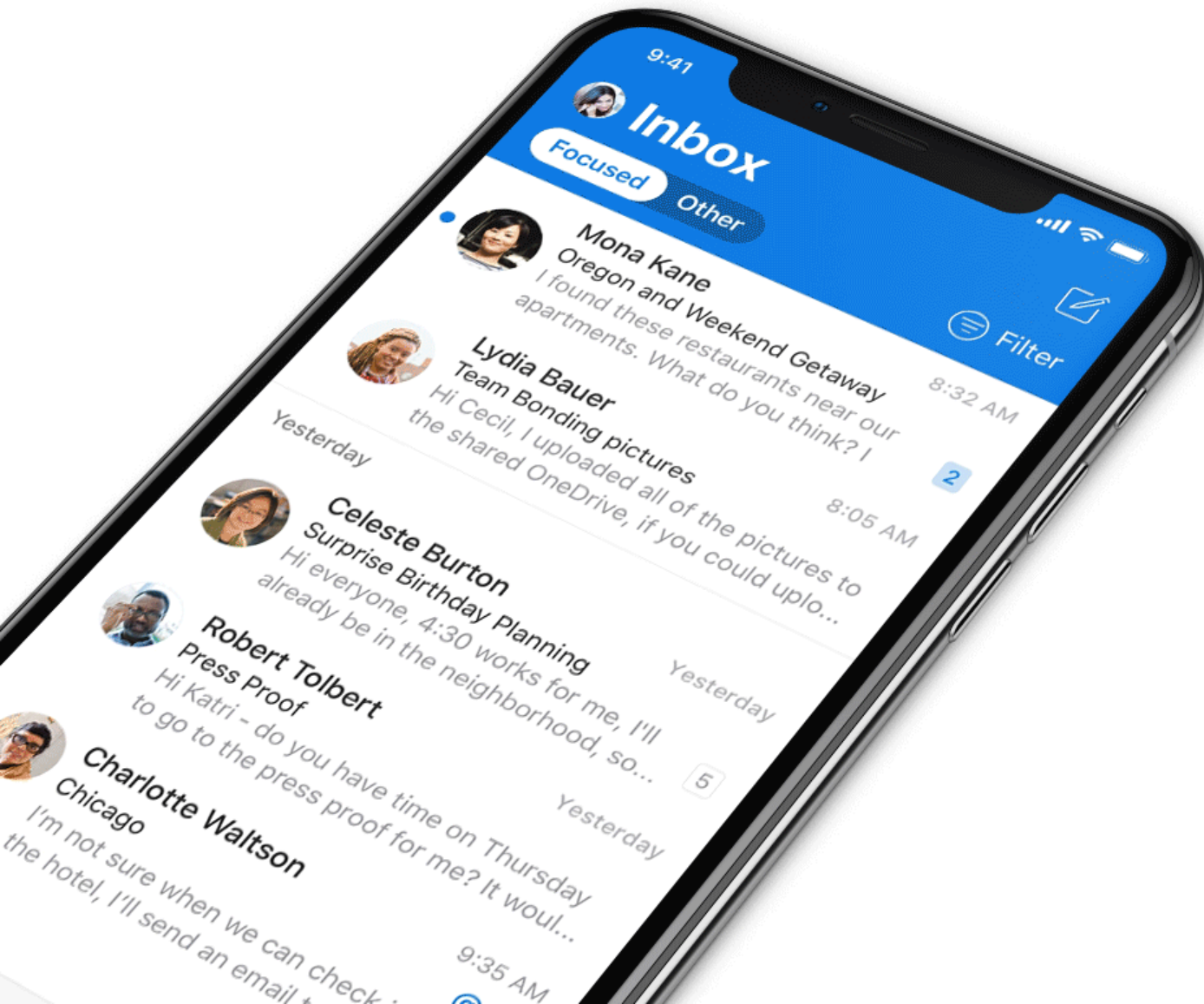


# Establishing real connections in hybrid work

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June 7, 2023 talk given for Board on Human-Systems Integration (BOHSI) Webinar Creating an Equitable Future of Work: Commuting from Home to Home

# Two interests & two lenses



## Interests

Equity in persuasiveness  
Equity in social capital

## Lenses

working at Microsoft  
in Microsoft products



# Challenges facing effective remote work



## Fatigue and balance

Flexibility of where and when to work has led to longer workdays (46 minutes globally), more communications outside traditional working hours, and more scheduled vs. unscheduled meetings.



## Thinking big and solving problems

Remote teams are challenged in solving problems that require crowdsourcing, creativity, and conviction in decision-making. "Messy meetings" are still occurring more often in-person than remote.



## Accruing social capital

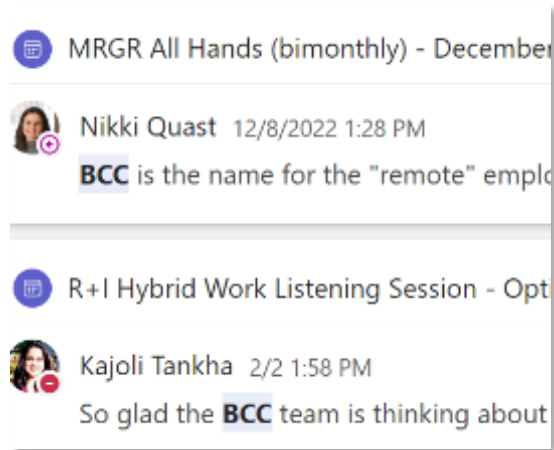
A superpower of in-person work is building social capital, strong relationships, and team cohesion. Remote work appears to draw down social capital rather than add to it.

# Social capital



<https://www.youtube.com/live/pt404yDXGCU?feature=share&t=433>

# Norms on my team – Microsoft Research + Insights



## Creation of the Beyond Campus Cohort (BCC)

A sense of belonging and coherence starts with a name. Plus, who wants to be known as "remote" ?



## Focus zones – The comfort of being alone together

Have you seen Gen Z folks start a video meeting via their phones and leave them running while they silently do work? If not, then you're missing out. This is the digital equivalent of a library, coffee shop, or open-office.



## Joining Teams even when in-person

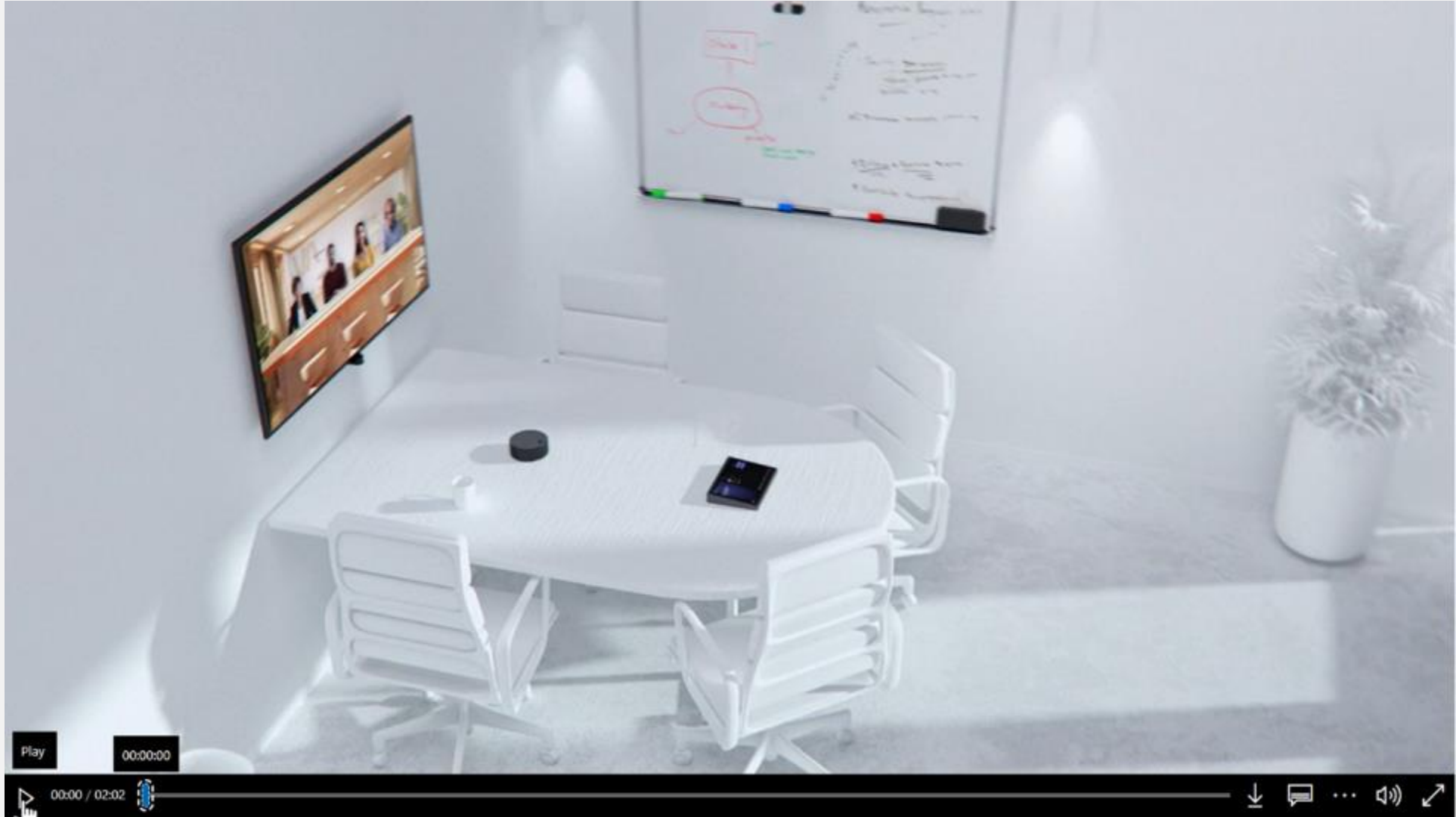
Even while sitting at the physical table, joining Teams adds your camera to the gallery, enables you to raise your virtual hand, and lets people know live and in the transcript who was speaking



## Together Mode showed what is possible with mixed reality

Together Mode mixed camera feeds with backgrounds. It has led to "Cameo" where the camera feed is shown over slides, and to "Front Row" which helps remote attendees be more official and prominent

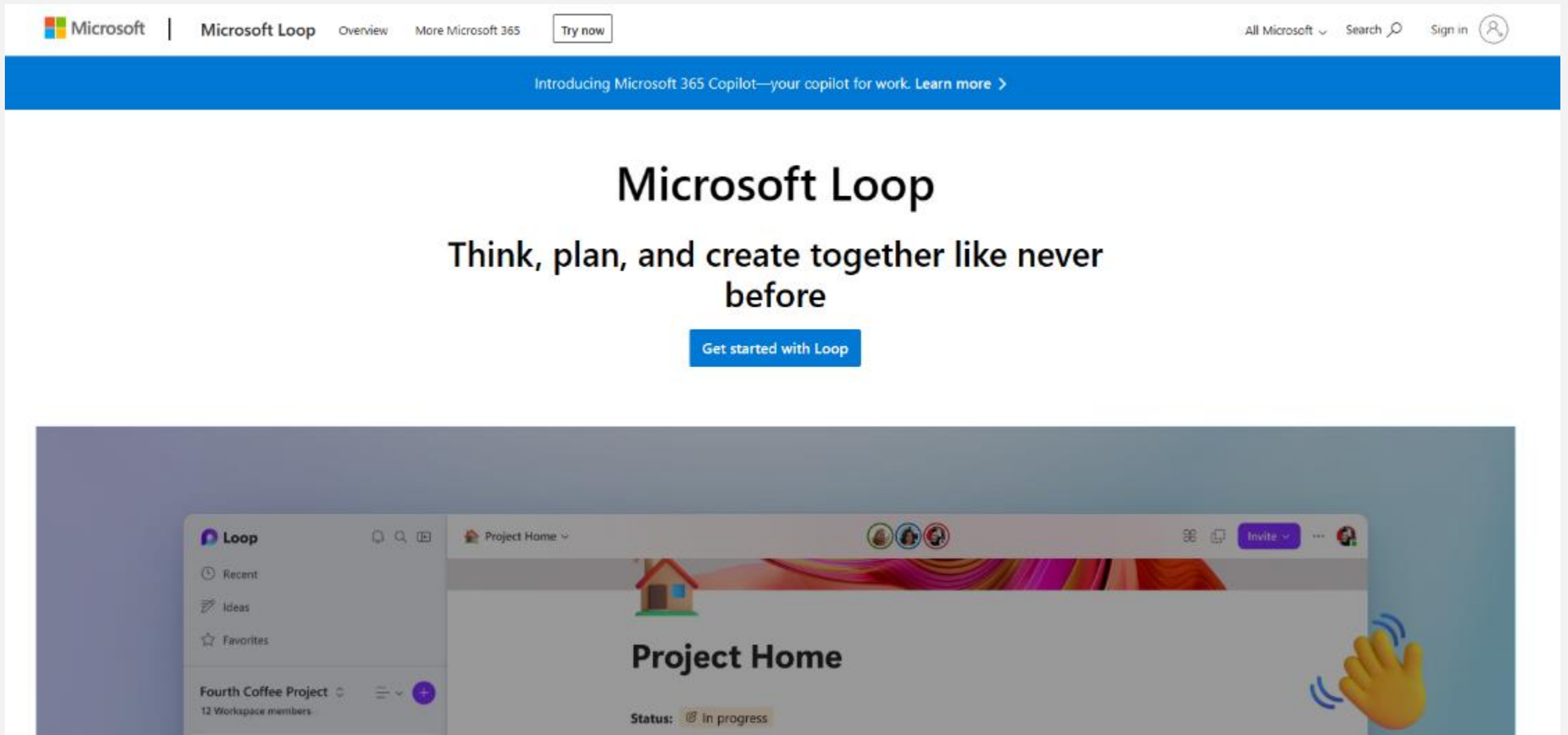
# Designing for equity in persuasiveness - Microsoft Teams Rooms



<https://youtu.be/xVrh4rfHAsY>



# Designing for big picture thinking - Microsoft Loop



[Microsoft Loop: Collaborative App | Microsoft 365](#)



Thank you

David Evans

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