

The culture of a workplace — an organisation's values, norms and practices — has a huge impact on our happiness and success

— Adam Grant | US psychologist

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## utilisation, not just shift desks

g tions need to think of every job as '100% remote', 'hybrid' or '100% office'. This will be core to forecasting and recalibrating workforce planning models for continued operations (including rostering), infrastructure, facilities, and services planning.



**\* Rethink employee experience:** Employee experience is no longer limited to the physical office buildings, it has expanded to an individual's home.

Some organisations have rolled out new policies and allowances to take care of infrastructure & ergonomics and connectivity. The focus is on enabling something close to the 'employee experience' provided in the office. However, the employee experience in office also included softer benefits like creche, gym, meals, transportation, etc. So, the question is, how does HR address these elements in a remote working scenario?

Overall, the HR model needs to be reimaged through

the employee experience lens of a hybrid workforce. Are there any HR processes that still need employees to be at the workplace? Can they be rapidly digitised? How can we improve our employee experience across HR processes using technology (AI screening, chat bots, zero touch onboarding, etc)?

**\* Reimagine workforce models:** The pandemic has accelerated 'talent liquidity', a new definition for remote-working talent that is not limited by geographical boundaries. As

organisations around the world adopt hybrid workplace models, many are primarily focusing on cost savings linked to real estate. However, the transformational opportunity is to reimagine resourcing and employment models. HR leaders need to explore increasing the use of alternative talent pools and more holistically re-thinking the composition and size of the workforce of the future.

(The writer is partner - people advisory services, EY India)



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