

# Work in Progress

DORIS



## WHAT'S UP REMOTE + HELLO HYBRID

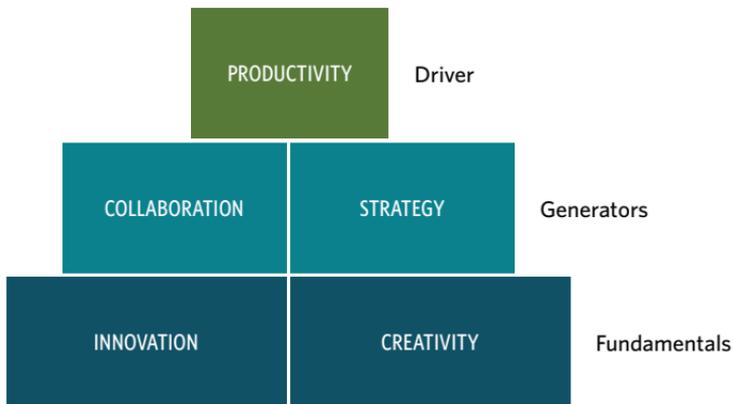
DORIS has been conducting people-centered research for a decade and dove into studying the workspace changes necessitated by the COVID-19 pandemic.

DORIS researched the impact on in-office and remote work of five business drivers on in-office and remote work.

### **Business Drivers**

Productivity • Collaboration • Creativity • Innovation • Strategy

The research led us to realize that these drivers do not function individually but are part of a more extensive system. **A change to one results in changes to others.**



**Fundamentals:** People identified innovation and creativity as the business fundamentals which lead to new, longer-term initiatives.

**Generators:** Once initiative is decided upon, teams collaborate to strategize how to complete the initiatives.

**Driver:** People define productivity as the individual tasks that emerge from strategic conversations, and these tasks require focus space.

## BEHAVIORS HAVE CHANGED; SPACE HAS NOT.

There has been an acute focus on productivity and collaboration in the past few years. Leaders identify they would rather have people together for collaboration; individual contributors recognize they are *more productive working remotely*.

### **Is it Generational?!**

Nope. DORIS posits that these trends are based more on tenure and job level.

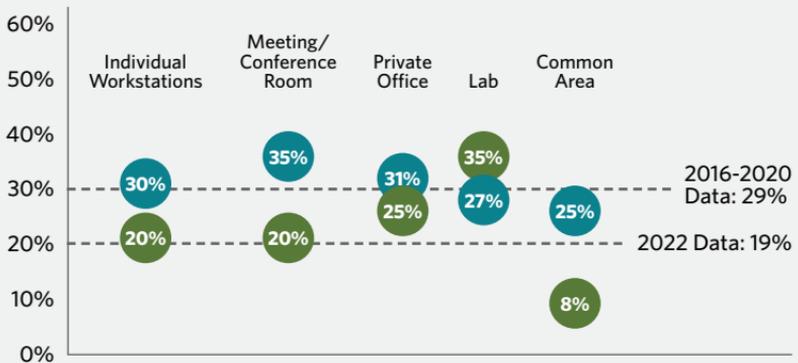
## WORKSPACES ARE NOT WORKING.

Executives spend **40%** more time in meetings or other collaborative activities than managers and individual contributors.

Executives believe people should come into the office to collaborate and work remotely for focused, productive work. In practice, however, most work days require a mix of collaborative and focus work.

People spend an average of three days per week at the office; this dramatically changes space use. Additionally, *how* people use the space is different.

## Workspace Occupancy Comparison



People hypothesize that building great break and amenity spaces will entice people back to the office. However, DORIS's data shows these spaces are highly underutilized now.

## BUT WHY?!

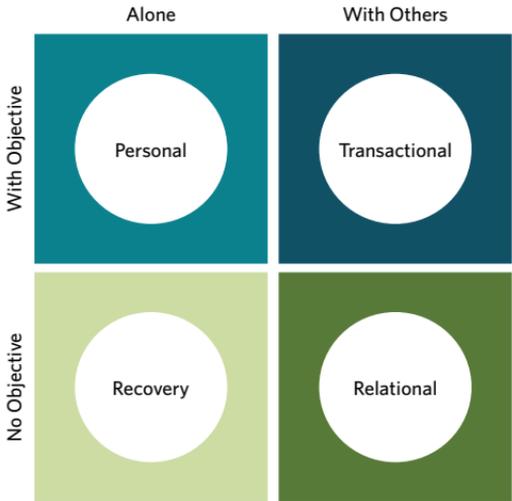
With reduced time spent in-office, people use the spaces that function to make them most productive. Those are not amenity and break spaces; people are often not breaking at all when working in the office.

# COLLABORATION DOES NOT MEAN CONNECTION.

It's easy to assume that collaboration occurs connection follows, but that is not what the data indicates.

DORIS identified four types of engagement that people experience during the workday. The activities and purpose of each type of engagement are different.

## Types of Engagement



**Personal = Focus Work  
(Productivity)**

Working on individualized tasks to meet specific objectives.

EXAMPLE ::  
*Copyediting an article.*

**Transactional =  
Collaboration**

Meeting or sharing information with one or more individuals to work toward a common objective.

EXAMPLE ::  
*"We need to strategize our deliverable for our client."*

**Recovery = Self Care**

Time spent alone attending to one's wellbeing

EXAMPLE ::  
*Taking a walk on a break.*

**Relational = Connection**

Meeting with one or more individuals with no objective in mind.

EXAMPLE ::  
*"I am trying to figure out which school to send my kid to."*

Improving connection through relational engagements makes transactional work better, enhancing what people feel as culture.

If you want to know how  
your organization measures up,  
connect with us?

The logo consists of a green speech bubble shape with the word "DORIS" written inside in white, uppercase letters.

**DORIS**

@dorisresearch

dorisresearch.com

info@dorisresearch.com