

# HOW TO BOOST WELLBEING IN A HYBRID ENVIRONMENT

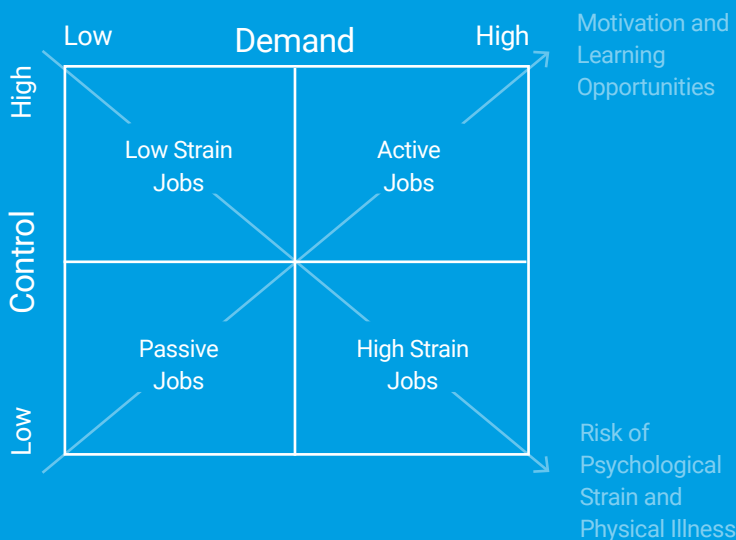
With the widespread adoption of remote work, our daily routines and interactions have shifted significantly. Whether it's the convenience of tackling household chores during the day or enjoying a later start thanks to the shortened commute to our home office, the dynamics of work-life balance have evolved.

Organisations have embraced this change, transitioning to hybrid or fully remote models. While some individuals have seamlessly adjusted to remote work, others have found it less fulfilling. Why the discrepancy? One explanation often cited is the contrast between introverts and extroverts. Introverts may find comfort in the tranquillity of remote work, savouring undisturbed concentration, while extroverts may struggle with the absence of social interaction and energy.

However, this explanation only skims the surface. To fully understand why some flourish while others struggle in remote work environments, we must consider what individuals stand to gain or lose. This is where the Job Demand Control (JDC) model, developed by Robert Karasek in 1979, offers valuable insights.



## The Job Demand Control Model, Robert Karasek, 1979



This model explains that having control over our work and facing manageable challenges can make us feel fulfilled. It looks at two main things: control and demand. Control is about how much freedom we have to make decisions, take action, and influence what we do. Demand is about how much we feel our work expects from us. It's good when the expectations are challenging but still doable. Having the freedom to make decisions and handle tasks, along with facing reasonable expectations, is the best setup for work.

This gives us a sense of fulfilment and excitement without feeling overwhelmed. Too little control or too much demand can be stressful, while too much control or too little demand can lead to boredom. It suggests that finding a balance between control and demand is important for staying engaged and avoiding burnout.

Leaders have the power to shape the level of autonomy their employees experience at work, which directly affects their wellbeing. Factors like policies, procedures, and workload can either support or hinder employees' sense of control and the demands placed on them, impacting their overall wellness. As leaders, it's our responsibility to create an environment where our team members can thrive.

As leaders, we need to acknowledge that certain factors under our influence can enhance employees' sense of autonomy and productivity. Yet, empowering employees to autonomously manage their tasks is the most effective approach. This aligns with coaching principles, where leaders encourage individuals to make changes that resonate with their values, beliefs, and capabilities.

By fostering this autonomy, we promote genuine and sustainable commitment and growth among our team members.



As a team manager, if you're aiming to enhance your work environment, the JDC framework offers valuable insights that will make the most difference and can significantly impact employee wellbeing.

Working with a coach allows people to recognise where they have control and agency over their work environment – often in ways that they would not have considered before. It can provide valuable insights into the challenges posed by your job and equip you with fresh strategies to tackle them effectively.

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At The OCM we fundamentally believe in the power of coaching to transform lives. If you'd like to find out how you can support wellbeing in your organisation, please get in touch with The OCM Enable team [enable@theocm.co.uk](mailto:enable@theocm.co.uk)