



Hybrid and Augmented Work
Observatory

2024 EDITION

**How are organizations
adapting to the
transformation of work?**

Arctus ✦

Summary

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- **The Study**
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In brief



Presentation of the Observatory

- You have in your hands the second edition of the Observatory of Hybrid and Augmented Work. With this new study, we continue to measure and monitor the hybridization of work through three themes :
 - The evolution of management in the digital age,
 - the deployment of digital/collaborative tools,
 - the emergence of generative AI associated with this transformation.
- An **online questionnaire** was used to collect quantitative data. It consisted of about thirty questions addressed to **all professionals, managers or not, whether they practice teleworking or not**. Participants were able to share their **experiences of hybrid work and their perceptions of its impacts on their way of working**.
- The survey ran from February 1st to April 15th, 2024.
- In addition, more than a dozen semi-structured interviews were **conducted** with teacher-researchers, managers, HR directors, communications directors, real estate directors, consultants, who agreed to share their views on the evolving world of work...



557 respondents

for **473** companies

or **+ than 6** million

employees

represented



Work is becoming more and more hybrid, but not management

The paradox of teleworking

Between employees who feel mistreated because they cannot telework, those who, while remotely, suffer from the lack of interaction but do not want to return to the office, there is room for debate. Nevertheless, we can see that companies where teleworking is practiced are attractive to employees. It is also an indicator of better satisfaction with working conditions. Contrary to what is emerging in Anglo-Saxon countries, teleworking has continued to increase over 2 years in France and the 4-day week is starting to invite itself into the debate.

Management must transform

While technological developments are impacting work, we can see that management is struggling to adapt in daily interactions with teams. A manager is expected to develop the autonomy of his teams, to know how to lead them face-to-face and remotely and to experiment with new ways of doing things.

Let's bet that with technological developments and the

rise of new generations, we will be able to change the way things are done for the benefit of comfort and efficiency. The more technology intrudes into our professional world, the more there are expectations in terms of humanity and empathy.

Generative AI or GenIA in the line of sight

In 2022, during the first edition of this Observatory, the hybridization of work was perceived as the ability in work relationships to best combine virtual and physical relationships. The definition is changing with the emergence of generative AI. It is no longer only the relationship to space but also the relationship to the technological enhancement in work that must be taken into account.

Our respondents are not mistaken, since nearly 2/3 of them say that GenIA's tools will be those of daily work within 2 years.



Lessons from the study



Teleworking: a significant increase

- Far from being in decline, teleworking has increased by 22% compared to our last measure.
- Teleworking remains a business continuity tool that promotes the autonomy of teams. But it is also becoming a factor in the attractiveness of the company.



Hybrid work complicates teamwork and onboarding for newcomers

The loss of social cohesion and the limitation of spontaneous interactions continue to be obstacles to hybrid work. The fear of difficulty in integrating newcomers is confirmed.



The technical conditions for hybrid work are in place...

The technical conditions for teleworking are in place and satisfy 83% of users. The major topics are covered:

- Essential features (video, collaborative and co-editing) but also new apps (declaration of attendance, workflow, electronic signature)
- Connection infrastructures, refurbished premises and a contribution to personal costs in 30% of cases.



... But the management has not yet adapted

The adaptation of managers to teleworking is satisfactory in only one in two companies (53%), probably reflecting that companies have not finished their evolution to this new organization.



Generative AI: a new dimension of the hybridization of work

- GenIA is emerging as a defining theme for the future of work. 63% of respondents anticipate regular use of GenIA within 2 years.
- 66% of companies have identified the sponsor of this transformation. And 50% have started awareness-raising actions.
- They have already identified priority uses:
 - Augmented search
 - Traduction
 - Office Assistant and Text Generation

Methodology

Field and respondents' profile



Methodology

- The Observatory of Hybrid & Augmented Work is the result of an **online questionnaire** with about thirty questions organized into three themes:
 - Management and hybrid work
 - Hybrid work tools
 - Generative Artificial Intelligence.
- This quantitative study was supplemented by a **qualitative study** through a dozen interviews
- The survey ran from February 1st to April 15th, 2024.
- Respondents specified their profile (Top manager, Manager, Project Manager, non-manager) and indicated the size and sector of the company for which they were responding to the survey. We also asked respondents about the number of days they teleworked.
- These different criteria allowed us to cross-sort and thus refine the analysis of the responses.
- The representativeness of the results was validated by the appropriate statistical tools.



557 respondents

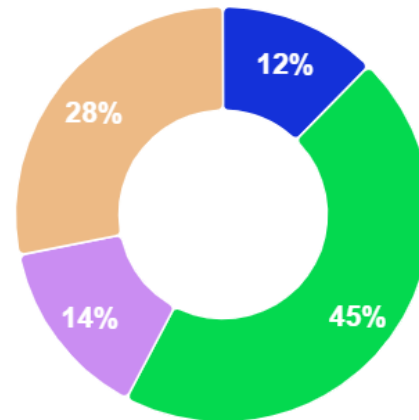
belonging to the
various French sectors
of activity

57% have a role
involving
management



Respondents profiles : role

What is your role within your organization?



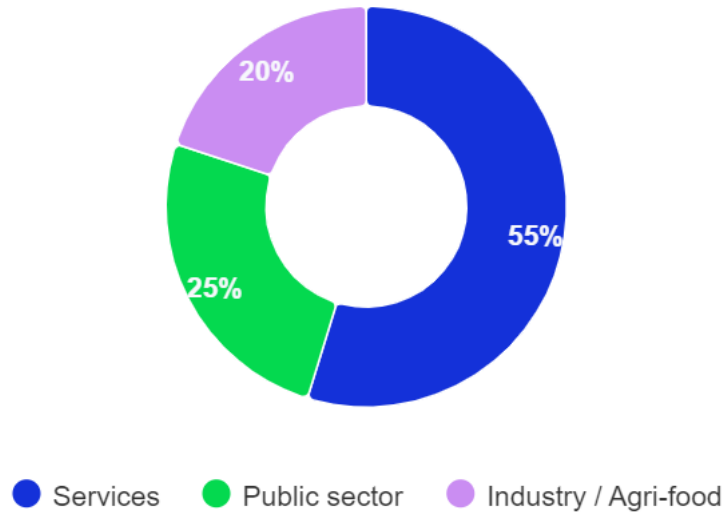
● Top manager ● Intermediate manager ● Project Manager ● Staff Member

- In terms of the role of the respondents, the composition of the sample is similar to the 2022 edition with a few changes: 3% of top managers have transitioned to middle managers.
- As our observatory focuses on themes that are strongly related to management, it is logical that the percentage of managers in our respondent base is high.

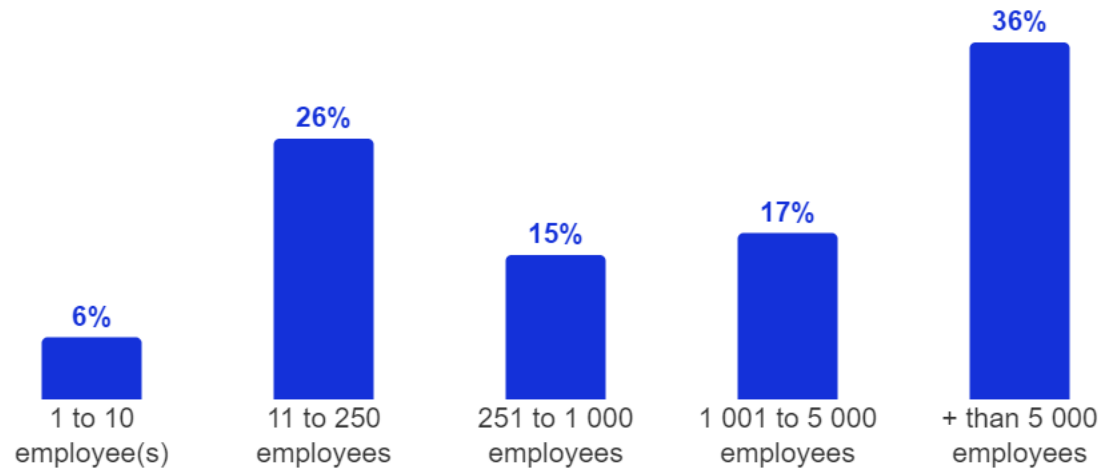


Respondent profile: sector and workforce

In which field do you work?



How many people work in your organization?



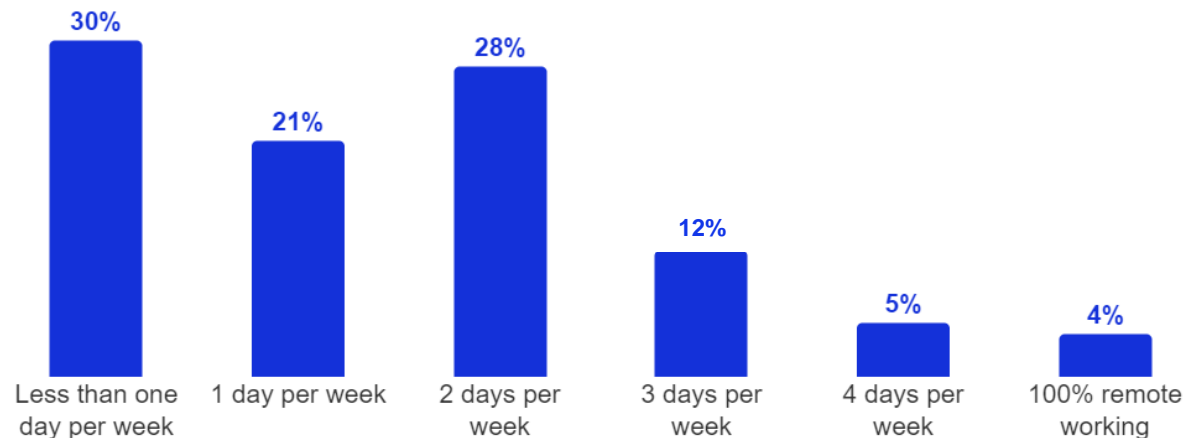
- The composition of the sample, in terms of sector and respondent size, remains comparable to that of the 2022 edition.
- In particular, we find the usual peaks in respondents in organizations between 11 and 250 employees and those with more than 5,000 employees.
- Nearly a third of the respondents belong to VSEs and SMEs. Two-thirds work in mid-sized or large companies.



The number of teleworking days on the rise (1/2)

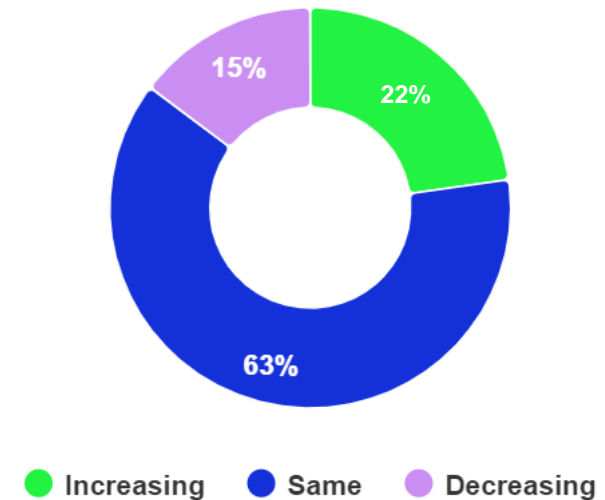
On average, how many remote days per week do you have ?

Single answer question | 557 respondents | Average : 2,5 | Median : 2



Has this situation changed since 2022 (post-Covid)?

Single answer question | 522 respondents



- Compared to 2022, the share of respondents declaring teleworking one day a week has increased (+9 pts) from 12% in 2022 to 21% in 2024.
- Respondents whose number of teleworking days has increased (22%) is higher than those whose number of teleworking days has decreased (15%).



The number of teleworking days on the rise (2/2)

OUR ANALYSIS

- This increase in the practice of teleworking confirms our *"no way back"* conclusion from the 2022 edition of the study and illustrates a tension between the discourse of bosses and what is actually offered to employees.
- In addition to teleworking - already implemented in a generalized manner when possible - **new working models remain to be defined**. Employers are looking at alternatives to offer more flexible working conditions, while encouraging employees to return to the office. The experimentation of the 4-day week within public administrations is an example of this reflection. It could also help compensate for the lack of remote work options for those whose jobs do not allow for it.

FURTHER READING

- The declarations of return to the office heard in recent months (especially in companies that had decreed 100% teleworking at the end of the health crisis) do not seem to be confirmed in practice, as evidenced by the progression of the practice of teleworking in organizations.
- Based on our panel, **70% of respondents have at least 1 day of teleworking per week**. The latest French global studies place the proportion of jobs allowing teleworking at around 45%. Our study is therefore mainly aimed at companies where teleworking is possible.
- There is a higher proportion of top managers who work from home only one day a week.
- A higher proportion of middle managers practice 2 days of teleworking per week.
- The finance/insurance, industry and IT/telecoms sectors are particularly represented. It is also in these latter sectors that complete teleworking is most often practiced.



Management and hybrid work

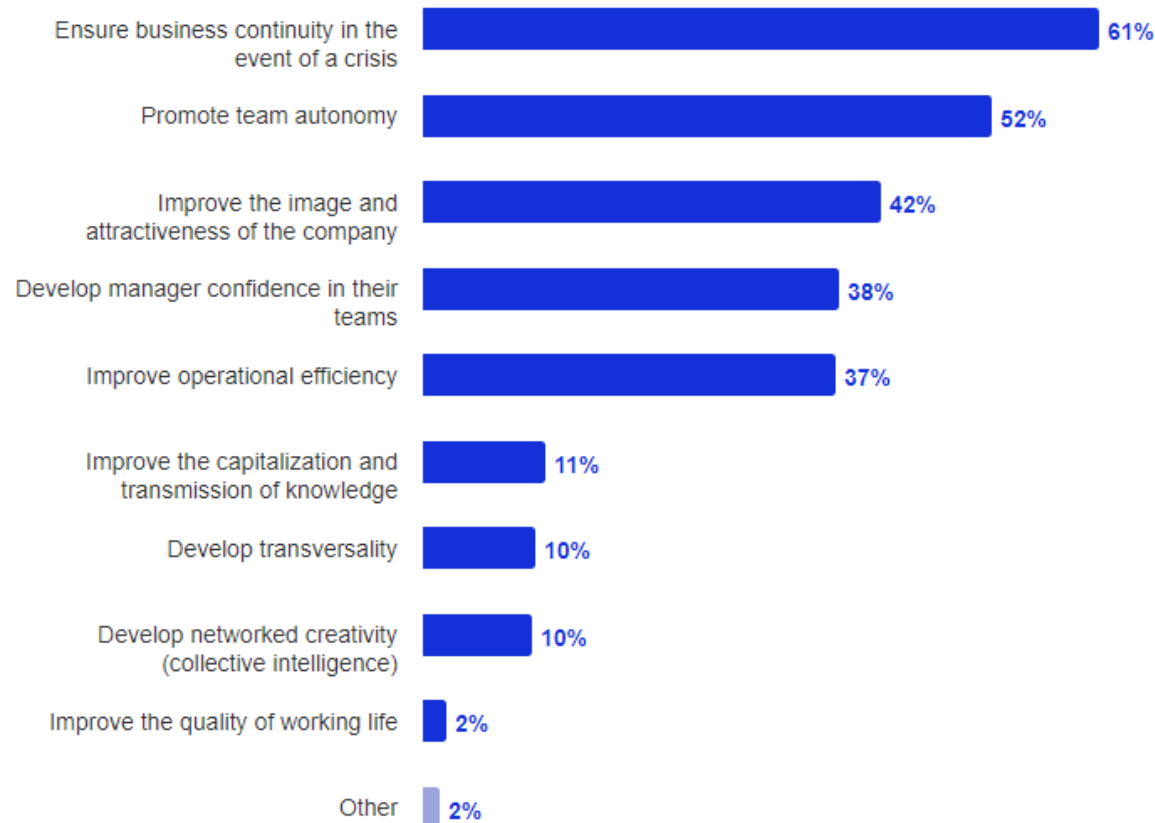
The transformation is underway



Hybrid work, a factor in company attractiveness (1/2)

In your opinion, what are the 3 main benefits of hybrid working for organizations?

Multiple-choice question | 536 respondents | 2.6 responses per respondent on average



- Enabling business continuity in the event of a crisis remains the main benefit of hybrid work, even if the item has decreased by 10 points in 2 years (77% vs. 61%). Similarly, "promoting the autonomy of teams" remains in the 2nd place but has lost 13 points.
- The profit linked to improving image and attractiveness enters the top three with 42% (compared to 31% in 2022) and rises 2 places.
- Several items are down, including the "development of manager's confidence in their teams" (-5 pts), the "development of transversality" (-6 pts) and to a lesser extent the "development of creativity" (-3 pts).
- As in 2022, "Improving QWL" was added following several mentions among the "Other" responses.
- The rest of the "Other" responses are related to economic considerations (reduction in real estate costs).



Hybrid work, a factor in company attractiveness (2/2)

OUR ANALYSIS

- The urgency of maintaining activity in a crisis situation has diminished, but ensuring continuity of service in the event of a new crisis remains a priority.
- While hybrid work was already considered an important element in improving the attractiveness of the organization two years ago, it is now a differentiating element, especially in terms of employer branding.

FURTHER READING



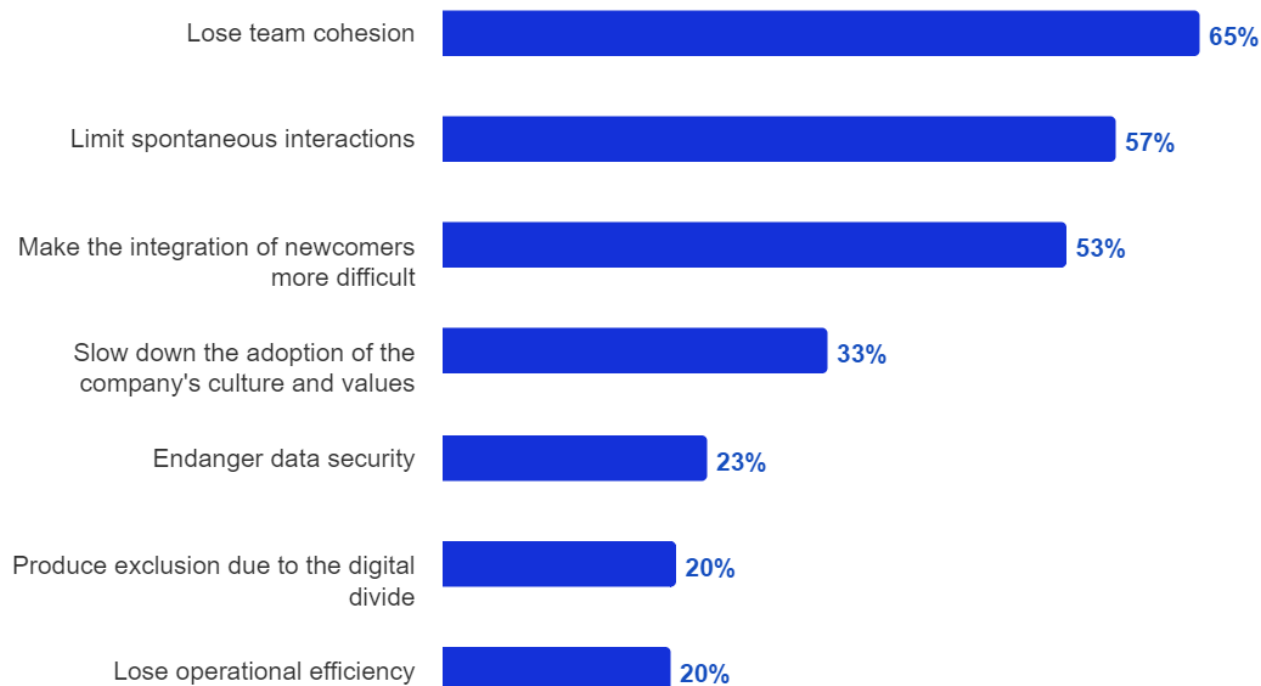
- Teleworking is considered to be a factor of attractiveness, especially by companies with more than 5,000 employees (50% vs. 42%).
- On the other hand, it is less often cited by public sector companies or organizations with fewer than 251 employees.
- The development of networked creativity as a benefit of hybrid work is more often cited by small companies with up to 250 employees. We readily identify these small organizations, start-ups, VSEs, SMEs, SMLs, as reaping the benefits from these tools, working in agile and project mode most often.



Hybrid work complicates teamwork and onboarding for newcomers (1/2)

In your opinion, what are the 3 main risks of hybrid working for organizations?

Multiple-choice question | 531 respondents | 2,7 responses per respondent on average



- 65% of respondents identify the loss of team cohesion as the main risk of hybrid work.
- In second place is the reduction in spontaneous interactions at 57%, a risk whose share has increased by +8 points compared to 2022.
- The risk related to the complication of onboarding remains in its third position as it was in 2022 with a share of 53%.
- The 3 risks cited in last place are the same as in 2022: the endangerment of data security, the development of exclusion due to the digital divide (these two previous items each gain 7 points) and operational efficiency (which loses one place).



Hybrid work complicates teamwork and onboarding for newcomers (2/2)

OUR ANALYSIS

- The identified risks of hybrid work are primarily related to the challenge of maintaining team cohesion in a hybrid context where spontaneous interactions are limited, thereby reducing serendipity. This predominance of human management issues was already observed two years ago following the end of the health crisis.
- It can therefore be assumed that **no real transformation** of the organization and management has been initiated since then to better manage human risks and reinvent teamwork in a hybrid context.
- While a lack of team cohesion and spontaneous interactions are the main risks identified, the loss of operational efficiency is in last place. Maintaining social ties is therefore an end and not a means to avoid a loss of productivity.

FURTHER READING

- Whether or not teleworking is a discriminating criterion that impacts respondents' views of the risks of hybrid work.
- As well as the limitation of spontaneous interactions, the difficulty of integrating new hires and the limited incorporation of company culture are primarily concerns for respondents who work remotely..
- Those who do not telework much or not at all are more concerned about data security issues and the loss of operational efficiency.
- The integration of newcomers is more of a concern for employees (who do not belong to a de facto collective, unlike managers). They are also more likely to say that hybrid work can lead to exclusion due to the digital divide.



Growing importance of human team management compared to mastery of digital tools (1/2)

In your opinion, what are the 3 priority skills required to manage in hybrid mode?

Multiple-choice question | 547 respondents | 2,8 responses per respondent on average



- Delegating, facilitate independence and empowering remains the main skill identified for managing in hybrid mode, although the share of respondents has decreased by 10 points compared to 2022.
- The skills of leading face-to-face teams and facilitating social ties have moved up to the top three with 51% and 34% of responses respectively, to the detriment of the competence relating to the mastery of digital tools, previously in 2nd place, which has fallen by 20 points and fallen by 2 places.
- The proportion of respondents indicating that the ability to demonstrate listening and empathy is a priority decreased from 36% in 2022 to 28% in 2024, dropping two places in ranking..



Growing importance of human team management compared to mastery of digital tools (2/2)

OUR ANALYSIS

- Mastering digital tools is no longer seen as an essential condition for success in managing hybrid teams: this skill is either now assumed to be acquired or has become secondary to human aspects..
- Autonomy is certainly a priority, but it can also dissolve ties. Despite a change in framework and context (particularly technological), the ways of doing things (in particular of leading teams) remain to be reinvented.

FURTHER READING

- Companies in the service sector are more likely to consider **delegation and empowerment** as priority skills for developing a hybrid manager. Operating in a **dematerialized world** facilitates **autonomy** with limited constraints in the material dimension.
- **Top managers** are more likely to declare **mastery of digital tools** as a priority skill (45% vs. 33%).
- **Employees**, on the other hand, are more likely than average (24% vs. 18%) to consider **achieving a common foundation of digital skills within teams** as a priority. The digitalization and hybridization of work negatively impact those who already struggle with using digital tools. This can be a stress factor for these less advanced users, further complicating their ability to grasp the tools.



Adaptation of Management to hybrid work: 54% of good students (1/2)

How do you assess the adaptation of your management to the hybrid work model?

Single answer question | 555 respondents



● No adaptation ● Poor adaptation ● Average adaptation ● Good adaptation ● Excellent adaptation

- 54% of respondents believe that managers have adapted well or very well.

OUR ANALYSIS

- Given the importance of the role of managers, the level of adaptation can be considered insufficient.
- This confirms what was also perceived during the interviews: companies have not fully recognized the managerial transformation needed to optimize hybrid working.



Adaptation of Management to hybrid work: 54% of good students (2/2)

FURTHER READING

- Employees and respondents in the public sector are more likely to report poor or no adaptation of management to the hybrid work model (26% vs. 17%).
- Service companies and middle managers are more likely to report excellent or good management adaptation to hybrid work.
- Those who report an excellent or good adaptation of management to hybrid work are also logically the most satisfied with the existing system.



Tools of hybrid work

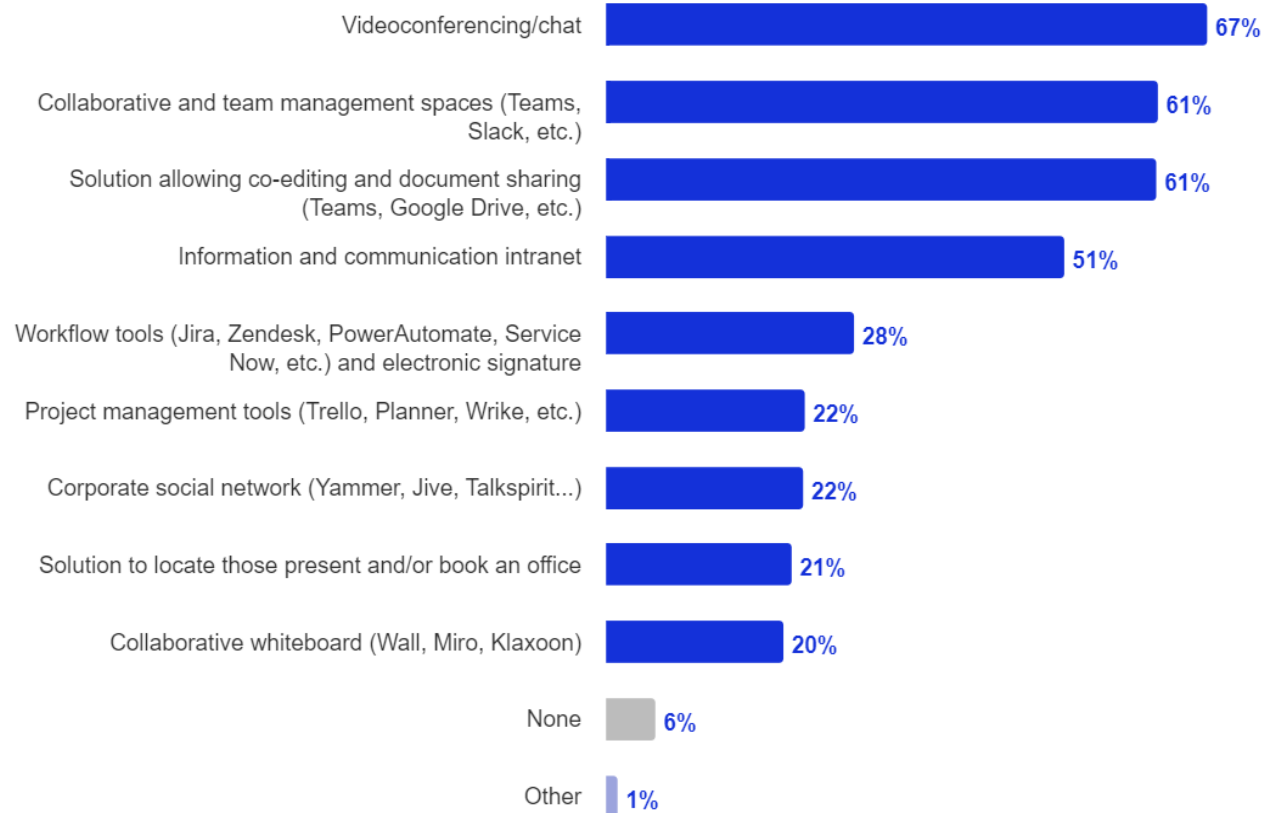
Hardware and software: escalation



Permanence of essential tools to hybrid work accompanied by a growing adoption of new solutions (1/2)

What digital solution(s) does your organization offer?

Multiple-choice question | 536 respondents | 3,6 responses per respondent on average



- The top three solutions deployed remain the same as in 2022: videoconferencing (67% of respondents), collaborative spaces and team management (61% of respondents), co-editing and document sharing tools (61% of respondents).
- The share of enterprise social networks has decreased compared to 2022 (22% vs. 48%) and remains much lower than that of information and communication intranets (51%).
- Workflow and electronic signature tools occupy a remarkable place (28%), as do solutions for locating those present and/or reserving a desk (21%).



Permanence of essential tools to hybrid work accompanied by a growing adoption of new solutions (2/2)

OUR ANALYSIS

- Because of their essential role for remote work, the same features have remained at the top of the ranking since 2022: videoconferencing, collaborative spaces, co-editing, and document sharing tools.
- Companies have become aware that hybrid work has become permanent. As a result, workflow, e-signature, desk booking, and employee location tools are increasingly being used, now incorporating common practices in many companies.

FURTHER READING



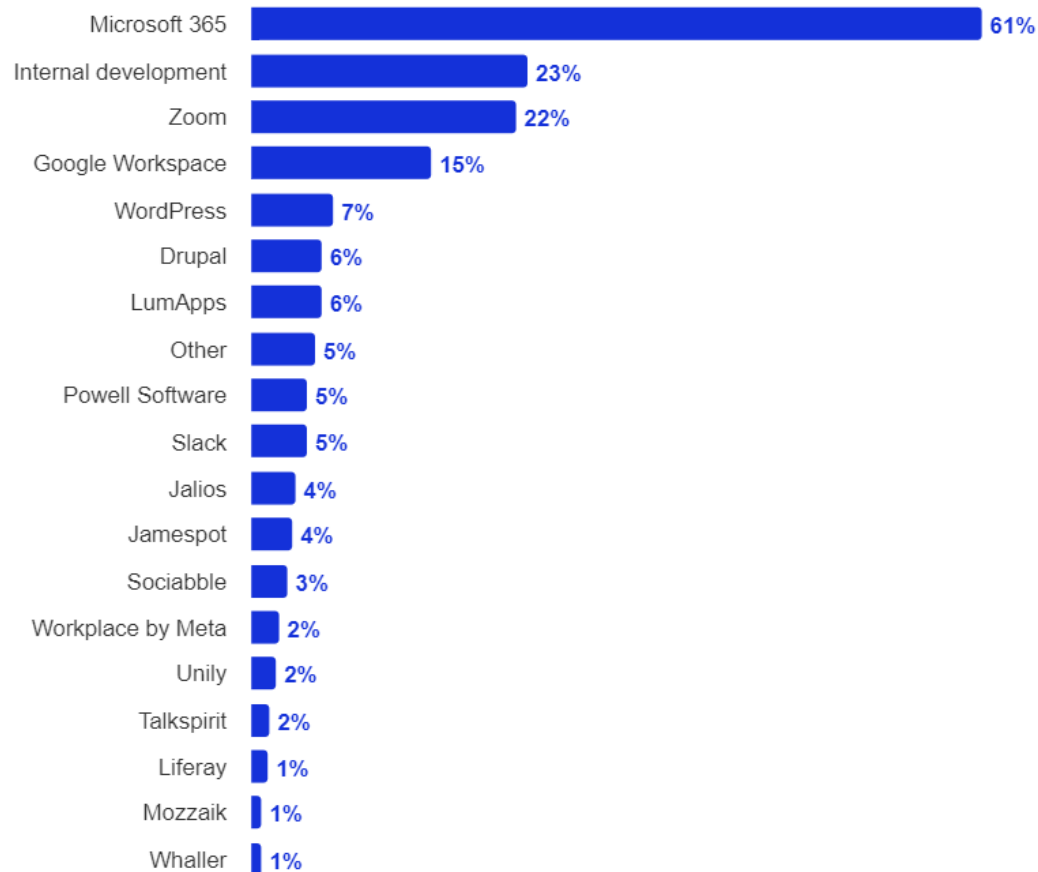
- There is a strong correlation between the level of equipment among employees and their job satisfaction. Indeed, it appears that the better equipped employees are, the more satisfied they are. There is, for example, an over-representation of "completely satisfied" people equipped with tools such as video or chat (75%), co-editing tools (72%) or collaborative spaces (75%).
- The survey also shows a correlation between the size of the company and the level of equipment among employees. Companies with 1001 to 5000 employees are better equipped with collaborative spaces (71% vs. 61%) and intranets (69% vs. 51%). For corporate social networks, large companies with more than 5000 employees are in the lead (30% vs. 22%).
- It is also noted that the people who telework the most are the best equipped. For example, 81% of teleworkers say they have chat and videoconferencing tools, compared to only 67% for others. In addition, 70% of those who telework 1 or 2 days a week have access to collaborative spaces, compared to 61% for the others. Even more markedly, 42% of people who telework 3 or more days a week are equipped with workflow tools, compared to 28% for those who do not. Thus, the more people telework, the better equipped they are with digital solutions.



Digital solutions implemented: reinforced hegemony of Microsoft 365 (1/2)

On which publisher(s) are the digital solutions implemented in your organization based?

Multiple-choice question | 420 respondents | 1,75 responses per respondent on average



- Microsoft 365 remains the undisputed leader, with 63% of responses.
- Other web giants are also in the ranking, but they are clearly behind: Google Workspace with 15% and Workplace by Meta with only 2%. It is worth noting that Meta has announced that Workplace by Meta's services will be permanently discontinued on June 1, 2026.



Digital solutions implemented: reinforced hegemony of Microsoft 365 (2/2)

OUR ANALYSIS

- The extensive range of features in Microsoft 365, combined with the vendor's intensive investment in this market, has allowed this player to establish itself as an undisputed leader.
- It seems that Microsoft has succeeded in replacing its dominant position in the OS and office automation from the 90s, with a dominant position in the collaborative office automation market in the Cloud. Will the next technological breakthrough (AI) challenge this position?
- Meta's presence in the internal digital market never took off, leading the company to stop investing in Workspace to focus on augmented reality and artificial intelligence.

READING FURTHER

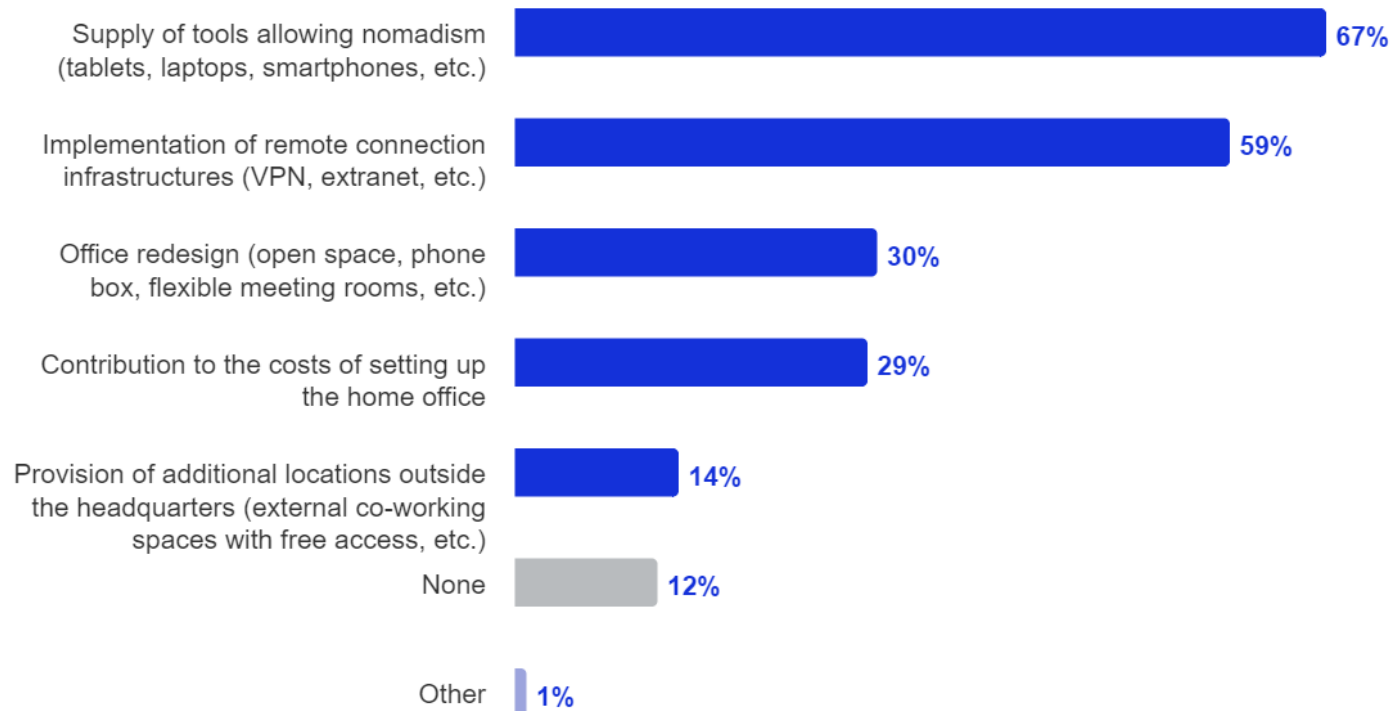
- In the service sector, a majority of 67% of professionals in this field prefer Microsoft's solutions, slightly outperforming the overall average of 61%.
- Respondents who do not work from home make more frequent use of in-house developed solutions, accounting for 31% of their choices compared to 23% on average.
- Zoom is used more in small businesses, with 1 to 250 employees (29%) and in the public sector (30%).
- Google is also used more in small businesses (22% compared to 15% on average).



Towards long-lasting arrangements for hybrid working (1/2)

What arrangements has your organization made to facilitate hybrid working?

Multiple-choice question | 534 respondents | 2,1 responses per respondent on average



- The leading duo, in terms of the facilities deployed, consists of the provision of tools for nomadism (tablet, laptop, smartphone, etc.) with 67% of respondents and the implementation of remote connection infrastructures (VPN, extranet, etc.) with 59%.
- Thirty percent of companies have rearranged their premises to facilitate the hybridization of work.
- The contribution to the development costs is offered in the same proportions.



Towards long-lasting arrangements for hybrid working (2/2)

OUR ANALYSIS

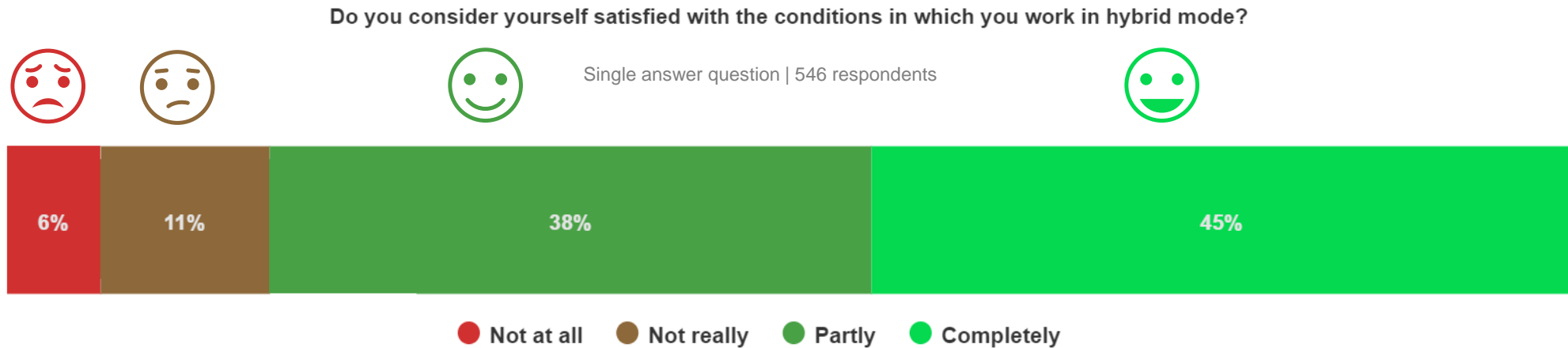
- In 2022, after the COVID-19 period, a reflection was underway to reorganize the workspace, including the use of ground markers to avoid crossings. This approach has been abandoned in favor of a new, long-lasting organization.
- From now on, hybrid work seems to be here to stay, and the appropriate arrangements have been put in place. By necessity, the two main types of accommodations deployed are those that are most essential to hybrid work: the provision of tools that promote mobility (laptops, smartphones, etc.) and the infrastructure that allows remote connection (VPN, extranet).

FURTHER READING

- The size of the company seems to influence the level of arrangements to facilitate hybrid work: companies with more than 5,000 employees have implemented more arrangements, particularly in terms of remote connection infrastructures (67%), office reconfigurations (37%), and contributions to home office expenses (36%).
- There is also a clear relationship between teleworker status and the level of arrangements they receive. Teleworkers benefit from more office reconfigurations, better remote connection infrastructures, and greater employer contributions to home office expenses compared to non-teleworkers.
- When it comes to employee satisfaction, those with arrangements generally have an above-average level of satisfaction. For example, the satisfaction rate of employees who have received tools is 72%, compared to 67% for those who have not. Similarly, the satisfaction rate of employees with connection infrastructure is 65%, compared to 59% for those without.
- In the service sector, there is an over-representation in office reconfigurations and contributions to home office expenses.



Users remain largely satisfied with the working conditions in hybrid mode



- Respondents are generally satisfied with their working conditions in hybrid mode: 83% say they are totally or partially satisfied, while 17% say they are not very or not at all satisfied.
- Although the share of satisfied people (completely and partially) remained more or less the same as in 2022 (86% vs 83%), there were fewer respondents who said they were very satisfied (-7 pts).

OUR ANALYSIS

- The integration of hybrid work tools over the past 2 years has raised the level of user expectations.
- While some companies have continued to progress in implementing tools and supporting users, others have remained behind.



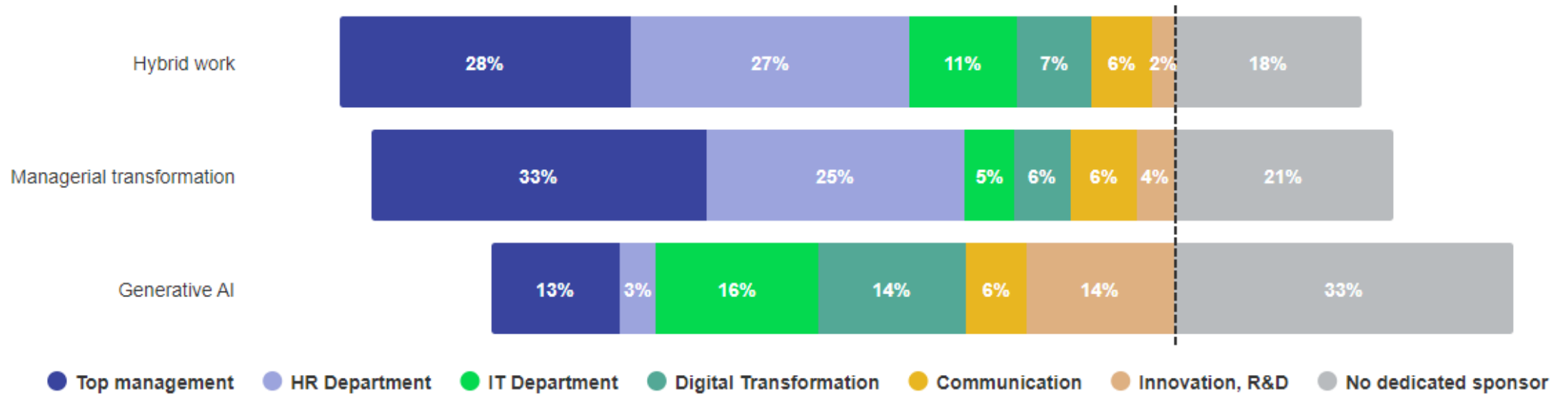
Artificial intelligence

AI accelerates the hybridization of work



66% of companies declare having a sponsor for the deployment of Generative AI (1/3)

By which department are the following subjects mainly carried out in your organization?



66% of companies declare having a sponsor for the deployment of Generative AI (2/3)

- The topics of hybrid work and managerial transformation are respectively led by sponsors in 82% and 79% of cases.
- They are first led by the CEO (28% for hybrid work and 33% for managerial transformation, respectively), closely followed by the HR department (27% and 25% respectively). Following this, the IT department takes charge of hybrid work (11%) and the Communication department tied with the Digital Transformation department for managerial transformation (6%).
- For the subject of Generative AI, there is a lack of sponsor in 33% of cases. The top three for managing the deployment of GenAI are very close: the IT department at 16%, and the Innovation/R&D and Digital Transformation department tied at 14%. The Communication Department and the HR Department are the least represented with 6% and 3%. There is a wide distribution of sponsors, indicating that the topic is still evolving.

OUR ANALYSIS

- Hybrid work seems to be an HR subject (time, employment contract, etc.) in any case as much as a subject of General Management.
- The technical dimension of the subject gives the IT department a crucial role, particularly for hybrid work and GenAI, without this department being a leader in most cases.
- It is worth noting that in more than a little year, two-thirds of companies report having a sponsor dedicated to the deployment of GenAI.



66% of companies declare having a sponsor for the deployment of Generative AI (3/3)

FURTHER READING

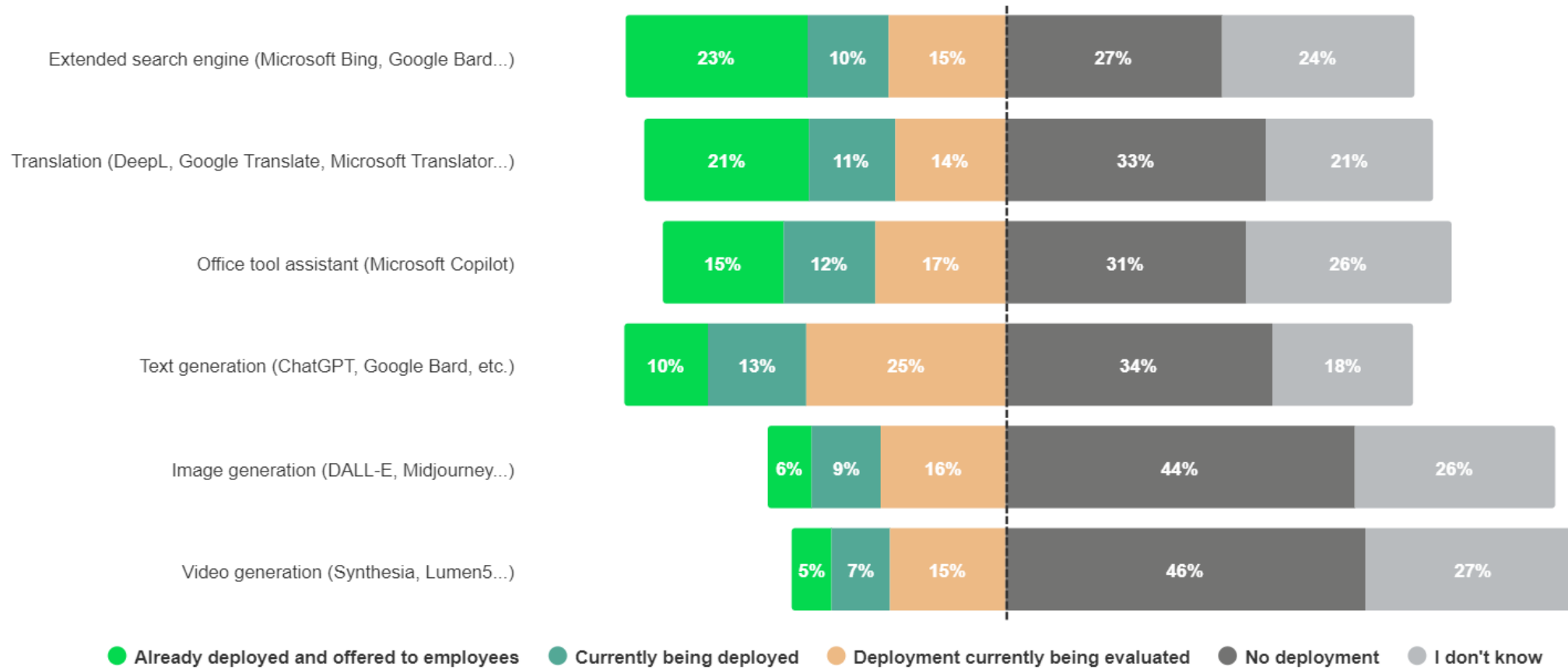


- Hybrid work:
 - It is more often managed by HR departments in mid-sized companies with 1000 to 5000 employees (45% vs. 27%).
 - The top management is more likely to introduce hybrid work in structures with fewer than 251 employees (34% vs. 28%).
- Managerial transformation:
 - It is more often managed by HR departments in structures with 1001 to 5000 employees (39% vs. 25%).
- GenIA :
 - More IT departments are managing deployment in structures with more than 5000 employees (21% vs. 16%).
 - In companies with 1001 to 5000 employees and service companies, the innovation/R&D department is more frequently found as a leader (18% and 25% vs. 14%).
 - Public sector companies are more likely not to have a dedicated sponsor (46% vs. 33%).



Different stages of deployment for GenAI depending on its uses (1/2)

At what stage is your organization in the deployment of Generative AI tools?



Different stages of deployment for GenAI depending on its uses (2/2)

- AI is deployed or in the process of being deployed in 12% to 33% of companies depending on the application.
- The first reasons for the use of AI are advanced search, text, image and video generation, and translation.
- The extended search engine is deployed in 33% of organizations.
- 51% of respondents are not aware of any possible GenAI-related projects regardless of the application.
- A quarter of respondents indicate that a testing phase is underway with text generation tools. The most visible and easily accessible application is through natural language.

OUR ANALYSIS

- While the traditional uses of search engines and translation are the primary reasons for the conscious use of generative AI, the newer interfaces related to the production of textual, visual or audio content are still in their infancy.
- A lot of this more sophisticated content was previously entrusted to agencies. The employee's toolbox is therefore gradually expanding.
- The progress in the deployment and use of these tools promises to be dazzling, generating new ways of producing content augmented by the creation generated by these tools.

FURTHER READING

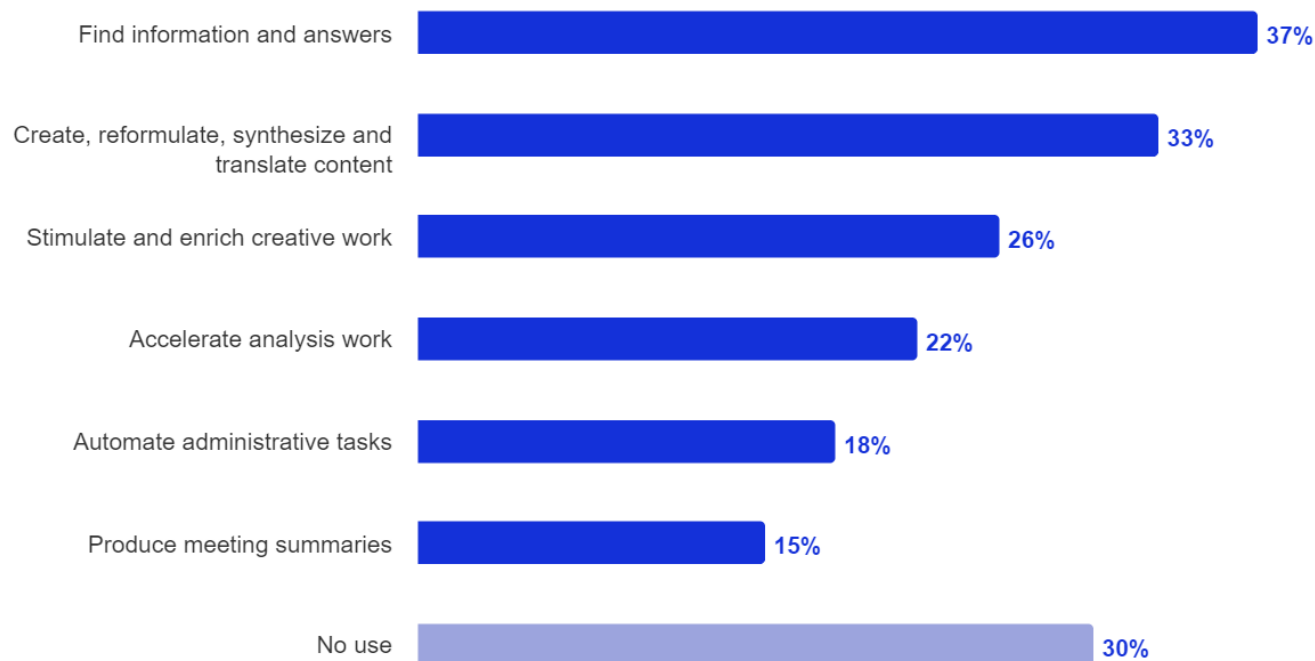
- It is in the public sector (43% vs. 34%), companies with 251 to 1000 employees (44% vs. 34%) that the lack of deployment of GenAI tools is most often identified.
- GenAI is more often deployed in service companies and companies with 1001 to 5000 employees (13% and 16% vs. 10%).
- When it comes to translation tools, those who don't have them are more likely to be public sector companies (43% vs. 33%) and small businesses (41% vs. 33%).



Use of GenAI – Winning trio : search, transform, create (1/2)

And you, how do you use Generative AI in your job?

Multiple-choice question | 529 respondents | 1,8 responses per respondent on average



- Information search is the first reason for using GenAI (37%), followed by content transformation (33%) and creative assistance (26%).
- 30% of respondents state that they have no use of GenAI.



Use of GenAI – Winning trio : search, transform, create (2/2)

OUR ANALYSIS

- 70% of the sample declares using GenAI, this is well beyond the services available in the company (33%). This is proof that the use cases are deployed outside the platforms provided by the company.

FURTHER READING

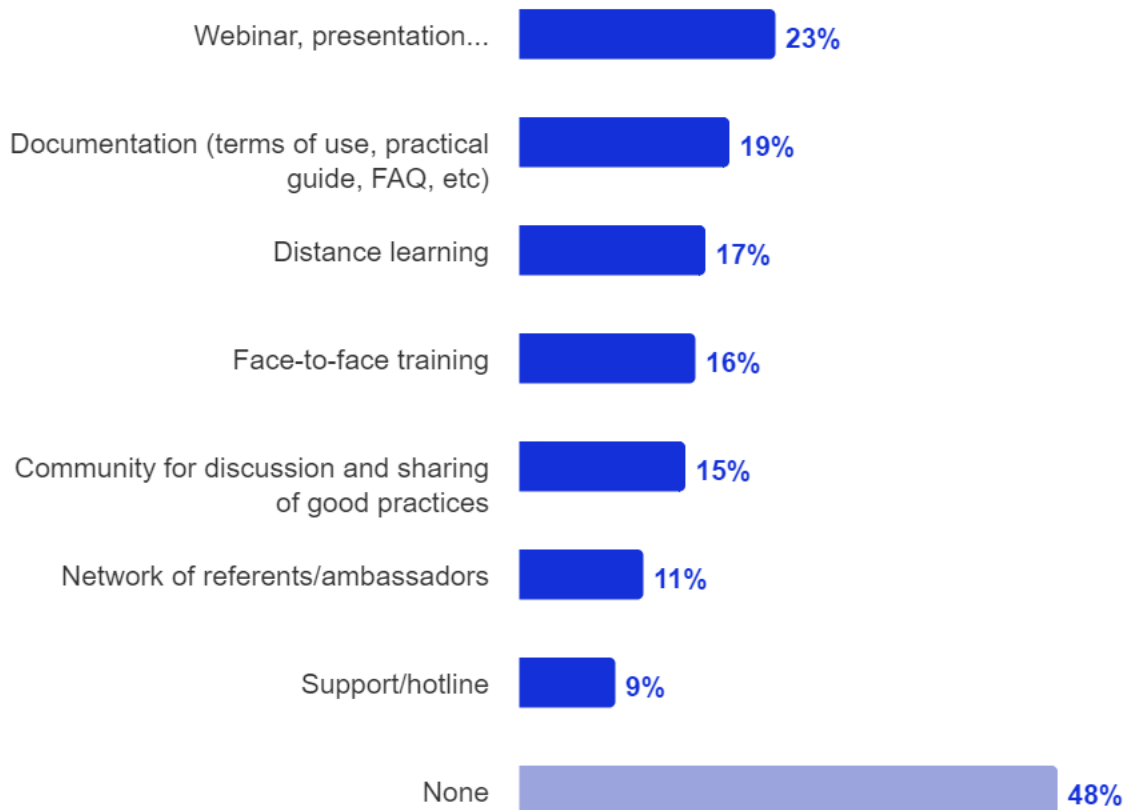
- Top managers are more likely to use GenAI to find information and answers (48% vs. 37%) and produce summaries (27% vs. 15%) or stimulate creative work (42% vs. 26%).
- There are also smaller structures with less than 251 employees that use GenAI to find information and answers (43% vs. 37%) and to produce meeting minutes (20% vs. 16%).



50% of companies report initiatives to raise employee awareness on GenAI (1/2)

What actions have been implemented in your organization to raise awareness or support employees in the uses of Generative AI?

Multiple-choice question | 532 respondents | 1,7 responses per respondent on average



- Just over one in two companies (52%) have set up actions to raise awareness of the uses of GenAI.
- Synchronous or asynchronous services are used more often than traditional documentation.
- Awareness initiatives occur more frequently than the level of tool deployment.



50% of companies report initiatives to raise employee awareness on GenAI (2/2)

OUR ANALYSIS

- While there are relatively numerous awareness-raising actions for a technology that has been gaining traction for about a year, there are few guidelines put in place, undoubtedly resulting in a significant amount of Shadow IT due to the ease of use and access to the tools.
- It is observed that the easiest to implement awareness-raising methods are the most deployed.

FURTHER READING

- Webinars are more often held in companies in the service sector (2% vs. 23%).
- Companies with 251 to 1000 employees are more likely to report a lack of actions taken to raise awareness about the uses of GenAI.
- Top managers are the most likely to report writing and deploying documentation (28% vs. 19%).



Nearly 2/3 anticipate regular daily use of GenAI within 2 years (1/2)

How do you anticipate the role of Generative AI in your professional practice in 2 years?

Single answer question | 448 respondents



● No anticipated use ● An occasional role ● A recurring role for specific tasks ● A daily role for certain tasks ● A daily role for many tasks

- A fairly even distribution of responses is observed, with only 16% of respondents not anticipating any usage within 2 years.
- 38% of the respondents anticipate daily usage for all or a large portion of tasks.

OUR ANALYSIS

- 2/3 of respondents anticipate a regular use for GenAI, while these tools are declared to be present in - at best - 33% of companies.



Nearly 2/3 anticipate regular daily use of GenAI within 2 years (2/2)

FURTHER READING

- Public sector companies are more likely to not anticipate the use of GenAI (25% vs. 16%) or a **partial use** (29% vs. 21%), as are companies with 251 to 1000 employees, which plan more often **partial use** of GenAI (36% vs. 21%).
- Conversely, companies with more than 5000 employees are more likely to plan a daily role for GenAI for selected tasks within 2 years (33% vs. 24%).
- Finally, it is in the service sector that we note the most leaning towards a daily use for GenAI use for many tasks.



The Hybridians

Business families and the hybridization of work

Taking into account the practice of remote work, the sector of activity, the size of the company, and whether generative AI is used or not, we outline here three profiles of companies related to the hybridization of work.



The Cautious

They are frequently found in the public and para public sector, they are more involved in logistics and agriculture. They don't resort to using GenAI tools. They are also found in small structures of 11 to 100 people. They do not work from home very often.



The Explorers

They are most often identified in the finance/insurance or IT/telecoms sector or in industry. They often work from home between 2 and 3 days and are in the process of deploying a text-based GenAI solution or have initiated the use of standard tools.



The Advanced

Encountered more often in the IT / telecom sector, they work from home between 2 and 5 days. There is a greater level of deployment of tools allowing text and images generation via GenAI among the advanced. They have sometimes even deployed their own tools internally. They are found more frequently within structures of 1001 to 5,000 employees or small companies.



Verbatims

A few selected comments at the end of the survey

At the end of the survey, we asked respondents to provide us with their comments on the topic of hybrid work.

Here, we share a selection of responses organized by major themes, listed below.

4 main themes emerge

- The need to adapt managerial practices to the hybridization of work
- GenAI awareness and training expected
- Fears and doubts about the deployment of GenAI
- Hopes and expectations about the implementation of GenAI tools

Reflections on adapting managerial and operational practices to hybrid work

Adapting to hybrid work: promoting efficiency by building trust and adapting management

- *"Remote work requires a great deal of trust in employees"*
- *"Hybrid work is a strategic pillar for Kaliop, and we aim to make it a lever for efficiency based on both employees' quality of life AND operational effectiveness (which we believe can be enhanced). We believe that maintaining/creating the bond between employees and the company is key. It is necessary to rethink interaction modes in this new work configuration to reinvent a more efficient operating method, detached from a (sometimes absurd) necessity for in-person return. For discussion...»*
- *"They are treated as a charge against teleworking. They try to justify in advance the decisions to return to in-office work by companies that do not know how to evolve. »*
- *"The evolution of working conditions and work force justifies a new management for which the leaders have not been prepared."*



AI awareness and training for proper use of this tool

The need for trainings is needed so as not to fall behind in the face of constant developments.

- *"Have more in-house training"*
- *"Raising awareness among companies about employee training"*
- *"On the use of generative AI to improve the tasks of managers (or even facilitate teamwork), a training or webinar would be interesting to organize"*
- *"The company has issued a policy to raise employee awareness of AI, but without deploying any tools or giving a timetable. This results in a certain vagueness... »"*
- *"Collective company approach : conduct of POCs on different use cases"*
- *" ... It is crucial to undertake substantial work to regulate its use..."*
- *"The public education sector is lagging behind on these subjects"*
- *"We are just starting with AI. Beyond the marketing effect, who are the players with enough hindsight to be able to support us? "*
- *"We have created a policy for the use of AI. This is a subject on which we communicate regularly because there is an important issue around it."*



GenAI generates concern and skepticism among employees (1/2)

Some respondents fear a harmful impact of AI on human employment and interactions.

- *"I am questioning the potential misuses of AI tools... I am also questioning the potential impoverishment of exchanges and reflections when I see that AI tools propose to draft internal communication articles from A to Z: that is, communication emanating from colleagues to other colleagues. To communicate, it seems to me that there must be some human element remaining somewhere... "*
- *"The development of AI is followed by a great risk of downgrading for low-skilled jobs. And, to close on the existing situation, a real impoverishment of the co-construction of new solutions or bifurcations of teams (collective intelligence). "*
- *"AI must be a production booster and not a replacement. It is there to increase creativity and our knowledge, but it must not be the leader. AI will never be able to replace humans who possess emotions, but that's what we are trying to find in the*

visuals."

- *"AI is a tool that we see as dangerous"*
- *"Please, may AI never replace man!"*
- *"My company seems to be afraid of these new tools and I feel like we're wasting time developing everything. The others may be getting ahead."*
- *"Remote work set up thanks to the IRP (CSE and Syndicate). AI is not useful if you know how to work. "*
- *« At the moment AI has not yet matured. "*



GenAI generates concern and skepticism among employees (2/2)

Data security requirements for the use of AI

- *"Today, generative AI represents an extremely powerful tool to automate tasks, but data security remains a major issue in the context of work and in one's personal life."*
- *"The use of AI means that the organization's data is no longer under its control. There are risks to confidentiality, data security and intellectual property (creation/R&D, etc.) Few employees are aware of the uses of digital tools and often use them without the authorization of the IT department, nothing is controlled by management. »*
- *"Generative artificial intelligence represents a major challenge for the future ... However, it is crucial... to guarantee data protection. »*

The high cost of generative AI hinders its democratization for widespread access

- *"Generative AI, although a factor of productivity, is currently at a prohibitive price that does not allow the service to be democratized to make it a basic service. As long as the rates are very high, it will be a service limited to functions that can get an immediate ROI (marketing, HR, ...). »*



The promising prospects of GenAI

AI as a productivity enabler for low-value tasks in the future

- *"Generative artificial intelligence represents a major challenge for the future and will influence various fields. Its contributions in terms of task automation, innovation and thought support are considerable."*
- *"... I see that this can save time for tasks that bring more satisfaction and added value to employees in the context of their missions..."*
- *"for documents and time saving for operations"*
- *"Will there ever be an emotional AI?"*



Interviews

Managers' and watchmen's point of view

Twelve professionals took part in the Q&A related to hybridization and increased work

They are futurists, teacher-researchers, managers, HR directors, communications directors, consultants, executives, and share their insights on the future of work.

They were chosen for the variety of their experiences and their involvement in the issue of hybrid work.

A selection of verbatims is presented here. We share the widest possible diversity of testimonies on some key themes that can enlighten your reflection on the subject.

Management has not undergone its revolution in terms of hybridization, and the rapid emergence of GenIA could well accelerate things.

A selection of 5 themes

- What is the hybridization of work?
- What are the main challenges for managers?
- What are the main benefits of hybrid work?
- What are the main risks of hybrid work?
- How do you imagine the evolution of work in the coming years?

The interviewees



Aurélie de Chassey-Hayot
Global Vice President, Communications, Caldersys



Aurélie Duderzert
Professor in Information Systems for Management, Institut Mines Telecom Business School



Brigitte Feist
Head of Corporate Real Estate and Residential Services, BNP Paribas Cardif



Elodie Chadel Amanou
Director of Internal Communications and Engagement, RATP Group



Elodie Guiu
Digital Transformation Support Manager, La Poste



Elodie Vaux
Business Communications Officer, Adecco



Emmanuelle Léon
Scientific Director of the Chair Reinventing Work - Associate Professor, ESCP Business School



Frédéric Josué
President, 18 M



Marie Leroy
Internal Communication Manager, JLL



Pascal Moisy
Head of Communications & ESG Luxembourg, Arcelor Mittal Luxembourg



Valérie Gibert
Global Expert in CSR, Change & Engagement, Engie



Xavier Bureau
CEO, Kaliop



What is the hybridization of work? (1/2)



Elodie Vaux

"The concept of work hybridization can also be linked to other societal changes that impact the work organization. I'm thinking in particular of the week "of" 4 days, or the week "in" 4 days. These two forms of distribution of working time are beginning to emerge in organizations and bring variety (and complexity) to the notion of work. "



Elodie Guiu

"This is a profound work transformation, the biggest in 30 years. This totally changes the work philosophy which is no longer a unit of time, action and place. Of course, this hybridization of work has been accelerating with digital technology for the past 15 years and even more so since the health crisis linked to Covid-19 (especially in the minds of top managers)."



Aurélie Dudézert

"It is something unclear, that is done individually and to which we adapt as best we can according to the situations and needs of each one. I experience a lot of difficulty in my organization to establish rules on these new ways of working and to recreate a common work practice. It's a joyful but uncomfortable tinkering."



Pascal Moisy

*"The question of AI, beyond the practical aspect, raises the question of **Team Management** and internal communication. First of all, we have to **train** people, teach them how to **use** AI in the right way. "*



What is the hybridization of work? (2/2)



Aurélie de
Chassey-
Hayot

"Commonly, the term hybridization of work covers the fact that you are in person or working remotely, but it is ultimately much broader.

All the classic models are revisited. Of course, this includes remote work with teams spread across the world, but also other concepts such as the integration of new ways of working, especially with AI. So it's a change in the way we work, in the paradigm. "



Frédéric
Josué

« The hybridization of work is the blurring or loss of boundaries between traditional workspaces and any other type of space. "



Emmanuelle
Léon

"With the development of generative AI, it is not only with humans that we will have to learn to work.

In the debate's core, in the end, it is not the hybrid that is most important: it is work. First of all, we have to ask ourselves the question of work, to make it visible. "



What are the main challenges of the hybridization of work for managers? (1/3)



Frédéric
Josué

"Hybrid work can lead to a loss of social codes and shared landmarks, usually reinforced in a common physical environment, which can lead to fragmentation of professional relationships and decreased engagement. It is up to the Managers to find levers to re-engage employees"



Elodie
Guiu

"There is a real issue of personal ecology for managers, that must be supported and preserved in order to avoid situations of exhaustion. This includes understanding who they are as a person and what happens to them, on a human scale. "



Pascal
Moisy

"In terms of team management, AI implies a change in the use of resources. You can free up time for strategic thinking and spend less time on production. "



Aurélie
Dudézert

"The middle-managers of teaching and research structures have a heavy burden. They must constantly re-explain the collective project, re-engage, be sincere, be in a good mood and have a driving effect. This is particularly difficult because the impression is that the General Management of our establishments does not have a clear vision, neither on the objectives to be aimed at, nor on the working methods to be adopted. In this context, managers often feel very lonely. "



What are the main challenges of the hybridization of work for managers? (2/3)



Elodie Guiu

"There is also of course a transformation of the manager's role. Hybrid work puts a spotlight on managerial practices where, previously, things naturally happened face-to-face. This requires developing new skills: managing various stakeholders, fostering connections with employees, etc. "



Marie Leroy

"One of the major challenges of hybrid work is to succeed in mobilizing and leading your teams both on-site and remotely, but also to create real team cohesion. This is mostly challenging in international structures when same team members are dispersed in several countries.

The conditions of hybrid work require a genuine relinquishing of control on the part of managers in terms of trust and autonomy given to teams."



Xavier Bureau

"This only works in the long term if we work on creating and maintaining links between employees, their managers and the company. At Kaliop, each manager has a budget to maintain this link and organize moments of sharing throughout the year with the team, coupled with a visit to the site. Managers are autonomous in the use of this budget, the choice and the organization of common moments, which can range from lunch to escape games. "



Brigitte Fest

"The manager's role is to give direction and meaning, and he is responsible of the cohesion of his team.

In this sense, he must explain and illustrate the interest in coming to the office to maintain the collective spirit. Team Day is the day when all team members meet in the office. The focus is on encounters.

The manager must adopt a different management of his agenda to be available and favor the informal (intensity of the presence of the other). "



What are the main challenges of the hybridization of work for managers? (3/3)



Elodie
Chadel-
Amanou

" For managers, Team cohesion and the common level of information are challenged: the rituals of sharing information are accelerated, but complicated because there may be people remotely working and others in the office. Not everyone has the same relationship to being in the office. How to manage the different relationship with each individual ? Some live well with it and adapt and others complain about it.

The battle for attention and multi-tasking in meetings has become an issue: in some executive committees, participants are invited to close their PCs to ensure the exchanges' quality. "



Frédéric
Josué

"With hybrid work, the usual informal interactions, such as discussions around the coffee machine, are replaced by increased formalism, where non-verbal communication is replaced by written exchanges. A key challenge for managers is to maintain a sense of cohesion and connection within teams despite the disappearance of informal interactions. "



Elodie Vaux

" For managers, The hybridization of work involves managing the diversification and multiplicity of work situations of their teams (rotation of attendance times, choice of working methods, etc.). This greatly complicates their role, if only the need to identify and prevent situations of abuse. "



What are the main benefits of hybrid work? (1/3)



Marie Leroy

"The hybrid work organization allows *adapting your workplace to your professional activity schedule to work in the best conditions*. For example, when the days are punctuated by meetings with contacts based abroad, it may seem more relevant to stay at home than to occupy a meeting room on site alone. "



Frédéric Josué

"Studies have shown that the *increased autonomy generated by hybrid work translates into an increase in employee productivity*. This model challenges the old pattern inherited from the 19th century, where productivity and engagement were closely linked to working time. "



Valérie Gibert

"The 1st benefit would be *productivity*. We produced more and faster on individual tasks at the beginning and because we had the knowledge. Now, as we share less tacit knowledge, we are less relevant and therefore we lose efficiency. Other benefits: a certain pleasure to have *more flexibility in one's work*, and it has improved living standards. "



Elodie Guiu

"This leads to a *work clarification*. Asynchronous collaboration requires explicitness and formalization of exchanges. We can no longer be satisfied with informal exchanges that leave the field open to interpretation, forgetting, etc. Asynchronous work requires formalizing, clarifying, and explaining exchanges, which can be a real benefit. "



What are the main benefits of hybrid work? (2/3)



Aurélie
Dudézert

"The benefits of hybrid work have not been worked on in higher education institutions.

In education, there are phenomenal opportunities by having a more personalized work with students, by offering the possibility of reaching audiences that are prevented, but this requires rethinking what higher education is.

In terms of research, hybridization has created many opportunities long before Covid.

The development of collaborative technologies has allowed us since the 2000s to collaborate 24 hours a day with colleagues all over the world. Today, distance is not a problem at all. As a research community, we have set up structured mechanisms to fully benefit from the gains of hybridization. It is not the institutions or institutions that have taken advantage of the opportunities of the hybrid but the academic communities. They have emerged stronger from the Covid crisis, to the detriment of the establishments."



Elodie
Chadel-Amanou

"We always manage to work regardless of the configuration- illness, or sick child, setbacks, travel... We can be in a meeting on the subway. "



Frédéric
Josué

"Hybrid work offers employees the opportunity to regain control of their well-being in a meaningful way. "



Pascal Moisy

"This allows us to elevate the strategic aspect - even though AI will one day be capable of producing a complete communication strategy, beyond the generalities it currently produces. At present, AI can provide some guidance and help outline the main points, but not much more."



What are the main benefits of hybrid work? (3/3)



Emmanuelle
Léon

"Not offering flexibility today – in the activities that can benefit from it – is only conceivable if you are an employer with an extremely attractive brand, or if you are unique in your employment area. Flexibility also gives access to remote talent, and it would be a shame to deprive yourself of it.

For employees, hybrid is popular because it allows a better work/life balance, less time spent in shuttles, thus reducing their carbon footprint.

However, let's not forget that 15 to 20% of employees do not like working remotely, which is often at home. Indeed, work was not egalitarian, remote work is even less so when it is carried out from home. "



Brigitte Fest

"The relief for employees from commuting time. Beyond 45 minutes, it becomes burdensome; the empowerment and accountability of employees through management by objectives (both individual and collective), under conditions of trust and assertiveness."



What are the main risks of hybrid work? (1/3)



Elodie Vaux

"Hybrid work can lead to situations of inequality and inequity between employees whose positions are compatible with remote work and those who are not. There are also more difficulties in considering the situations of disability, in particular neurodivergent people, who may feel isolated if they are working remotely for too long. "



Frédéric
Josué

"Working alone can lead to a loss of tacit knowledge, consisting of informal knowledge and skills that are often implicitly transmitted through social interactions and shared experiences, and difficult to transmit at a distance, thus depriving lone workers of a crucial source of expertise and know-how."



Marie Leroy

"Quality of life at work is a strong expectation of employees. Although working from home often offers better acoustic comfort than the corporate world, it does not always offer optimal working conditions in terms of posture or visual comfort. Some employees choose to come to the office 4 to 5 days a week because they find their home setup inadequate. Not all employers currently choose to equip their employees or contribute to the funding of ergonomic equipment for remote work. There is also an issue in interpreting the messages sent and received via online tools: some codes are not shared by everyone, nor the same degree of urgency in the processing of information."



What are the main risks of hybrid work? (2/3)



Frédéric
Josué

« *Serendipity, or the ability to make unexpected and fortuitous discoveries, is often limited in a hybrid work environment. When social interactions are reduced and interactions are planned or virtual, it becomes more difficult. It is difficult to make "happy accidents" that can stimulate innovation. "*



Elodie
Chadel-
Amanou

"The downside of hybrid work is the *acceleration* of everything. We no longer decide not to do things. We get into the habit of validating workflows while in transit, which makes us very dependent and extends our working hours: we become *addicted* and *overstimulated*. The workday before and after setting foot in the office is a daily reality. There is also an issue concerning digital illiteracy and the ease of use for some versus the difficulty for others in adapting to and mastering the daily use of sharing and simultaneous conversation tools.."



Brigitte Fest

«The fact of having employees who move away, isolate themselves or enter PSR; weakening of team cohesion and corporate culture; mechanization and hyper-connection through a multiplicity of tools which add to the mental load; the weakening of networks (when to meet 'in real life?') and links between peers for managers who, when coming to the office, focus primarily on their teams. It is worth regularly recalling the primacy of the collective interest over the individual or individual interest. "



What are the main risks of hybrid work? (3/3)



Emmanuelle
Léon

"For employees, we clearly see risks related to over-availability, to the inability to define boundaries. Cases of burnout and the difficulty of respecting the right to disconnect are examples of this. In the office, there were breaks. We went to lunch, had a coffee, talked. These times have not resurfaced in the hybrid world, which reinforces the risks of isolation and loss of cohesion.

For some, the working day is an endless series of meetings. Have we succeeded in reinventing assembly line work?

Another challenge to anticipate is increasing the employees' skills. In the office, we will quickly understand the behaviors to adopt, those to avoid, we will quickly identify the people who have useful knowledge, or those who have the right contacts. But for a recruit, this hybrid mode can be very destabilizing. *The medium-term question that arises is that of knowledge access in the company. We will have to explain the implicit in this new format. Finally, the hybrid model requires reinventing management practices, which is not necessarily a bad thing.*"



Frédéric
Josué

«Less human interaction can result in *a decrease in creativity*. The richness of creativity is often closely linked to the diversity of points of view and the synergy of ideas that emerge during informal discussions. "



How do you imagine the evolution of work in the coming years? (1/3)



Marie Leroy

"The four-day workweek, which is being increasingly discussed, could be the continuation of hybrid work organization. It is driven by the need to re-engage teams. However, this new work organization raises many questions: should the company close for one day a week or establish a rotation of teams? Does working four days a week mean bringing teams back to the office exclusively and abandoning remote work? This opens the door to new challenges in terms of workspace usage, collaboration, management, etc., and could further reshape our relationship with work."



Frédéric Josué

"Human beings are increasingly called upon for reflection and design tasks rather than production tasks. Many professions are evolving into decision-making professions, while decision support and production are increasingly automated, thanks to artificial intelligence."



Valérie Gibert

"I was a big believer in the development of coworking and we would have desire to have less logistical constraint. But I am under the impression that it doesn't work very well. Some coworking spaces will be closed. Coworking with the provision of spaces for employees in hub mode was mentioned but not retained on the grounds that there are enough Engie premises. But in fact, it's not that simple (distinct badges from one place to another)."



Pascal Moisy

« Generally speaking, companies will face a more delicate management of behavior. It is likely that we will have to manage individuals more than collectives. And that we will have to "manufacture" the collective from a base that is not in physical interaction daily. This is a very important - and very interesting - internal communication issue! "



How do you imagine the evolution of work in the coming years? (2/3)



Xavier Bureau

"The Agile culture is best suited to address digital transformation challenges. It will continue to sustainably change work methods and relationships, with more *horizontal structures* in organizations and greater autonomy for employees in decision-making. Let's leave it to those who are closest to the context to make choices by reducing the agreements by management. If the level of expertise is right, decisions can be of better quality and faster. "



Frédéric Josué

"With the development of 5G, the advent of 6G and satellite internet, *individuals will have the ability to work from anywhere*. 6G will allow the emergence of augmented reality, leading to a total disappearance of the need for physical anchoring (currently wifi hot spots) and *transforming workspaces to Virtual Reality* "



Aurélie de Chassey-Hayot

"This is a difficult question. I feel that we will continue to see dispersed teams forming, but at the same time, I wonder if we might return to more traditional communication with more in-person interactions and even more paper. While it's impossible to go back on the flexibility in work, we've kind of reached the limit with virtual meetings. Virtual town halls were great during COVID, but the concept is wearing out a bit. We need to take advantage of what technology offers but not forget the value of meeting in person."



How do you imagine the evolution of work in the coming years? (3/3)



Brigitte Fest

"Hybridization has not yet reached its landing point. It is still oscillating according to the balance of power between companies and employees, tensions on the labour market, initial lessons on productivity, innovation, the integration of new recruits, etc.

*In the coming years, work will profoundly evolve with the **continued digitalization, robotization and automation, AI...***

Drowning in paradoxical injunctions, and due to a lack of time, managers are focused on the short term.

However, the challenges that await them (impact analysis of new technologies on their offer and their profession, evolution of the positions and skills of their teams) will require them to take a step back and show courage and imagination, in a constrained economic environment."



Emmanuelle
Léon

"Everyone will use these tools, but we will see a difference between those who know how to use them smartly– and thus develop a competitive advantage– and those who will limit themselves to asking questions and copying answers. The issue of working time, especially with the launch of the 4-day week, will also be at the heart of many debates. "



Hybridization of work: the transformation has not really begun!

The hybridization of work is in its infancy

After the shock of the pandemic, the hybridization of work has become a reality for everyone, including those who do not practice remote working, because hybridization involves not only relocation, but first and foremost digitalization, which allows us to gain in efficiency and effectiveness. From now on, with GenAI, the worker's toolbox is enriched and will allow him to save time and enhance creativity once he has been able to adapt to the use of these tools. The next step is the generalization of AI, which will undoubtedly reshape the world of work and business, allowing everyone to interact with a personal assistant.

Management to be transformed

Many observers and managers mentioned during this study about the gap between the provision of tools and the associated managerial practices. There is no doubt that digital uses have progressed, as has the mastery of tools. However, we too often see that working ways have not evolved to meet the expectations of employees. It should also be noted that the risk of illiteracy remains, and it is essential to take this into account, even more so considering the multiplication of tools.

Who shapes the upcoming working world ?

If you're still wondering, the announcements of at least two players, OpenAI and Google, in the week of May 13 should easily enlighten you.

With 70% of GenAI users declared in about 1 year and only 20% of devices deployed in companies, we can see how access to the greatest number of people has developed. OpenAI has infiltrated the company and executives will have to deal with the impact of these new tools on their teams. You don't manage a company in the same way when employees are augmented with tools not controlled by the organization. The company's culture, the quality of life at work, the meaning given to work will probably be decisive in making teams want to continue their cooperation regardless of their "raise".

In fact, it is more the human being this is augmented than the work.

Fasten your seatbelts! The next few months will be full of promising change unless environmental awareness catches up with us. The changes will then be of a different nature. In any case, the transformations will continue impacting the company and work.



Glossary

Cloud

Cloud computing, abbreviated as the cloud or cloud computing refers to a set of processes that consist of using the computing and/or storage power of remote computer servers through a network, usually the Internet. It therefore provides on-demand, self-service access to configurable shared computing resources, allowing IT infrastructure to be relocated.

Collaborative space

Online space that allows multiple users to work together. It can have several purposes: to share best practices, to ask questions and receive answers from an expert, to write a deliverable with several people, to share documents, to organize more easily...

Gen AI or Generative Artificial Intelligence Technology that allows a machine to learn from existing data to autonomously create new content, such as text, images, or other creative elements.

Intranet

A backbone network that is based on a web interface, integrating content, databases and application systems to allow managers and employees of an organization to access all the content and applications they need for their work.

Enterprise Social Network (ESN)

An intranet system that connects the company's stakeholders (employees, customers, shareholders, partners, etc.) for the purpose of professional exchanges, particularly within dedicated communities.

Shadow IT

Refers to equipment (hardware or software) used by certain employees without notice, support or approval from the IT department.



About Arctus



2024 Observatory Of Hybrid and Augmented Work



At the service of your digital transformation



Arctus is an in-house digital transformation consulting firm.

Our mission is to enable companies to develop transversality, collaboration and collective intelligence by relying on digital technology.



Our convictions: to be agile, to move forward by iteration, to trust, to rely on people to produce meaning and value.

Based on the use cases, the digital maturity of the company and its strategic orientations, we identify the best ways to develop digital collaboration and implement hybrid work.

Every year, our Research department publishes the results of various observatories and benchmarks, in particular the Intranet & Digital Working Observatory (www.arctus.com).

We are technologically agnostic and have developed partnerships with the major players in the "Digital & Collaborative" platform market to provide relevant and operational advice regardless of our clients' technological context.

The recent health crisis has caused significant changes in the organization of work in companies and has accelerated the digital transformation projects on which we are solicited.



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We are interested in your point of view: contact us!

Whether you want to discuss the themes covered in this observatory or to discuss your progress in your internal digital transformation projects, do not hesitate to contact us!

The most frequently discussed topics by our contacts are:

- Facilitation of internal presentation sessions of the various Arctus observatories.
- Project management for the transformation of existing intranets.
- The implementation of formalized governance around collaborative tools (Teams is particularly concerned).
- The assessment of the company's digital maturity as a prerequisite for internal transformation projects.

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