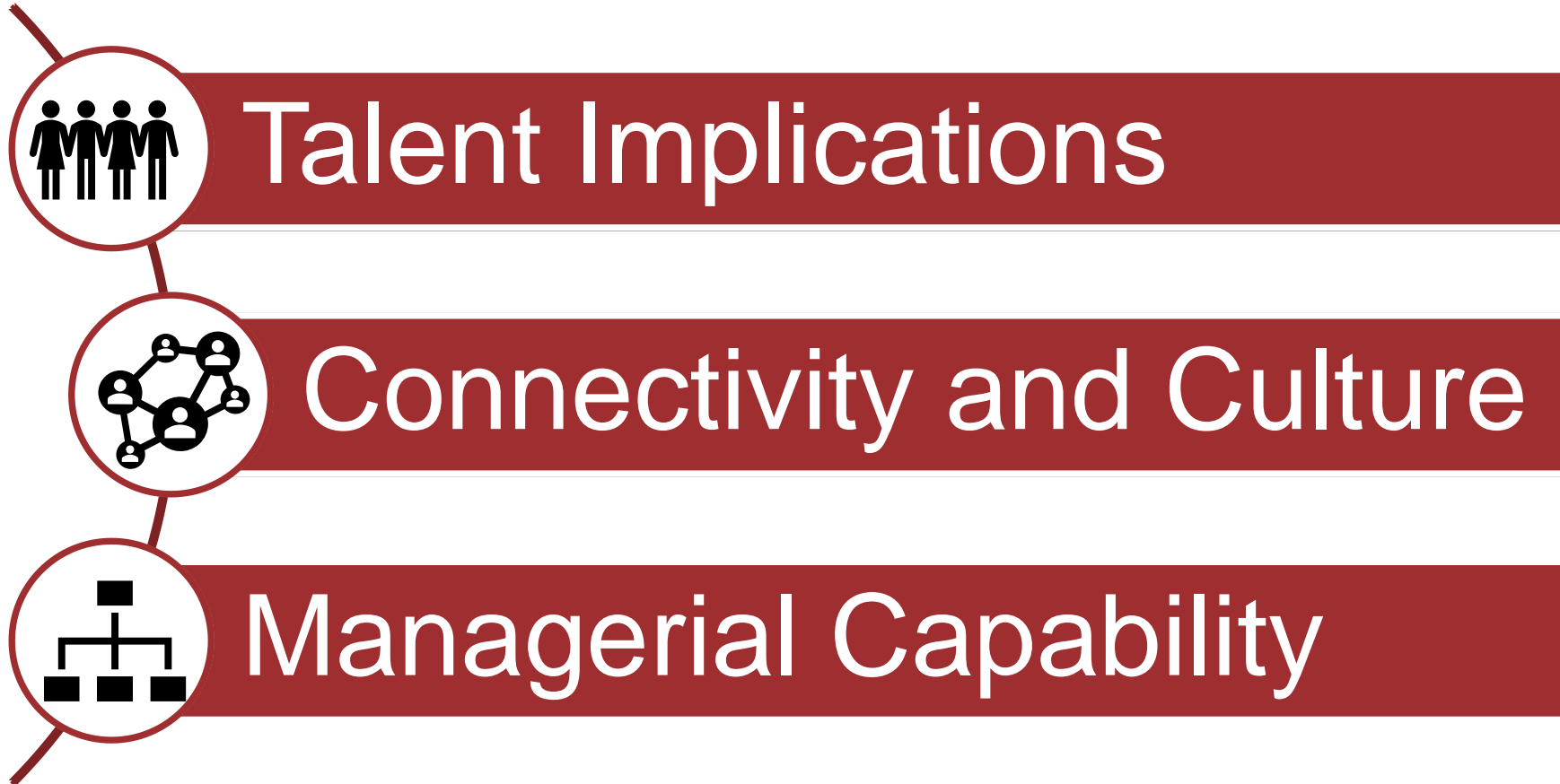
ADDRESSING POTENTIAL EQUITY ISSUES

- Challenge:
 - *Differences in work arrangements across employees may create equity issues, either real or perceived.*
- Solutions:

Considering
Alternative
Forms of
Flexibility

Increasing
Transparency
and
Communication

LOOKING AHEAD



CAHRS EVENTS CALENDAR

November 3, 2022 | 12:00-1:30pm (ET)

**Virtual Working Group – Evolving Perspectives on
Fostering Connection, Community, and Culture in the
Remote and Hybrid Workplace**

Register at cahrs.ilr.cornell.edu

QUESTIONS?

THANK YOU

See our website: cahrs.ilr.cornell.edu