

RETURN TO WORKPLACE TOOLKIT



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LEAD YOUR TEAM



STEPS TO PREPARE YOUR TEAM FOR RETURNING TO THE WORKPLACE

TO OPTIMIZE TEAM EFFECTIVENESS DURING OUR TRANSITION BACK TO THE OFFICE, HOLD A MEETING WITH YOUR TEAM TO ALIGN ON IN-OFFICE DAYS AND PLANS.

1. REVIEW THE GUIDELINES FOR MANAGING THE MINIMUM 3X PER WEEK IN THE OFFICE TRANSITION PROVIDED BY SONY PICTURES LEADERSHIP, SPECIFICALLY:

Effective in the U.S. from March 14th – June 30th: Employees will be expected to be in the office **at least three days per week** with the option of working up to two days per week remotely. Employees who opt to work remotely one or two days per week should discuss and set schedules with their managers.

Managers should check with their leadership to see if they have set specific in-office days for the team/department.

Managers should keep the following in mind when setting schedules:

- Managers should set schedules for their team, appropriately balancing the needs of the business, team and individual.
- Days in the office should be aligned to maximize collaboration.
- Days working remote should align to maximize productivity and large virtual “Teams” meetings, especially those that may facilitate more inclusion across regions, offices and levels.
- Employees should not be scheduled to work remotely on both Monday and Friday (they may work remote one of these days).
- Managers may recognize that some employees still have demands around caring for family members as we transition back to the office, and may agree to alternative schedules for those employees, as needed.



LEAD YOUR TEAM



STEPS TO PREPARE YOUR TEAM FOR RETURNING TO THE WORKPLACE

All managers are responsible for understanding, and ensuring that their direct reports are following, all local protocols while in the office.

Managers are responsible for tracking and managing the performance of their employees, including adjusting schedules where necessary to maintain or improve performance.

If an employee does not anticipate being able to come to the office at least 3x per week by March 14, the manager and employee should contact their P&O Business Partner to discuss options.

2. DISCUSS TEAM GUIDELINES TO CLARIFY HOW YOU WILL WORK AS A HYBRID TEAM

To create alignment, facilitate a conversation with your team to develop guidelines around how your team will work together. To start, ask team members the following questions during the meeting:

AVAILABILITY

Are there certain days of the week or hours of the day that the team needs to be available, either in-person or virtually (e.g., establish core hours across the team, agree to response times to emails, MS Teams chat messages, etc.)?

ATTENDANCE AT MEETINGS

Which key events do team members need to attend, either in-person or virtually (e.g., daily stand-up meetings, weekly team meetings, etc.)?

TEAM HABITS

What are the daily practices that the team will adopt to ensure effective work in a hybrid environment (e.g., 55-minute meetings to ensure natural breaks are built into the day, sharing and respecting communication preferences including emails, calls, chat, etc.)?

INCLUSION

How can we make sure everyone's voice is heard and included?



LEAD YOUR TEAM

HOME

STEPS TO PREPARE YOUR TEAM FOR RETURNING TO THE WORKPLACE

3. CAPTURE AND SHARE TEAM AGREEMENTS

Assign a person on the team to document what was discussed and decided upon during your team meeting (or do this yourself). Alignment and ownership of team agreements is important, so invite feedback or further suggestions. Once feedback is incorporated, share it widely with your team members and stakeholders. Consider also sharing it with your direct manager and your peers to ensure alignment with Sony Pictures' broader practices.

Source: [HBR Let's Redefine Productivity for the Hybrid Era](#)

Learning Resources:

5 New Rules for Leading a Hybrid Team (Harvard Business Publishing). Explore 5 key things you can do to support your team in being exceptional while hybrid.

Leading at a Distance (LinkedIn Learning). Learn how to lead effectively from a distance. Explore how to provide feedback, build trust, set reasonable boundaries, and more.

Sony Pictures Leadership Portal (Sony Pictures Learning Resource). The Leadership Portal is a virtual destination for Sony Pictures leaders to connect with tools and training to successfully manage and retain their people. Topics including hiring and building inclusive teams, coaching and developing others, and driving results.

Building Effective Teams Toolkit (Sony Pictures Learning Resource). Curated online resources to help accelerate team performance. Provides activities and tools to strengthen relationships, set a shared direction and establish effective habits to help your team be at its best.





LEAD YOUR TEAM

OPTIMIZE THE HYBRID TRANSITION PERIOD

HOME

LEARN TO OPTIMIZE THE BENEFITS OF A HYBRID FORMAT WHILE WE TRANSITION BACK TO THE OFFICE OVER THE NEXT FEW MONTHS.

WHEN IN THE OFFICE:

- Prioritize collaborative activities (e.g., brainstorming around a white board).
- Prioritize meetings with people who will be in the office at the same time.
- Encourage people to focus on creative tasks like problem solving that are maximized when working with others in person.
- Prioritize meeting new people in person, especially new hires, so you can establish foundational social connections.

WHEN WORKING FROM HOME:

- Focus on getting work done that requires focus and less collaboration.
- Prioritize large group meetings and meetings with global participants.
- Encourage people to design their days to include priorities like fitness, which have been shown to enhance well-being and productivity.
- Encourage people to set boundaries so they don't work every hour of the day just because they can.
- Trust people implicitly until they give you a reason not to.

FIND WHAT WORKS FOR EACH INDIVIDUAL:

- There are enormous individual differences that determine how effective remote work can be – make sure you know what works best for each of your employees.
- The key to making hybrid work productive is finding a compromise between individual workstyles and team needs. To do this, set team norms!

Source: [HBR_Let's Redefine Productivity for the Hybrid Era](#)





LEAD YOUR TEAM

OPTIMIZE THE HYBRID TRANSITION PERIOD

HOME

HAVE 1:1 CONVERSATIONS TO SUPPORT YOUR EMPLOYEES AS THEY TRANSITION BACK TO THE OFFICE. KEEP THESE QUESTIONS IN MIND TO HELP GUIDE THE CONVERSATION.

QUESTIONS TO ASK IN YOUR NEXT 1:1 CONVERSATION TO SUPPORT EMPLOYEES IN TRANSITION:

- How are you?
- Is there anything else I can do to support you?
- What else is on your mind?
- What are the most impactful things you could spend your time on right now?
- Do we need to re-consider your key priorities?
- What do you need from me in terms of communication? What is your preferred frequency for our 1:1 meetings (weekly or bi-weekly)?
- What support or resources do you need to help you be successful during this time? How else can Sony Pictures or I support you?

Source: Glint – [People Success Toolkit: Enabling the Hybrid Workplace](#)

Learning Resource:

Supporting Your Team as Offices Reopen (LinkedIn Learning) As we emerge from the brunt of the pandemic, it's time to get your team to a place where everyone can thrive. This course covers:

- (Re)establishing trust on your team and revising key work protocols.
- The importance of clear, ongoing communication.
- Creating an action plan to help your team quickly adapt.





HOST HYBRID MEETINGS

HOME

HOW TO CREATE AN INCLUSIVE ENVIRONMENT

AS WE TRANSITION BACK TO THE OFFICE, VIRTUAL MEETINGS WILL CONTINUE TO BE INTEGRAL TO THE WAY WE WORK. MEETINGS OF ANY KIND (VIRTUAL OR IN-PERSON) NEED TO BE ENGAGING, COLLABORATIVE AND PRODUCTIVE.

Hybrid meetings require slightly more effort to ensure the above is met, and we've compiled the "top tips" for leading inclusive hybrid meetings below.

INCLUSIVE MEETINGS TIP SHEET

Learning Resources:

Hybrid Meetings Collection (LinkedIn Learning) to learn how to champion for successful & inclusive hybrid meetings.

A Guide to the Virtual Meeting (Harvard Business Publishing) First, always start with asking yourself whether you need to have a meeting. Then, plan for the meeting to make it effective for participants.

How to Include Everyone in a Discussion (Harvard ManageMentor)
Simple ways you can create inclusion during discussions.

Tip: Cameras on are recommended whenever possible to encourage collaboration.





PREPARE FOR YOUR RETURN

HOME

WAYS TO PREPARE FOR RETURNING TO THE WORKPLACE, MENTALLY AND LOGISTICALLY

THERE ARE STRATEGIES, TIPS AND TECHNIQUES TO HELP PREPARE FOR YOUR RETURN

- Prepare yourself mentally for your return-to-workplace.
- Navigate changes at home, which may include resetting boundaries and recalibrating work/home routines.
- Develop a “possibility mindset,” bolstering your patience and flexibility, and leveraging Sony Pictures’ resources.

WANT TO LEARN MORE?

Prepare for Returning to the Workplace: This LinkedIn Learning video has a full list of tips!

CELEBRATE PANDEMIC PROGRESS

- What successes did I achieve?
- What skills did I learn or develop?
- What helpful habits did I develop that I want to sustain?

PREPARE FOR A SUCCESSFUL TRANSITION

- What preparations do I need to make for myself to return successfully?
- What preparations do I need to make for others (pets, family, my team, etc.) to return smoothly?
- What can I do to take care of my physical and mental health as I transition back to the workplace?

THINK OF A PLAN

- What resources are available to me?
- What can I do to manage stress?
- How can I increase my flexibility and adaptability to change?
- Who can I talk to if I get stuck?



Use the following questions to reflect on what you will need to be successful as your transition back to the office. You can schedule a time with your manager to review your answers and create an action plan.

CELEBRATE PANDEMIC PROGRESS

What successes did I achieve?
What skills did I learn or develop?
Which team member(s) did I collaborate or partner with?

PREPARE FOR A SUCCESSFUL TRANSITION

What do I need to stay organized and effective?
What tools have I used to track progress and priorities?
How much time do I need for collaborative work?
For individual work?
What tools or practices can I use to stay creative and inspired?
What equipment or technology do I need access to be successful?
What access (physical, data, etc.) do I need to maintain effectiveness?

THINK OF A PLAN

What resources are available to me?
What can I do to manage stress on site?
How can I increase my flexibility and adaptability to change?
Who can I talk to if I get 'stuck'?

**CLICK HERE TO DOWNLOAD
FILLABLE RETURN TO OFFICE
PREPARATION WORKSHEET**



CARE FOR CAREGIVERS

HOME

WE'VE GOT YOUR BACK!

RETURNING TO THE OFFICE WILL REQUIRE A TRANSITION PERIOD FOR THOSE YOU CARE FOR. BELOW ARE SOME TIPS TO MAKE THE TRANSITION EASIER FOR YOU AND YOUR LOVED ONES.

HAVE THOUGHTFUL CONVERSATIONS

Open communication is important, so speak with your children or other family members for whom you provide care. Tell them about this transition in advance to help them feel prepared.

CREATE CONNECTION

Introduce them to the new babysitter/daycare/nurse ahead of time, if possible. This will help them get comfortable, especially if it is a new set-up.

PLAN AHEAD

Request your daycare or school calendar to understand planned closures and plan accordingly (when possible).

PREPARE FOR THE UNEXPECTED

Establish your own "sick policy," and share that with the new caregiver who is stepping in to help. For example, clearly state that "if you have a fever or other symptoms, you should not come," and brainstorm practical alternative plans: such as [Bright Horizons here](#).

SHARE IMPORTANT INFORMATION

Inform the caregiver about any needs that your loved one may have. These could include safety information (e.g., allergies) or specific instructions (e.g., your loved one should be taken to the park on Tuesdays to play cards with her friends).

CHECK-IN ON LOVED ONES

Give the new caregiver a checklist for the first 2 weeks. Ask the caregiver for a brief daily or weekly report to understand how your loved one is doing.





CARE FOR CAREGIVERS

[HOME](#)

WE'VE GOT YOUR BACK!

FEEL IT OUT

Encourage the sharing of emotions. It is normal to have feelings of uncertainty and anxiety during this time. We encourage you to take advantage of Spring Health, a benefit for all U.S. benefits eligible SPE employees and their family members.

NEED BACKUP CHILDCARE?

When regular child and adult/elder care breaks down, Bright Horizons can help you find a caregiver for support. To learn more and register visit, <https://clients.brighthouse.com/sonypictures> (Username: SPE; password: Benefits4You) or call 1-877-BH-CARES.

NEED SUPPORT?

Sony Pictures employees and family members can access a full continuum of convenient and confidential mental health and emotional wellbeing benefits through our new partner, Spring Health — all provided at no cost to you.

Go to: <https://benefits.springhealth.com/sonypictures/>



HAIR LOVE



EMBRACE YOUR COMMUTE

HOME

MAKE THE MOST OF COMMUTING

THE TIME DEDICATED TO COMMUTING DIRECTLY AFFECTS OUR OVERALL WELL-BEING AND MENTAL HEALTH. UNDERSTAND HOW TO TAKE ADVANTAGE OF THE TRANSITION PERIOD BETWEEN HOME AND THE OFFICE, WHILE INCORPORATING BEST PRACTICES TO COUNTER THE STRESS FROM TRAFFIC CONGESTION, CROWDS, AND TIME RESTRICTIONS.

TAKE ADVANTAGE OF THE TRANSITION TIME

Before jumping right into your first meeting or project of the day, commuting to the office can provide valuable time to transition both physically and psychologically into “work mode.” This time can be spent preparing, prioritizing, and setting goals about the day or week ahead.

FIND ENJOYMENT

Reframe your commute as “me time” and either think quietly or incorporate music, podcasts, or audiobooks into the route. Try a different mode of transportation if one is available to you – biking, walking, public transportation, carpool. Consider taking a more scenic route, incorporating pit stops, or switching up your routine from time to time to create more excitement.

Source: [The Washington Post](#) | August 16, 2021

WANT TO CARPOOL OR NEED COMMUTER INFORMATION?

Check out Sony Pictures Commuter Resources [here](#).





GET YOUR PETS READY



TIPS & RESOURCES FOR A SMOOTH TRANSITION

YOUR ANIMALS HAVE BECOME ACCUSTOMED TO BEING HOME WITH YOU DURING THE PANDEMIC. REVIEW THE TIPS BELOW TO HELP YOUR PETS TRANSITION SMOOTHLY WHILE MINIMIZING STRESS AND ANXIETY AS YOU RETURN TO THE WORKPLACE.

SAME PET, NEW ROUTINES

Before you transition back to the office, schedule waking up, feeding, and walking as you would for your expected workday routine. Introduce a consistent departure schedule that builds on that routine.

REWARD WITH TREATS

Practice short departures on a daily basis, and gradually extend the time you are gone. Give a small treat as you leave to condition your pet to find it rewarding for you to leave. If signs of anxiety occur—such as destructive activity—don't punish your pet. Instead, shorten the time away and slowly build up to longer periods.

BUILD IN PET PLAYTIME

Before leaving, engage in rigorous play or physical activity. Burning energy can help keep pets calm and relaxed for longer periods while you're gone.

AVOID PET BOREDOM

Long-lasting treats, food puzzles, and automatic feeders can help keep pets occupied throughout the day.

CREATE COMFORT

Create a space for your pet to relax. If they typically sat with you in your home office, help them find a new place in your home. If you typically used a crate while you were gone, but have stopped while at home, explore discontinuing the crate (gradually increasing the length of time you're away) or reintroduce crating while still working from home. Do this by making it rewarding for your dog to go into the crate for short periods.

SPOT PET STRESS

Excessive barking or whining, agitation, destructive behavior, and inappropriate urination / defecation can all be signs of stress. If you're concerned, consider filming your pets when you leave so you can observe them and share the video with your veterinarian.



GET YOUR PETS READY

HOME

TIPS & RESOURCES FOR A SMOOTH TRANSITION

TURN ON BACKGROUND NOISE

Leave on a TV, radio, or sound machine to provide some company while you're away.

KEEP CALM

Remain as calm as possible when leaving and returning home. If your pet is overexcited when you return, try not to interact until they seem more relaxed.

HIRE A PET SITTER

Consider having a pet sitter visit and play with your pet if you're unable to return home for an extended period of time.

TALK TO YOUR VETERINARIAN

Concerns about behavior, stress, and well-being may require a consultation with a veterinary behaviorist or medical intervention.

Source: [American Veterinary Medical Association](#)

NEED TO FIND A PET SITTER?

Sittercity Pet Service can help you find the right in-home caregiver for your furry or feathered family members.



PETER RABBIT 2: THE RUNAWAY
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