

Telework and hybrid work models: issues and recent developments

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To gain an understanding of the main challenges in telework and returning to work with hybrid models. In relation with telework and hybrid models, the course will develop on issues related to work organization, new forms of work organization and work places (coworking, telework), work-life issues, age issues. Participants should be able to address these issues in the workplace. To know the main literature on these subjects and to be able to address the issues on the basis of theoretical and empirical literature and knowledge. To exchange with other Participants on their experience of telework and new work models post-pandemic. To practice speaking English on these issues, through various formats : group exchanges, role plays, class interaction, etc. The course is aimed at building empathy and enhance negotiation and the communication skills between the leaders and subordinates as well as raise understanding of responsibility of leadership in society.



Lundi 9 janvier :
9h-12h30 / 14h-17h45

Mardi 10 janvier :
9h-12h30 / 14h-17h45

Mercredi 11 janvier :
9h30-13h

18 heures au total

Course outline:

1-presentation of participants and presentation of course A. The meaning of TELEWORK AND HYBRID MODELS: Description of telework and various hybrid models; on issues related to work organization, new forms of work organization and work places (coworking, telework), work-life issues, age issues; presentation of professor and presentations by students on their own personal experience of telework and hybrid models of work in the past year.

2- Telework and hybrid models and their impact on work-family and work-life, working time, telework and working time policies in various countries including France and Canada; presentation by professor and Role play by students based on their experience of telework and hybrid models over the last year

3- Third Places to work: Coworking and Telework: how these forms of work organization contribute to the New Economy and their impact on the life of cities (impact on downtown and city centers, and mobility to smaller cities). presentation by professor and choice of formal classic presentation or Role play by students on the challenges of telework and hybrid models (advantages of less mobility to work, risks of solitude, productivity and performance issues, etc.)

Teaching method:

the course is based on various formats: presentations by the professor (about 40-50 % of time), group exchanges, comments on documents, role plays, class interaction and knowledge sharing between participants, etc.

Targeted skills:

Understanding of telework and coworking challenges and issues; understanding of international as well as national situations on telework and coworking; capacity to intervene on the issues of the course; oral expression in English; written expression in English.

Resources to be used during seminar:

PowerPoint presentations and possibly some videos, also knowledge sharing between students and participants is important

Indicative bibliography:

- Krauss, G. et D.-G. Tremblay, dirs. (2019). Tiers-lieux - travailler et entreprendre sur les territoires : Espaces de coworking, fablabs, hacklabs . Rennes-Québec : Presses universitaires de Rennes et Presses de l'université du Québec. <https://www.puq.ca/catalogue/livres/tiers-lieux-3590.html>
- Tremblay, D.-G. (2020). L'avenir du télétravail en contexte de post-pandémie. Sciences RH, page

sur la plateforme de l'Ordre des conseillers en ressources humaines (RH).

- Tremblay, D.-G. et E. Vainneau (2020). Le coworking en région au Québec : une innovation territoriale, entrepreneuriale, contribuant au développement local ? Organisation et Territoire. Vol. 29, no 2, Juin 2020, pp. 55-67. <http://revues.uqac.ca/index.php/revueot/article/view/1150/985> <https://ordrecrha.org/ressources/science-rh/articles/2020/11/avenir-du-teletravail-en-contexte-post-pandemie?source=1c52bb9dc57e48788498f5d1deafcd3f>
- Mathieu, S. et D.-G. Tremblay (2021). Difficile la conciliation emploi-famille en temps de pandémie ? La Conversation. 15 juin 2021
- Tremblay, D.-G. (2021). Le coworking : un espace pour repenser l'action managériale ? dans Questions de Management numéro 32 (janvier 2021), dans cahier spécial intitulé « Les territoires peuvent-ils être une source d'inspiration pour repenser l'action managériale ? »
- Tremblay, D.-G. and A. Scaillerez (2021). The Modern City and Third Places: New sources of Sustainable Entrepreneurs and Competitiveness in sous la direction de P. Kresl. Edward Elger Editor pp. 16-37
- Scaillerez, A. and Tremblay, D.-G. (2021). Coworking Spaces, New Workspaces. In Encyclopedia of Organizational Knowledge, Administration, and Technology. Section 15: Organizational Management and Communications. P. 1-10.
- Tremblay, D.-G. and A. Scaillerez (2021). Fab lab, a place for innovation, collaboration and creation? In Encyclopedia of Organizational Knowledge, Administration, and Technology. Section 2 : Assistive Technologies & Technology Accessibility. P. 1-11.
- Travail post-pandémie ! – série d'entrevues en ligne Comment se passera le retour au travail après des mois de pandémie ? quelques réponses dans ces entrevues de la professeure Diane-Gabrielle Tremblay, sur les ondes de Radio-Canada : Entrevue avec Pénélope McQuade et Isabelle Massé, sur le modèle hybride et les espaces de coworking : <https://ici.radio-canada.ca/ohdio/premiere/emissions/penelope/episodes/627194/ratrapage-du-jeudi-12-mai-2022>

Entrevue -balado sur l'inclusion au temps du télétravail, avec Deborah Cherenfant, pour Les Affaires; <https://www.lesaffaires.com/dossiers-partenaires/angles-morts/l-inclusion-au-temps-du-teletravail/632623>

Entrevue avec Katerine Verebely pour l'émission Du côté de chez Catherine, sur les bureaux de travail extérieurs ou le Greendesk ; à 15 h 06 ou 2e heure ici : <https://ici.radio-canada.ca/ohdio/premiere/emissions/du-cote-de-chez-catherine/segments/entrevue/402497/greendesk-travail-reinvention-nature>

Entrevue sur le retour au travail en mode hybride et la hausse du nombre de personnes qui veulent changer d'emploi, pour Radio-Canada Côte Nord, le 21 juillet 2021. <https://ici.radio-canada.ca/ohdio/premiere/emissions/bonjour-la-cote/episodes/552707/ratrapage-du-mercredi-21-juillet-2021/1>

Entrevue sur le retour au travail en mode hybride : Conditions de travail post-pandémie ; Point du jour (ICI Radio-Canada Saskatchewan); 21 juillet 2021

Entrevue sur le retour au travail en mode hybride : Les conditions de travail post-pandémie; Y a pas deux matins pareils (ICI Radio-Canada Toronto); 16 juillet 2021

Entrevue sur le retour au travail en mode hybride : Les employeurs devront s'adapter s'ils ne veulent pas un exode des travailleurs Les matins d'ici (ICI Radio-Canada Ottawa) ; 15 juillet 2021

Entrevue sur le retour au travail en mode hybride : Le marché de l'emploi en transformation ; Info-Réveil (ICI Radio-Canada Rimouski); 15 juillet 2021

Entrevue sur le retour au travail en mode hybride : Conditions de travail post-pandémie : des changements importants à prévoir Le réveil (ICI Radio-Canada Île-du-Prince-Édouard) ; 15 juillet 2021

About Diane-Gabrielle Tremblay



Diane-Gabrielle Tremblay is a professor at the School for Administrative Sciences at the Université TELUQ (University of Quebec). She holds the Canada Research Chair on the Socio-Organizational Challenges of the Knowledge Economy since 2002

and is a researcher at the Center for research on social innovations (CRISES) at UQAM. She is also the chair of the Gender, work and family Committee of the Society for the Advancement of Socio-Economics; co-chair on the Social Time Committee of the International Association of Francophone Sociologists; member of the professional sociology committee of the International Association of Sociology; She holds a doctorate in the economics of work and human resources from University of Paris 1 Panthéon-Sorbonne. Her current research is focused on the work-life articulation, working from home, non-fixed (nomadic) working locations, the politics of employment, the organization of work and the management of human resources, as well as innovation, industrial clusters/regional systems of innovation and local development.