Speaker 1 ([00:10](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=10.47)):

Welcome to Comms In A Nutshell, a podcast by Oak Engage. Comms in a Nutshell is the go-to place to listen to discussions with the Oak engage team, industry experts and global brands about the world of work, internal comms, intranets, and how you can get the best out of your workforce. At the end of each episode, we wrap up all the tips and findings discussed in a nutshell so that you can start implementing them right away. Enjoy this episode.

Vic ([00:45](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=45.11)):

Welcome to Comms in a nutshell, in this episode, we are going to be talking about the future of work and all that encompasses the future of work. So flexible working hybrid, work, work-life balance, and everything in between. So we have a wonderful guest today who has over 15 years experience in the world of internal comms, intranets and consulting. Today we're joined by Kate Isichei, the managing director of where to look communications and Kate also has her own podcast 'Engagement Express,' which you can check out. So I won't go on Kate, but for the listeners, do you kind of want to tell them a bit about your background, your history, like how you've got to be where you are today?

Kate ([01:19](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=79.709)):

Yeah, thanks Victoria. So, um, really happy to be here and really pleased to be talking to Oak Engage who I've followed for many years now. I am a consultant collaboration and internal communications. You know, I've worked across the markcom space for over 20 years, but specifically in internal comms for the last sort of 12 to 15. And in all areas that you can imagine from changing transformation to leadership, visibility, collaboration, business, strategy, education, and intranets are my, my big thing. I love intranets. I love anything tech, technology focused, employee apps as well. So, um, yes, I'm really happy to be here and happy to, uh, provide some input to your wonderful podcast.

Vic ([02:00](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=120.45)):

Thank you very much. And obviously over the past 15 years, there's been a lot of change that we can chat about with regards to future of work. So I guess obviously we are talking about the future of work. So to start, I guess, what does the future of work mean to you?

Kate ([02:16](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=136.43)):

It's interesting, isn't it it's been such a, a term that's been used so much over the last sort of 12 to 18 months and it's, you know, basically being pushed through by the pandemic. Um, and everyone's talking about how we're working because of the, the, the process that we went through, where we all, you know, transferred to working from home or working remotely. And yeah, to me, it means being flexible. It means being less rigid. It means being focused on the individual and having a flexible approach that tries to accommodate as much as possible individual circumstances. So it's less about one way of working, being in the office, or even just, you know, not just necessarily working from home, but having this open approach to working whereby if your role allows for it, you're able to work from any location, be it a co-working space, be it, um, another office perhaps in a different location, a different country or, or be it, um, at home or the home office.

Vic ([03:17](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=197.44)):

I think you can definitely see as well over the past couple of years that it's become very much more focused on the individual and businesses are beginning to focus on, well, how can I kind of retain my employees and look after them really? And there's been that shift in employees ruling the roost with the way it's going with their demands.

Kate ([03:37](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=217.64)):

Definitely. Yeah, definitely. Yeah. The, the, the younger generation gen Y and gen Z are, are certainly setting in the agenda when it comes to working practices and ways of working. And I feel quite nice about that. I quite feel quite happy and positive about it because they are much more firm and strong in their, in their vocal vocalization about their requirements and their need. Um, and that helps the rest of us to, to get what we, we also need and want

Vic ([04:05](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=245.6)):

They're paving the way <laugh>,

Kate ([04:06](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=246.79)):

They're paving the way exactly they are steaming, steaming ahead.

Scott ([04:11](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=251.52)):

Oh, I was actually gonna ask, my first question was gonna be on working arrangements and flexible working, but I think you've kind of touched on that there and just it's, I guess it's just down to employer and employee to find the best solution, isn't it. And, and see what works for them. So

Kate ([04:24](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=264.029)):

Exactly

Scott ([04:24](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=264.93)):

Again, on, on gen Z it's, uh, I think we've got 35% of employees want businesses to adopt flexible hours. So obviously, you know, a good chunk. And I imagine a lot of that is, you know, a younger generation. I mean, I know me and Vic, we do one to two days a week in the office, it fits into that flexible working pattern. It does seem to have very different impact on different demographics. Doesn't it? You know, how to be flexible people entering the workforce. There's, there's something to that, isn't it?

Kate ([04:51](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=291.27)):

Yeah. I I'd agree with that. And it's interesting that you mentioned that because I know at the start of the pandemic in 2020, when everyone's sort of migrated to working from home, I was really, you know, quite excited about it. I had worked flexibly before, so it wasn't a new thing for me, but just having that opportunity to constantly be, you know, at home with my children, you know, with my family, I've got elderly parents as well. Um, you know, that I also care for. So for me at my stage of life, it was fantastic. And I really appreciated it and thought, this is amazing who can argue, you know, with this kind of setup. But then I started to hear stories about those, um, coming into the workplace, very young people who are still living at home with their siblings and their parents, and maybe even further generations like grandparents who had nowhere to work, um, no office certainly, and were working from kitchens and living rooms or even their bedrooms.

Kate ([05:49](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=349.08)):

Um, and then I began to think actually, you know, going forward, there needs to be a more flexible approach. And obviously there were stories about, uh, businesses in city locations crashing because there was no one to buy tea, coffee, croissants, you know, lunch or whatever it was. That was, that made me think. I suddenly thought actually, you know, we need to think a bit more wider than this. So yeah, I think it does depend on the generation you are from your circumstance certainly makes a difference. Yeah. It it's, um, flexible working can be a, a good or negative or a positive thing depending on where you are in your life.

Vic ([06:23](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=383.88)):

I think you definitely go through peaks and troughs with it because I know in my old job, I remember cuz my role it's based around a lot of writing. I was kind of asking at my old job, like, oh, could I potentially have like one day, one day a week at home and just see how I go. And they were kind of like, oh, I don't know about that. And I was like, oh, it'd be really beneficial for me and for you. <Laugh> that kind of thing. And then when the pandemic came, I was like, yes, like, this is what I wanted. Like I love it. But then obviously when you are at home all the time, you start to, you've gotta be very self-disciplined I found. Yeah. And you then kind of miss that social aspect. And I know now that we have started going in like once, twice a week and it is very flexible, like they say once, twice a week, but if we do fancy stay in at home one day or there's arrangements that people have that they need to tend to it's very much like you don't have to be in these set days, but it is really nice to have that connection to everyone.

Kate ([07:24](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=444.32)):

I think you're right. Actually. Yeah. And after two years, over two years now I've been working from home more or less back to back. And because I'm a consultant, I don't necessarily go into client offices. So I have been more or less home based for the last two and a half years. And I have to say, I do miss social interaction. I miss those water cooler conversations. I miss going to the kitchen to make a tea or a coffee and having serendipitous conversations about a new project or a new initiative or a new platform where I suddenly say, oh, I didn't know that was happening. Yeah. And yeah, you miss that when you're at home, you're, you're sort of confined aren't you to formal more meetings. You

Scott ([08:02](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=482.2)):

Certainly don't set up a teams meeting, just have a chat

Kate ([08:04](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=484.88)):

<laugh> <laugh> no, although I have seen companies doing that, um, in a couple of clients I've worked with, they set up serendipitous or they're not really serendipitous because they're planned, but they have spaces where you can join others to just have a chat. They're not, they're not meeting is about work. They're just meetings to join if you feel lonely. So

Vic ([08:25](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=505.56)):

Yeah, I think I should be encouraged. Definitely. I think that should definitely.

Kate ([08:28](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=508.92)):

Yeah, exactly. And also I've seen companies doing sort of five, 10 minutes at the start of a formal meeting about work. Just to talk about, just to check in. Yeah. Check in, you know, look out of the window, stretch your legs, do a bit of exercise. I've seen that. And it works really well because it puts you at ease. You know, if you think about the way your body acts or reacts, when you're in a formal meeting talking about work, it can be quite tense, you know, quite sort of strained. So having that opportunity to, you know, feel free, breathe deeply do ex I exercises, whatever it is can make a real difference to your wellbeing. I

Scott ([09:03](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=543.41)):

Think it's, it's kind of, it's trying to find that balance, isn't it?

Kate ([09:06](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=546.8)):

Yeah. It's, it's interesting. Isn't it? Cuz I, I think it depends on the platforms they're using that also has a massive effect on whether things work or not from a working, uh, perspective, if you are remote. So if you have teams, um, I've often seen that teams isn't applied in all countries. So if it's a global organization, they're not on the same platform. Um, so I think platform really makes a difference. You know, if it's teams, if it's, um, Skype, don't see Skype so much now. Uh, but if you, for example, slack or Yammer, uh, tools like that can really make a difference when it comes to collaboration, but not everyone's going to feel comfortable, you know, having a team's chat or, you know, being constantly online. I, I find that actually quite challenging myself. So I think you have to be mindful that not everyone likes tech. Um, so yeah, I've the best companies I've seen understand that, um, and use a combination of different tools.

Vic ([10:03](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=603.89)):

What do you think is a good combination of tools to use? So I know you said that people are a bit scared of tech. What do you think is the right kind of combination of things to use?

Kate ([10:14](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=614.94)):

Well, you know what, I have a, a really interesting experience through the pandemic and I'd love to know if you had the same one. So when I, when we first went into the pandemic, I didn't know much about teams and I didn't see much about teams. I saw it there, but people didn't use it much. You know, it was tend to be used as a, a SharePoint repository because you can share files and it can be a shared area where you do work, you know, on the fly collaboratively. And then suddenly it started to migrate to be in a communication tool where you could have phone calls and you could have meetings. And, and that wasn't so common. I don't think back in 2019 end of 2019 and suddenly 2020 teams was the, the go to was teams on zoom mm-hmm <affirmative>. Um, but then teams, people started to realize that it wasn't quite as, uh, intuitive, perhaps as zoom for having conference calls.

Kate ([11:04](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=664.9)):

Um, and then it just started to ramp up. I dunno, if you noticed that, you know, Microsoft obviously cottoned on to the fact that a lot of organizations were using it and then developed and developed and developed, and every time you went on, at least every time I went on, you know, there was new functionality, you know, improved the connection to the wifi, improved the sound quality, the video quality, all improved. And then these new tools, you know, started to appear where you could share files, uh, you know, very easily and display and do presentations on, on the fly. So yeah, it's, it's interesting, you know, how, how tech is caught up with the needs to work remotely, but yeah, so a good combination of different platforms, if you're on, you know, Microsoft and love organizations are, it's always going to be office 365. So, and that's pretty good, but yeah, you know, good combination of Yammer, slack, workplace, social collaboration, tools, chat tools, video chats, not everyone likes to show their face on a video.

Kate ([12:05](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=725.39)):

I've noticed that. Um, and also you have to be mindful of neurodiversity too. So a lot of people who have ASD um, are lot keen to be shown on camera. I have children who, um, are autistic and they hate having the camera on. Yeah. Um, and also people who are, um, who have ADHD or ADD have some kind of deficit disorder where they're unable to stay still, and prefer to have the cameras off. So, um, I'm seeing organizations now, lashing, you know, there's a bit of a backlash to cameras off. Um, you know, people are saying, you must have your cameras on and being quite specific about that and prescriptive about it, uh, which I don't think is particularly helpful. Um, cause we don't know what the reasons are for people leaving their cameras off. So I do have a bit of a bug bear about that

Scott ([12:54](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=774.8)):

And I think that's, I think that's true. And I think people kind of have this, this idea that if the cameras are on, then people are there and paying attention. Exactly.

Kate ([13:04](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=784.44)):

Whether

Scott ([13:04](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=784.44)):

They're just present and that isn't always the case, whether the camera's on or off, because people can be doing right. So many other things or needing to do other things. Exactly. And I guess that, that can kind of impact trust can't it? If you're being told that, you know, you must have your camera on because it's otherwise even saying that statement, the other side of it is because what are you doing if you don't have your camera on?

Kate ([13:26](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=806.88)):

Right.

Scott ([13:27](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=807.66)):

So as, as an employee, yeah. I would be kind of, you know, thinking, well, you don't, you don't, you know, you think I'm doing something else. If I'm I'm there.

Kate ([13:37](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=817.98)):

Exactly. It does imply that doesn't it?

Scott ([13:40](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=820.82)):

Yeah. I guess how obviously outside of that, but what else can leaders do to kind of, you know, instill trust in this new, you know, lay the land in this new world of work that isn't kind of, that shouldn't feel like it's just coming from them, but stuff that you must do.

Kate ([14:00](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=840.7)):

Yeah. It's interesting, isn't it? I think it's, it always comes down to the fundamentals. So it's, it is no different. So, you know, when people talk about, you know, remote working, it sounds as though it's something that's divorced, you know, from the culture, from the values, from the, the way that the organization runs, um, you know, whether it's hierarchical or not, and it's not, it's just an extension of that. So if the organization's culture is quite hierarchical or they're quite prescriptive or they're micromanaged, then all that's going to do is transfer to the online world. It's not gonna be any different to if you're face to face, if people trust each other, you've got, um, good line managers and supervisors who have regular conversations with their teams. Um, and with their reporting, direct reports, um, you know, have regular catch ups, have sociali, uh, social events and talk to them about their personal lives.

Kate ([14:51](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=891.14)):

So, you know, not just work, work, work, but you know, I remember you saying your mom was in hospital two weeks ago. How does she get on, is she better now? Um, you know, when's her next appointment? You know, what are the next steps, things like that, they're really important. You can't divorce a person, person from their personal life, their work life from their personal lives, you know, it's one and the same. Um, yeah, and I, I take, take it back to my personal trainer, you know, who always says, um, you know, like I'm a keen runner and I'm a keen athlete. And he always says that, you know, he always asks me about my personal life. You know, how the kids, how are things going at home? How's your mom. Um, and he does that because he knows that I'm not my, my performance in sport, in fitness has, is not separated from my personal life. And it's the same with work. You know, if you want people to, um, to trust you and vice versa to be trustworthy, then you know, it needs to be instilled into the culture. It needs to be, you need to work on that trust in order for it to translate to the online world.

Scott ([15:55](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=955.74)):

So, yeah, cuz you know, there is kind of still of ongoing discussions and you see kind of, you know, senior business leaders in the news saying whatever about how people need to get back to work and you do kind of one, you know, actually how much of that is to do with their, their culture and assumptions as opposed to actually the productivity that, that they're experiencing within their business.

Kate ([16:15](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=975.95)):

Exactly. And I think it's an age thing as well. So if you look at a lot of the leaders who are talking like that or of a certain generation, um, and they are, you know, moving away from the, um, the workplace in the next probably 10 years, five to 10 years. So once they're gone, um, I think that things will, you won't be hearing that kind of thing anymore because those people are tied to the past. If you've been working, uh, for companies in professional settings for, I don't know, 40 years and you've always been in the office, you've always had to be in the office, presenteeism is a huge part of your life, then you're not gonna change. So yeah, I think to some extent you have to wait for those people to, to leave <laugh>

Scott ([17:00](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=1020.2)):

<laugh> well, I guess for flexible working, that's the only thing I I've had down here was, um, I guess it's about down about talent acquisition. And obviously now that you know, you can be so flexible in where you work, who you work for and that kind of thing. Um, the pandemic kind of opened up a lot of more remote positions and it means that you don't have to be where the business is based. Right. So I just want to see, have you had a lot of experience with that with clients? Have they kind of opened their doors to try and to, you know, find the best talent for the job no matter where they're based?

Kate ([17:33](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=1053.88)):

Yeah, it's fascinating. Isn't it? In 2019, 20 20, sorry and 2021. I saw a good few adverts saying, um, you know, no need to be in. I even still see it to this day, remote based, um, based anywhere, you know, that kind of terminology and it, it was never have I seen that before. Um, but it has reduced, it has decreased somewhat, but the more forward thinking companies, I think the newer companies, perhaps the ones who have, you know, open cultures, less hierarchical are open to being people being remote, um, even a hundred percent remote, not necessarily being based in, even in the same country. Um, and that's a really good thing, but, and you are right in saying that talent acquisition is driving. Um, you know, a lot of those decisions. So those companies who want the talent actually have to be flexible. And it's interesting how there are still many organizations that are digging their heels in and you know, talking about office returning to the office. But yeah, I think at some point they'll have to revise their, their stance because if you want the best people, the best people are clearly wanting some level of flexibility. Yeah,

Vic ([18:48](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=1128.03)):

Absolutely. I've just seen that Spotify, they've extended their work from anywhere policy and they've kinda phrased the language around like work isn't a place you go, it's a thing you do. So it's not meant to be tied to a location. I really like that, but yeah, so they give their employees the opportunity to, if it's within their criteria of locations, countries they operate in and they can go and work there when right. So yeah.

Kate ([19:18](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=1158.17)):

I've I love that. Yeah. I love it. It's all about trust. Isn't it? It's all about relationship. That's what it comes down to. It's the relationship you have with your, with your organization, with your manager, with your peers. Mm-hmm <affirmative>, you know, if you have a good relationship, then you know, you you'll be good wherever you are. If you have a poor relationship, it doesn't matter how much you go into the office. You know, you're not going to enjoy your work or, you know, enjoy being around each other.

Vic ([19:44](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=1184.32)):

Exactly. Definitely. And there was, it was quite interesting actually, because even though there are the benefits to it, there are like some difficulties obviously like with the time zones and making sure you've got a good wifi connection. And I guess it's about making that hybrid working structure work. So my next question kind of was around the majority of employees do want hybrid working structure. So what do businesses need to consider when it comes to that new way of working? How can they kind of ensure that it succeeds and it, it runs smooth?

Kate ([20:15](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=1215.8)):

Well, the one thing I have noticed is that health and safety's a really pivotal part of that. So the best companies are actually reviewing, uh, people's home working arrangements or remote working arrangements and making sure that they're safe. Um, I think that's the first thing, making sure they've got enough equipment, the right equipment. And like you say, talking about wifi connections, you know, if that's not right or it's not in place, then it's not going to work. There have to be some principles. I think there has to be some, you know, give and take on both sides. So, you know, if employees want to work remotely, then they have to ensure they've got everything they need to do so um, and to do well. But, um, yeah, I'd say primarily it's, um, looking at the environment that people are working in, the tools they're using, um, and how they're connecting with people on a daily basis. So the relationships they're building, mm-hmm, <affirmative>, um, making sure that they're robust and that they have the tools to do that and facilitating, you know, those, those connections across the business, there needs to be more of that done. And I always say that a line manager's first responsibility is not to manage a team, is to manage your relationships. The team builds are really believe in that. Um, and in this instance it's more important than it ever was

Vic ([21:28](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=1288.48)):

Definitely. And I think your colleagues, they do impact the way you perceive your work. I know like our team is, is great. And it's one of the reasons why I enjoy work so much is cause I'm working in like such a good team of people. So yeah, exactly. That is really important. And obviously we spend all day, well, a vast majority of our time at work. So yeah, it's important to foster them connections.

Kate ([21:53](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=1313.01)):

And also I think it's important for companies to ensure they're, um, acquiring the right talent. Those people who have feel comfortable with tech because tech might not be everyone's cup of tea. Um, that's true. But tech is a really pivotal part of flexible working. If you don't enjoy using chats or you don't know, um, you know, how to sort of build relationships online or use emojis in the right way, it's a new way of working. Um, so if you are not familiar with tech or you don't feel comfortable doing it, you know, you prefer to be in, in person or you prefer to see someone or you prefer to talk to someone face to face, then it's gonna be a challenge for someone like that. So I think it's up to organizations as well to get talent, um, to get people in who understand the best way to get the most out of remote working

Scott ([22:40](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=1360.91)):

Pretty interesting. Cause I've never, I've never thought about kind of, you know, the way that we use chat and messenger and stuff on a daily basis. And emojis is just kind of something we've always done. Right. You know, for who are slightly older, that it's something that has

Kate ([22:55](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=1375.91)):

Had to have to learn, right? Yeah. You are digital native. So, you know, you are blessed in that way. It's very intuitive, you know, for you to use tech, to build relationships, you've got your social media channels where, you know, you make connections all the time. Yeah. Uh, whereas the older generation, you know, but they don't have social media when they were young, you know, don't anything know much about liking and commenting and um, these are things that had to be learned. So, um, yeah. There's um, there's a lot to unpick there. Isn't there.

Scott ([23:24](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=1404.71)):

Yeah.

Vic ([23:25](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=1405.71)):

I was writing an article... It was the diversity inclusion guide that we've got and obviously it covered a lot of things, but one of the things was kind of the age and generational gaps. And I can't remember what company it is now, I'll put it in the show notes though, but they'd kind of started a club and it was all like millennials and gen Z people and it was like a club to teach the older generation kind of how to use the tech. Wow. Get used to it. And I thought that was such a good idea because then it's not like, oh, your teaching someone how to use something it's actually related to what they're doing in the business because you can teach someone how to use something and then they can go away, forget it. But it's important they actually know how to use it, like in the context of their job. So exactly that was good.

Kate ([24:08](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=1448.78)):

So I did a post recently on using emojis in the workplace and I have to say that I do find it a bit uncomfortable. Um, you know, to this day using emojis, I think sometimes they're a bit overused. Um, and if it's a chat like teams chat fair enough you know, I think you can get away with a but in emails, you know, I'm not, I'm not so sure. I kind of have a, a bit of a discomfort around, um, emojis. Uh, I got some really good feedback from people every once. So it's okay. It depends on the context. Yeah. You know, the conversation that you are having, but yeah. I mean, my son who's 11 or my, he swipes my laptop screen. So that gives you an indication of how different people experience tech. I'm like, no, it doesn't work like that.

Vic ([24:53](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=1493.92)):

Why isn't it moving?! See, think it, it must be like a generational thing because I feel, I feel like I'm being rude if I don't put smiley faces.

Kate ([25:04](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=1504)):

Wow.

Vic ([25:05](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=1505.75)):

Yeah. And like exclamation points. And I think if I just type something and then put a full stop, they're gonna, I just think in my head that person's gonna think I'm being so rude. I need to like show that I'm being smiley and happy and it is strange because you never know how things are gonna be interpreted over right email or anything do you. That is the thing with tech in person. You can kind of tell what people

Kate ([25:30](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=1530.68)):

And style yeah.

Vic ([25:31](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=1531.6)):

Body language. Exactly. But then obvious over zoom it's, it's quite hard to, to tell. So yeah, if you ever get an email from me and there's loads of smiley

Kate ([25:40](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=1540.57)):

Faces, loads of smiley faces. Yeah. Yeah. Just, just to show demonstrate that you not being passive aggressive or anything. Yes. It's funny, isn't it? And it's all to do with the individual state of mind.

Vic ([25:53](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=1553.09)):

Definitely. And so I know earlier you mentioned that for some people like going into the office is the better thing rather than yeah. Working from home. And I know I've seen a lot of offices kind of encouraging people to come back to the office. Um, have you found that there are any ways that are good for encouraging people to come back to the office? Like how can employers kind of make it a good space so that it does encourage people to come back and

Kate ([26:20](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=1580.4)):

Spend? Yeah, I've seen some really good case studies of this. So a lot of companies that actually were traditionally quite, um, should we say stayed in their approach to office working have now made the office more inviting, you know, enticing from a visual perspective. So I've seen companies introduce, um, chill out zones, cushions, um, you know, bean bags, uh, fruits treats like biscuits and free tea and coffee vouchers for costa coffee, um, uh, Nero, that kind of thing. And um, yeah, sort of social events, drinks, you know, where people get free alcohol, for example, or free soft drinks, uh, a dinner that, um, you know, enables them to have some opportunity to talk to colleagues at the same time. So yeah, lots of social events are organized now, but chill out zones. And I've seen quite a few companies actually redesign their offices to entice people back. They realize that most companies realized during the pandemic that they didn't need as much space as they used to because everyone was in the office before. So I've seen companies now redesign their working spaces, um, to have less desks, um, less seats, less worktops, you know, lap. Yeah. Less docking stations, less hot desks, those kind of things to make more spaces for collaboration. Yeah. They actually call them zones. I've seen that done a few times and I think it works really well if it's done sensitively.

Scott ([27:51](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=1671.04)):

Yeah. I guess when there was a lot of office space during the pandemic and it was empty, it was think a lot of people did have that moment of, well actually now you can see the wood for the trees. What

Kate ([28:00](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=1680.2)):

Exactly. Right. Right. Yeah. And it was stark. I remember going in, um, to the office a few times during the pandemic when it was really, really, um, you know, not many people were going in and it did. Yeah. It was really eerie and um, yeah, very strange. So I think organizations have been forced to restructure their, uh, working areas to make it much more easier to understand the reason to come into the office.

Vic ([28:29](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=1709.05)):

I think that's a really good thing as well, because then it shows it's not just a place that you come to just sit and do work. You can right. Relax here. You can chill out here. You can enjoy. Exactly. And then you've got obviously the Googles of the world with the basketball courts

Kate ([28:43](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=1723.89)):

Way ahead. Aren't they

Vic ([28:45](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=1725.21)):

In the, the slides and the running tracks and everything, but

Kate ([28:48](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=1728.45)):

No, it's phenomenal. Yeah. And I've seen some companies actually try, they have an ambition to emulate the home. Yeah. Because people are so used to working at home. They I've seen a couple of articles on offices that are trying to emulate the home environment. So they've got house plants. Um, you know, they've got sofas, uh, you know, sort of, uh, coffee tables that are much more homely, you know, TVs in the corner, you know, kind of places where you can put your iPad, uh, somewhere for the dog to sit. You can bring your dog into work on some days, bring your kids into work. So yeah, I think the two emerging now it's, uh, quite bizarre. Really.

Vic ([29:26](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=1766.14)):

Let's get some beds in the office please.

Kate ([29:28](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=1768.36)):

Yeah. Well I know some companies have pods don't they see

Vic ([29:31](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=1771.6)):

Pods, nap pods. Yeah. We have pods, but not for napping, not

Kate ([29:35](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=1775.45)):

For napping.

Vic ([29:36](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=1776.41)):

I've never seen napping in them, but

Kate ([29:39](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=1779.21)):

Give it, give it time

Scott ([29:41](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=1781.04)):

<laugh> yeah.

Vic ([29:42](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=1782.82)):

So I think my next point was recommendations for businesses to implement a hybrid working structure that actually works. But I think we've co we've covered that really with the, that was essentially the first question. Yeah. So is there anything that you want to add for that or,

Kate ([29:58](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=1798.71)):

Yeah, so, um, I don't think it's policy based. I don't think it's a policy that will, will tick the box. You can't just write something that's going to fit everyone's requirements. So I've seen companies sort of say, oh, let's do, let's do a policy, a remote working policy. And it never really works. I think it has to be assessed on a case by case basis. This is why I say the role of the people manager is changing now. So it's less about command and control and more about collaboration and supporting employees to build relationships in this new remote working way. So having a blanket policy, I don't think works, but having a framework I think does. So we say, like you say, um, like you said earlier one to two days, you know, maybe working from the office or, you know, but it's not rigid and it's not on the same days. Um, but you know, there's an understanding there that, you know, you will come in every now and again, you know, I think it's really hard. I've seen companies struggle with this. I've seen a lot of companies struggle with it because it's not prescriptive and it can't be prescriptive, but yeah, as time goes on, I think organizations will learn to adapt to understand the ambiguity around it. It's, it's a new way of thinking. Isn't it

Scott ([31:10](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=1870.87)):

Just taking you back to kind of, when you're talking about the offices being that kind of, you know, homely feel to kind of, and that the entire focus now around a worklife balance and you know, a lot more of that, it's a lot less about kind of work, work, work, and everyone's kind wanting to do more, a lot of people and a lot of leaders in business have seen kind of, you know, the good aspects of employees from working from home. Although, you know, we do have those few old people that have a very different mindset yeah from how other people do. Um, do you think initiatives such as the four day working week or some like, you know, the five hour work day, uh, do they contribute, like obviously they contribute to this as well, but do you see them sticking around and this being kind of where the future of work will head?

Kate ([31:56](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=1916.58)):

Yeah, possibly, possibly. I mean, I think people conflate the two because there's remote working and then flexible working from a location perspective. And then there's flexible working from a, um, a timing perspective. So, you know, there's always been flexible working. I think that's a, a mandatory requirement for companies to assess individuals for flexible working. If they submit a request, that's always been the case. And in, in some cases, I don't know if it's helpful to mix the two up because they are very different things. If you work part-time you work part-time if you work compressed hours, you work compressed hours. Um, and then where you work is, is, is a separate issue, but I've seen a lot of organizations conflate it and so flexible working and then talk about hours and then talk about working remotely. And it's just not helpful to do that. I think it makes things more difficult unnecessarily. It has to be assessed individually. So, you know, you work your hours that you work, but wherever you work is a separate issue. Does, does that make sense?

Scott ([33:00](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=1980.11)):

Yeah, it, yeah, it does. Yeah. It's just, we do see a lot in the news now, you know, as everybody else has adapted hybrid working and there has been a lot of introduction as well. Yes. Of, of businesses trying different working patterns and hours.

Kate ([33:14](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=1994.33)):

Right. You're right. Yes. So the COVID did actually force that as well. Remote working also flexible working considerations. So four day week, um, and there's been loads of experiments. I think quite a few companies in Scandinavia, uh, in particular Norway have done it to great effect, uh, very successfully. But I think in, in the UK, we're a bit behind the curve when it comes to that, you know, there's this still this worry that you are paying people, you know, for not doing the same amount of, of work somehow. But I think there's a realization now that a five day working week and a two day weekend doesn't necessarily, um, tick the boxes and, and actually I've noticed more and more that people are doing it intuitively doing a four day week intuitively. So, you know, I dunno what the stats are around this. And I'd be interested to know, actually I might do a bit of researcher to it to understand how productivity is on a Friday. Um,

Vic ([34:14](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=2054.08)):

I've seen that Fridays are that because who was it? I think it was Mike Ashley, House of Fraser group they reversed their work from home on Friday's policy. Right. Because they were kind of assessing people's social media usage. Right. And seeing that they were spending time posting on social media. Right. And they didn't want their employees doing that so they revoked the benefit. Oh wow. And a lot of people were saying that they shouldn't have done that. Like, why are you policing your employees anyway? And people have said that Friday naturally is the most unproductive day anyway so that's what it is. That was quite interesting. And I think, yeah, you can definitely tell, everyone's got everyone's in Friday mode past like 2:00 PM on a Friday, aren't they they're kind of...

Kate ([35:03](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=2103.89)):

And I think that that's intuitive. I think that's what the body needs. I personally think that three day, four day working three day break is more, more in tune with us as humans, um, than, than five to two. Because, you know, just as you are winding down on a Friday evening, you know, Saturday, you know, you are back to Sunday, you know, you are back to work on Monday. It's just not enough time. Is it to just, as you're starting to relax, you have to ramp yourself up again for the working week.

Vic ([35:32](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=2132.14)):

Yeah. I think we are in the midst of the trial in the UK aren't we did it start in June and then I think it finishes, I think it's a six month trial. Isn't it? So it'll be interesting

Kate ([35:44](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=2144.44)):

To see. That would be interesting

Vic ([35:46](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=2146.65)):

What the results are. I read that a review that had been done, like partially through it. And I think everybody said the first two weeks, it was, it was a mess.

Kate ([35:55](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=2155.35)):

Right.

Vic ([35:56](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=2156.239)):

Nobody knew how to kind of manage the workload within the four days. I think that was a PR firm. So it was pretty hectic. And then they said that they've kind of worked out a schedule and they dunno whether it's really impacted the productivity, but the wellbeing side of things it's been amazing for. Yeah.

Kate ([36:13](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=2173.67)):

Right. Exactly. And I can imagine, and I tell you why it's a problem, um, to implement that four day working week it's because people actually overwork through the week. They're not taking, they're not working in the correct ways. If you have conversations with people on a Friday. Um, Friday's my day for catching up on emails or Fridays my day for, um, you know, doing some project work or written work. I switch my email off on a Friday. I don't respond to emails on a Friday or whatever day of the week it is. So if you ask me there's a natural desire, number one, but also a natural, um, rhythm that means that one day can easily be removed from the schedule or if you are working efficiently, if that makes any sense, I actually think it's more intuitive, uh, and better aligned with the way we live today to have a four day working week.

Vic ([37:06](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=2226.8)):

Definitely. And I think we've got all the tools and tech now that we didn't have 50 years ago. Exactly. That allow us to do our job quicker, faster,

Kate ([37:16](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=2236.05)):

You know, in the forties, fifties, sixties, you know, seventies, um, eighties, nineties, even, you know, people worked this rigid nine to five, nine to five, nine to five every day, and there wasn't any room to do anything else. And, and those hours, and those working schedules have been set a long time ago in the industrial era, you know, based on the factory, um, environment, you know, you check in with your ticket, you know, you check out at the end of the day. So they're really old fashioned. And you know, it's just this laborious approach to change that is, you know, that's, what's fueling it, you know, this lack of desire to move things along, but you know, it is well worth it's well, due a review, isn't it it's 200 years old. <laugh>

Scott ([38:02](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=2282.87)):

It is definitely, absolutely. It's crazy when, you know, we, when you, you are working in, in businesses and you kind of, you know, constantly review things to make sure they're working the best.

Kate ([38:13](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=2293.04)):

Right.

Scott ([38:14](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=2294.37)):

But you don't extend that approach to actually the business kind of, you know,

Kate ([38:19](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=2299.66)):

Exactly.

Scott ([38:21](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=2301.11)):

So finally for me, I think, what do you think is key to a work life balance

Kate ([38:25](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=2305.34)):

Wellbeing? You've just got to focus on your wellbeing. I mean, for me personally, I put my wellbeing at the forefront of my mind every day. So obviously work's important to me. I want to make sure I do a good job for my clients and do good work, but my primary objective is to stay well and stay healthy. So organizations are now pivoting. I hate that word because it's so overused during the pandemic, but I'll use it now anyway, um, to focus in more on wellbeing. That's, I'm seeing that as a primary objective around strategy businesses are saying first and foremost, our employees need to be healthy. They need to be, well, they need to be happy psychologically, spiritually, physically first and foremost. And then we do the work. We look at the work, we look at the projects, whereas before it was the other way around and some companies are still lagging behind the curve. So yeah, I would say those companies are a wise, uh, you know, clever put, put their wellbeing first, put their employees' wellbeing first.

Vic ([39:20](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=2360.86)):

So obviously we are all comms in a nutshell. So I've just got a little quick fire end segment. Yeah, sure. So I would just like you, Kate, I'm gonna go through three things and I'd just like you to explain what you think the future of work looks like with regards to that topic. So what do you think the future of work looks like with regards to flexible work?

Kate ([39:43](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=2383.28)):

Flexible work will continue. It will grow. It will get even more flexible than it is now. And I think that it will be reflected in legislation.

Vic ([39:52](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=2392.08)):

And what do you think the future of work looks like with regards to hybrid work

Kate ([39:56](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=2396.34)):

Hybrid work will no longer be hybrid work. It will just become the norm. It will be BAU. It won't be a thing anymore that people have to constantly keep talking about or arguing about. It will just become an everyday practice that if you work for an organization or a company, you have the opportunity to work from different locations.

Vic ([40:16](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=2416.04)):

Perfect. And finally, what do you think the future of work looks like with regards to work life balance?

Kate ([40:21](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=2421.739)):

As I said before, it's all about wellbeing. It's all about looking after yourself, physically, spiritually, you know, psychologically making sure that employees are fit, um, and healthy first and foremost, uh, before they do anything related to work and projects. So it's all about the whole picture, the holistic

Vic ([40:40](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=2440.28)):

View. Amazing.

Kate ([40:41](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=2441.719)):

Great. Thank

Vic ([40:42](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=2442)):

You. Just definitely wanted to say thank you for coming on.

Kate ([40:44](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=2444.5)):

No, you're very welcome. I enjoyed it.

Vic ([40:46](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=2446.64)):

No, it's a really, really interesting chat and maybe, maybe we'll have to do an, uh, annual one or in a couple of years. We'll do another future of work.

Kate ([40:54](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=2454.75)):

Yeah. It'd be interesting. Won't it? To see the way things go. And I, I I'd be interested to know whether my prediction about legislation comes to comes to fruition.

Vic ([41:04](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=2464.03)):

Yeah, definitely. Who knows by the time we do the next one, we might all be, we might all be doing for week thing

Kate ([41:09](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=2469.04)):

Week. Yeah. Yeah. Probably let's see. Let's hope so.

Vic ([41:13](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=2473.16)):

Yeah. Watch this space. Watch

Kate ([41:14](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=2474.719)):

The space.

Speaker 5 ([41:15](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=2475.56)):

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Speaker 1 ([41:23](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=2483.54)):

If you want to learn more about how an internet can transform employee engagement and streamline your communications, why not head to our website and book a demo with one of our experts.

Speaker 5 ([41:33](https://www.temi.com/editor/t/Ik0VnCvMjORVc56Q_ARxXXAXSMIVLzZBy_E2di2vUGGLHWtci2VfpC7p62bC5K7Gc9tAgrjcaC0beET7WTpwhDq4Byk?loadFrom=DocumentDeeplink&ts=2493.14)):

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