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Leveraging Strategic Communication for Organisational Cohesion in Hybrid Work Environments

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Abstract

The emergence of hybrid work environments following the COVID-19 pandemic has fundamentally transformed organisational communication, collaboration, and employee interaction. Although hybrid work offers benefits such as increased flexibility, improved worklife balance, and access to a broader talent pool, it also presents communication challenges that may undermine organisational cohesion. This study examines how hybrid work environments reshape communication processes and explores the role of strategic communication in fostering cohesion among geographically dispersed employees. Adopting a qualitative desk review methodology, the study synthesises contemporary literature on hybrid work, organisational communication, and workplace cohesion to identify key communication challenges and emerging best practices. The review reveals four major themes affecting organisational cohesion: communication fragmentation, coordination disparities between remote and in-office employees, reduced informal interactions, and weakened interpersonal relationships. These challenges limit opportunities for trust building, knowledge sharing, and the development of a shared organisational identity. Guided by the Constitutive Theory of Communication, Social Presence Theory, and Media Richness Theory, the study explains how changes in communication channels and interaction patterns influence employee engagement and organisational cohesion in hybrid workplaces. The findings demonstrate that effective strategic communication is essential for sustaining collaboration, strengthening relationships, and maintaining shared meaning across distributed teams. The study recommends implementing structured communication frameworks, hybrid-inclusive communication policies, leadership-driven engagement strategies, and the appropriate use of digital communication technologies to minimise communication



gaps and reinforce organisational cohesion. By integrating existing scholarship, this study contributes to the growing body of knowledge on hybrid work and highlights the critical role of strategic communication in supporting organisational effectiveness.

Keywords: Strategic communication, Hybrid work, Organisational cohesion, Organisational communication, Remote work.

Introduction

Hybrid work has moved beyond experimentation to a defining structural feature of contemporary organizations. Since the COVID-19 pandemic accelerated the adoption of remote work, many organizations have institutionalized flexible arrangements that combine remote and on-site work. Industry reports from organisations such as Gallup (2023) and McKinsey & Company (2022) indicate that a significant proportion of knowledge workers now operate in hybrid formats, signaling a durable shift rather than a temporary adjustment. Employees routinely divide their time between physical offices and digital workspaces, creating what can be described as dual organisational paces, one material and one virtual. While hybrid models increase flexibility, expand access to talent, and potentially improve worklife integration, they also complicate the communicative processes that sustain unity, identity, and trust across organizational boundaries.

Organisational cohesion depends fundamentally on shared meaning, collective identity, and relational trust. From a constitutive perspective, organisations are produced and reproduced through communication rather than merely supported by it (Schoeneborn et al., 2019). Similarly, sensemaking theory points that members construct social reality through ongoing interaction, particularly in contexts of ambiguity (Cristofaro, 2022). In traditional co-located settings, cohesion develops through frequent face-to-face encounters, informal conversations, and embodied rituals that reinforce a sense of belonging. These micro-interactions, hallway conversations, spontaneous brainstorming sessions, and shared physical experiences serve as subtle yet powerful mechanisms of cultural transmission.

One of the keys to organisational success is cohesion. Cohesion enables organizations to achieve strides by fostering unity, trust, and collective identity. At its core, communication sustains this cohesion, serving as the medium through which meaning is shared and culture is reproduced (Perrin, 2024; Iddrisu, 2025; Umoren et al., 2025). In traditional co-located settings, cohesion develops naturally through face-to-face encounters, informal conversations, and embodied rituals that reinforce belonging and organisational identity.

However, the hybridization of organisational spaces combining remote and on-site work has introduced structural challenges. While hybrid models are productive, flexible, and talent-expanding, they have also made cohesion one of the major bottlenecks to organisational efficiency, reduced informal interaction, uneven visibility between remote and on-site staff, and digital fatigue, which weaken relational ties and distort fairness (Zhu 2025; Sulaymonov, 2021; Norwich University, n.d.). As a result, organisational cohesion in hybrid environments is fragile, undermining efficiency and slowing organisational strides. Against this backdrop, the present study explores the role of strategic communication in enabling organisations to navigate and overcome these challenges

Literature Review

Hybrid organisational environments represent a structural transformation in how work is coordinated, experienced, and communicated. Since the COVID-19 pandemic, hybrid work has evolved from a



temporary crisis response into a normalised organisational model across many sectors (Kniffin et al., 2021; Allen et al., 2015). Global workforce studies further indicate that hybrid arrangements have become embedded in many organisations, particularly within knowledge-based industries where digital collaboration technologies enable geographically dispersed teams to function across physical boundaries (Gallup, 2023; McKinsey & Company, 2022). As organisations increasingly integrate remote and in-office work structures, communication processes that historically relied on physical proximity are now mediated through digital platforms and asynchronous interactions.

While hybrid work offers advantages such as increased flexibility, improved work life balance, and broader access to talent pools, scholars note that it simultaneously introduces significant communicative disruptions within organisations. Research suggests that hybrid work environments often disrupt traditional communication flows that previously supported coordination, shared understanding, and social cohesion among organisational members (Wang et al., 2021). In co-located organisational contexts, communication is frequently sustained through informal interactions, spontaneous conversations, and routine face-to-face encounters that facilitate knowledge sharing and relational bonding. Hybrid arrangements, however, redistribute employees across physical and digital spaces, reducing opportunities for such informal interactions and altering the communicative dynamics through which organisational relationships are developed and maintained.

Scholars have increasingly argued that hybrid organisational structures create coordination asymmetries, whereby employees working remotely may experience different levels of access to information, decision-making processes, and social interaction compared to those working in physical office spaces (Waizenegger et al., 2020). These asymmetries may generate fragmented communication patterns within organisations, resulting in uneven information distribution and limited interaction between teams. Furthermore, the increased reliance on mediated communication platforms introduces the possibility of delays, ambiguity, and reduced contextual cues in communication exchanges, which may weaken mutual understanding and interpersonal trust among organisational members (Wang et al., 2021).

Such disruptions have direct implications for organisational cohesion, which refers to the degree of unity, trust, and shared identity that binds members of an organisation together. In traditional co-located environments, cohesion emerges through repeated interpersonal interactions, shared rituals, and everyday social exchanges that reinforce organisational culture and collective belonging. Hybrid work environments, however, interrupt these organic processes by separating employees spatially and temporally. Consequently, the communicative mechanisms that historically sustained cohesion become less spontaneous and more uncertain in hybrid contexts.

Kniffin et al., (2021). highlights the communicative vulnerabilities that emerge in hybrid organisations, particularly regarding fragmented communication channels, uneven participation, and weakened relational connections among employees. These concerns have led scholars to emphasise the growing importance of intentional and structured communication processes in hybrid workplaces. At the same time, communication scholars argue that contemporary organisational environments characterised by digital mediation and distributed work structures require a more deliberate and strategic approach to communication management (Zerfass et al., 2018). Similarly, Hallahan et al. (2007) suggest that strategic communication provides a framework for aligning communication practices with organisational objectives and managing complex communication environments.

Despite valuable insights into productivity, work design, and employee well-being, existing research has largely examined hybrid work through operational and human perspectives. Within this orientation, the role of strategic communication frameworks emerges as a crucial dimension for addressing



communication gaps in hybrid organisational contexts. As hybrid work arrangements continue to reshape communication patterns, the absence of structured communication strategies risks contributing to fragmentation, reduced trust, and weakened organisational cohesion. These challenges underscore the need for scholarship that foregrounds strategic communication as central to sustaining cohesion and resilience within hybrid environments.

Theoretical Framework

This study is situated within three complementary theoretical perspectives: The Constitutive Theory of Communication (CCO), Social Presence Theory, and Media Richness Theory. Together, these theories explain how communication processes shape organisational structures, interpersonal relationships, and coordination within hybrid work environments.

Constitutive Theory of Communication (CCO)

The primary theoretical lens for this study is the Constitutive Theory of Communication (CCO), which argues that organisations are not merely structures in which communication occurs but are constituted by communication processes. The theoretical roots of this perspective can be traced to the work of James R. Taylor and Elizabeth J. Van Every (2000), who proposed that organisational reality emerges from communicative interactions among members. Later contributions by scholars such as Robert McPhee and Pamela Zaug (2000) and François Cooren (2004) further developed the theory by explaining how communication produces organisational structures, identities, and decision-making processes.

According to the CCO perspective, communication is the mechanism through which shared meanings, coordination, and organisational identity are constructed. In traditional co-located workplaces, communication occurs through face-to-face interactions, informal conversations, meetings, and organisational rituals that reinforce cohesion and collective identity. However, hybrid work environments alter these communication patterns by shifting many interactions to digital platforms. From a CCO perspective, the transition to hybrid work requires organisations to design communication processes that intentionally sustain organisational cohesion, collaboration, and shared understanding among geographically dispersed employees.

Social Presence Theory

This study also draws on Social Presence Theory, originally proposed by John Short, Ederyn Williams, and Bruce Christie in 1976. The theory suggests that communication media differ in their ability to convey social cues such as tone, immediacy, and emotional expression. Media that provide richer interpersonal cues, such as face-to-face communication, are considered to have higher levels of social presence. In hybrid organisational environments, communication often occurs through digital platforms such as video conferencing, email, and instant messaging, which may reduce social presence compared to physical interaction. Reduced social presence can affect relationship building, trust development, and group cohesion among employees. Consequently, hybrid work arrangements may weaken interpersonal bonds and make it more difficult for employees to develop a shared sense of belonging within the organisation.

Media Richness Theory

Another theoretical perspective relevant to this study is Media Richness Theory, developed by Richard L. Daft and Robert H. Lengel in 1986. Media Richness Theory proposes that communication channels vary



in their ability to transmit complex information. Rich communication media, such as face-to-face interaction, allow immediate feedback, multiple cues, and personal interaction, making them more effective for handling ambiguous or complex communication tasks. In hybrid workplaces, organisations increasingly rely on leaner communication media such as email, messaging platforms, and virtual meetings. While these tools facilitate remote collaboration, they may reduce clarity of communication and increase misunderstandings if not used strategically. Media Richness Theory, therefore, helps explain how the choice of communication media influences coordination, decision-making, and organisational cohesion within hybrid environments.

Together, these three theoretical perspectives provide a comprehensive framework for understanding communication and cohesion in hybrid organizations. The Constitutive Theory of Communication explains how communication constructs organisational reality and cohesion. Social Presence Theory highlights the role of interpersonal cues in building trust and relationships. Media Richness Theory explains how different communication channels affect information exchange and coordination. By integrating these perspectives, the study examines how hybrid communication environments reshape the communicative processes that sustain organisational cohesion.

Method

Research Design

This study employed a qualitative systematic literature review to examine the role of strategic communication in sustaining organisational cohesion within hybrid work environments. A systematic literature review enables researchers to identify, evaluate, and synthesise existing scholarly evidence using a transparent and replicable process (Snyder, 2019). The review was guided by the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA 2020) framework to ensure methodological rigor and transparency in the identification, screening, and selection of relevant studies.

Search Strategy

A comprehensive search of the literature was conducted using three major academic databases: Scopus, Web of Science, and Google Scholar. These databases were selected because they provide broad coverage of peer-reviewed literature in organizational communication, management, and business studies.

The search employed combinations of keywords and Boolean operators, including:

- i. "hybrid work" AND "strategic communication"
- ii. "hybrid workplace" AND "organizational communication"
- iii. "organizational cohesion" AND communication
- iv. "remote work" AND communication
- v. "communication fragmentation" AND organizations
- vi. "distributed teams" AND communication
- vii. "employee communication" AND hybrid work

The search was limited to publications written in English and published between 2015 and 2025, reflecting the rapid evolution of hybrid work, particularly following the COVID-19 pandemic.



Eligibility Criteria

Studies were included if they:

- i. examined hybrid work, remote work, or distributed workplaces;
- ii. addressed strategic communication, organisational communication, employee interaction, or organisational cohesion;
- iii. were published in peer-reviewed journals, scholarly books, book chapters, or reputable institutional reports;
- iv. were written in English; and
- v. were published between 2015 and 2025.

Studies were excluded if they:

- i. focused exclusively on technical or software issues without examining communication;
- ii. discussed remote work without organisational communication implications;
- iii. were editorials, conference abstracts, dissertations, news articles, or opinion pieces; or
- iv. did not contribute directly to understanding communication and organizational cohesion.

Study Selection

The PRISMA screening process involved four stages: identification, screening, eligibility assessment, and inclusion.

- i. The database search initially identified 96 records (Scopus = 31, Web of Science = 24, Google Scholar = 41). After removing 18 duplicate records, 78 unique publications remained for title and abstract screening.
- ii. Following the initial screening, 49 records were excluded because they focused primarily on information technology, remote work technologies, employee productivity, or virtual work without examining communication or organizational cohesion.
- iii. The remaining 29 articles were assessed through full-text review. During this stage, 13 publications were excluded because they lacked sufficient discussion of strategic communication, focused exclusively on fully remote work, or did not address organizational cohesion.
- iv. Consequently, 16 studies met all eligibility criteria and were included in the final qualitative synthesis. These publications comprised peer-reviewed journal articles, theoretical works, and authoritative institutional reports that collectively informed the thematic analysis.

Data Extraction

Information extracted from each included study comprised:

- i. Author(s)
- ii. Year of publication
- iii. Country or context
- iv. Research methodology
- v. Type of publication
- vi. Primary focus
- vii. Major findings related to communication



viii. Contribution to organizational cohesion

The extracted information was organized into a synthesis matrix to facilitate systematic comparison across studies.

Data Analysis

The selected studies were analyzed using thematic analysis. The researcher repeatedly reviewed each publication, coded recurring concepts, and grouped similar codes into broader analytical categories. Through an iterative process of comparison and refinement, four dominant themes emerged:

- i. Communication fragmentation in hybrid work environments.
- ii. Coordination asymmetries between remote and in-office employees.
- iii. Weakening of informal social interaction and relational bonds.
- iv. Implications for organizational cohesion.

These themes provided the analytical structure for the findings and were interpreted using the Constitutive Theory of Communication, Social Presence Theory, and Media Richness Theory.

Quality Assurance

To enhance the credibility of the review, multiple databases were searched, explicit inclusion and exclusion criteria were applied, duplicate records were removed, and the selection process followed the PRISMA 2020 framework. Thematic analysis was conducted systematically to identify patterns that were consistently reported across the included studies, thereby strengthening the trustworthiness of the review findings.

Findings

The analysis of existing scholarship on hybrid work environments, communication dynamics, and organisational cohesion revealed several recurring themes that highlight emerging communication challenges within hybrid organisations. The literature consistently points to structural shifts in organisational communication patterns that affect coordination, relational interaction, and the maintenance of shared organisational identity. Four key themes emerged from the analysis.

Communication Fragmentation in Hybrid Work Environments

The first major finding concerns the fragmentation of communication patterns in hybrid workplaces. Several studies indicate that hybrid work arrangements disrupt the continuous flow of communication that traditionally occurs in co-located organisational settings. In physical office environments, communication often takes place through spontaneous conversations, informal interactions, and routine face-to-face exchanges that facilitate information sharing and collaborative problem-solving. However, hybrid work structures redistribute employees across digital and physical spaces, resulting in communication that is often mediated through digital platforms and asynchronous channels (Wang et al., 2021). As a result, communication becomes more episodic and less spontaneous, increasing the risk of information gaps and misunderstandings among organisational members.



Coordination Asymmetries Between Remote and In-Office Employees

A second theme emerging from the literature is the presence of coordination asymmetries within hybrid organisational environments. Scholars have observed that hybrid arrangements may create unequal access to communication networks, information flows, and decision-making processes between employees working remotely and those physically present in organisational offices (Waizenegger et al., 2020). These asymmetries may lead to uneven participation in organisational communication processes, with remote workers experiencing limited visibility and reduced access to informal communication networks that facilitate coordination and collaboration.

Weakening of Informal Social Interaction and Relational Bonds

Another significant finding relates to the reduction of informal communication opportunities in hybrid work contexts. Informal interactions such as hallway conversations, shared breaks, and spontaneous discussions often play an important role in fostering trust, relational bonding, and social cohesion among employees. However, hybrid work environments reduce the frequency of these interactions because employees are physically dispersed and rely heavily on scheduled digital meetings or task-oriented communication channels (Kniffin et al., 2021). The absence of these informal communication spaces may weaken relational connections among employees and affect the development of trust within teams.

Implications for Organizational Cohesion

The last theme emerging from the literature concerns the broader implications of these communication disruptions for organizational cohesion. Organisational cohesion refers to the degree of unity, trust, and shared identity that binds members of an organisation together. In traditional workplace settings, cohesion often emerges organically through repeated interpersonal interactions and shared social experiences. However, the reviewed literature suggests that hybrid work environments interrupt these organic cohesion-building processes by reducing opportunities for physical interaction and shared organisational rituals (Allen et al., 2015). Consequently, cohesion in hybrid organisations becomes more dependent on deliberate communication structures and organizational communication practices.

Discussion

The findings of this desk review highlight how hybrid work environments reshape the communicative dynamics through which organisational cohesion is constructed and maintained. The themes emerging from the reviewed literature including communication fragmentation, coordination asymmetries, reduced informal interaction, and weakened relational bonds demonstrate that hybrid work arrangements significantly alter the communicative processes that traditionally support organisational unity, collaboration, and shared identity. These findings can be interpreted through the Constitutive Theory of Communication (CCO), Social Presence Theory, and Media Richness Theory, while also aligning with recent empirical studies examining communication practices in hybrid workplaces.

From the perspective of the Constitutive Theory of Communication (CCO), organisations are not merely places where communication occurs; rather, they are constituted and sustained through communication itself (Taylor & Van Every, 2000). Organisational members continuously create shared meanings, negotiate roles, and reinforce collective identities through ongoing communicative interactions. The findings of this review indicate that hybrid work arrangements interrupt many of these communicative processes by reducing opportunities for spontaneous face-to-face interactions and increasing reliance on digitally mediated communication. Consequently, organisational cohesion becomes more difficult to



sustain because communication that traditionally reinforced shared identity becomes fragmented across multiple platforms and work locations.

These findings are consistent with recent studies demonstrating that hybrid work fundamentally restructures organisational communication. Gibbs et al. (2021) found that hybrid work environments reduce spontaneous collaboration while increasing dependence on scheduled virtual interactions, thereby limiting opportunities for informal knowledge sharing and relationship building. Likewise, Leonardi (2021) argued that digital communication technologies transform rather than replace workplace interactions, requiring organisations to intentionally redesign communication processes to maintain coordination and organisational identity. Microsoft's Work Trend Index (2022) similarly reported that employees working in hybrid settings often experience fragmented communication, reduced cross-team interaction, and challenges in maintaining collaborative relationships. Collectively, these studies reinforce the CCO perspective by illustrating that organisational cohesion depends on continuous communication through which members construct shared understanding and collective identity.

The findings can also be explained through Social Presence Theory, which suggests that communication media differ in their ability to convey interpersonal cues such as emotional expression, immediacy, and warmth (Short et al., 1976). Hybrid work environments rely extensively on videoconferencing, instant messaging, collaborative platforms, and email. Although these technologies facilitate remote collaboration, they often provide fewer interpersonal cues than face-to-face interaction, reducing employees' perception of social presence. As a result, opportunities to establish trust, strengthen interpersonal relationships, and foster a sense of belonging may decline, thereby weakening the relational foundations of organisational cohesion.

Recent empirical evidence supports this interpretation. Wang et al. (2021) found that employees engaged in remote and hybrid work frequently reported feelings of social isolation and reduced interpersonal connectedness, particularly where organisations lacked deliberate communication strategies. Choudhury et al. (2022) similarly observed that while hybrid work offers flexibility and increased autonomy, organisations must intentionally create opportunities for social interaction to preserve employee engagement and organizational commitment. Furthermore, Buffer's *State of Remote Work* report (2023) identified loneliness and reduced workplace connection as persistent challenges among hybrid employees despite improvements in digital collaboration technologies. These findings support Social Presence Theory by demonstrating that reduced interpersonal cues in mediated communication can weaken social relationships that underpin organisational cohesion.

The findings also resonate with Media Richness Theory, which posits that communication channels differ in their capacity to transmit complex information, provide immediate feedback, and minimize ambiguity (Daft & Lengel, 1986). Rich media, particularly face-to-face communication, enable immediate clarification and the exchange of verbal and non-verbal cues that facilitate mutual understanding. By contrast, hybrid work environments often rely on leaner communication channels, including email, messaging applications, and asynchronous collaboration tools. While these technologies improve flexibility and accessibility, they may also increase communication ambiguity, delay feedback, and complicate coordination, particularly when employees work across different locations and schedules.

Recent studies reinforce these findings. Bloom et al. (2024) found that hybrid work can improve employee satisfaction and retention but requires carefully coordinated communication practices to avoid collaboration breakdowns. Microsoft's Work Trend Index (2023) further reported that hybrid employees experience increasing communication overload due to excessive virtual meetings, fragmented information flows, and the growing complexity of managing multiple digital communication platforms. Similarly,



Gartner (2024) observed that organisations implementing structured communication protocols and selecting communication media based on task complexity experienced stronger collaboration and more effective coordination than organisations relying solely on digital messaging platforms. These studies provide empirical support for Media Richness Theory by demonstrating that the effectiveness of communication in hybrid workplaces depends largely on matching communication channels with the complexity of organisational tasks.

The findings demonstrate that sustaining organisational cohesion in hybrid work environments depends less on employees' physical location and more on the effectiveness of organisational communication. Organisations must therefore adopt deliberate communication strategies that strengthen coordination, foster interpersonal relationships, and cultivate a shared organisational identity across geographically dispersed teams. As hybrid work continues to evolve, the quality of communicative processes will remain a critical determinant of collaboration, trust, and long-term organisational cohesion.

Conclusion and Recommendations

Hybrid work environments present significant challenges for organisational cohesion because they fundamentally disrupt the communicative conditions through which relationships, coordination, and shared identity traditionally develop. As employees operate across both physical and digital spaces, communication becomes fragmented, reducing opportunities for spontaneous interaction, informal knowledge exchange, and relational bonding that typically occur in co-located workplaces. This fragmentation can produce coordination asymmetries, unequal access to information, and reduced visibility among employees working remotely compared to those in physical offices. The reliance on mediated communication platforms further limits social cues and contextual richness, increasing the likelihood of misunderstandings and weakening interpersonal trust. Viewed through the lenses of the Constitutive Theory of Communication, Social Presence Theory, and Media Richness Theory, these challenges illustrate how the shift to hybrid work transforms the communicative foundations of organisational cohesion. Consequently, hybrid organisational environments not only alter how work is organised but also create complex communication challenges that threaten unity, collaboration, and collective organisational identity.

The communication challenges identified in this study, communication fragmentation, coordination asymmetries, reduced informal interaction, and weakened organisational cohesion, highlight the need for deliberate and practical communication (strategic communication) interventions in hybrid work environments. To address these challenges, this study recommends the following

Implement Structured Communication Schedules: One practical way to reduce communication fragmentation is to establish structured communication rhythms across the organisation. Instead of relying on sporadic digital exchanges, organisations should implement predictable communication routines such as weekly team briefings, monthly cross-departmental updates, and regular leadership communication sessions. These structured communication touchpoints ensure that employees working remotely and those in physical offices receive consistent updates about organisational priorities, projects, and decisions. Clear communication schedules also reduce information gaps and help employees stay aligned with organisational goals.

Use “Hybrid-First” Meeting Practices: Organisations should adopt hybrid-first communication protocols to reduce coordination asymmetries between remote and in-office employees. For example,



meetings should be designed so that all participants join through the same digital platform, even if some are physically in the office, to ensure equal participation. Meeting materials, decisions, and follow-up notes should also be documented and shared through accessible digital platforms. These practices prevent remote employees from being excluded from informal discussions that may occur in physical meeting spaces.

Create Digital Spaces for Informal Interaction: Since hybrid environments reduce spontaneous conversations, organisations should intentionally create digital spaces that support informal communication. Examples include internal social channels on collaboration platforms such as Slack, Microsoft Teams, or Workplace by Meta, where employees can share non-task-related conversations, celebrate achievements, or engage in casual discussions. Organisations may also schedule periodic virtual coffee sessions or informal check-ins that replicate the relational interactions typically found in physical office environments.

Develop Centralized Communication Platforms: Hybrid organisations should deploy centralised communication hubs where employees can easily access organisational information. These platforms may include intranet portals or collaborative digital workspaces that contain project updates, policy changes, organisational announcements, and internal resources. By centralising communication in one accessible system, organisations can reduce confusion caused by scattered communication across multiple platforms and ensure that both remote and in-office employees receive the same information.

Encourage Visible Leadership Communication: Leadership visibility becomes especially important in hybrid environments where employees may feel disconnected from organisational leadership. Strategic communication can address this by encouraging leaders to communicate regularly through video messages, digital town halls, and open Q&A sessions. These practices help leaders maintain presence across distributed teams and provide employees with opportunities to engage with leadership directly. Consistent leadership communication can strengthen trust and reinforce organisational values across hybrid teams.

Establish Clear Communication Norms: Organisations should also develop explicit communication guidelines that clarify expectations for response times, preferred communication channels, and collaboration practices. For example, teams may define when to use email versus instant messaging, how quickly responses are expected during work hours, and how project updates should be communicated. Clear communication norms reduce misunderstandings and help employees navigate communication across digital and physical workspaces.

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