



2025

The Return-to-Office Dilemma

**Remote, Hybrid, or On-Site:
How to Choose the Right Model for You**

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How to Evaluate Workplace Models in Your Job Search



A few years ago, remote work was an emergency plan. Then it became a preference. Now it's a battleground.

Some companies want everyone back. Others are holding onto hybrid plans. A few are staying remote by design, but they're the exception. For job seekers, this makes things complicated. Because you're not just choosing a job anymore, you're choosing a way of living.

What You'll Learn

- **The real trade-offs between remote, hybrid, and in-office work** - including salary differences (hybrid workers earn 23% more than remote employees), promotion rates, and visibility challenges that aren't obvious from job descriptions
- **A strategic evaluation framework** to assess workplace models based on career growth potential, work-life balance fit, and company culture alignment - with specific weights for each factor
- **Critical interview questions** to uncover whether a company's "flexibility" is genuine or just recruiting language, including how to identify red flags in workplace policies
- **The current workplace landscape in 2025** - 61% of employees are fully on-site, while nearly half would quit if forced back to the office full-time, creating a complicated job search environment
- **How to match your personal work style** to the right workplace model by evaluating your productivity patterns, career goals, and life circumstances

Mitel says that in 2025, 61% of U.S. full-time employees will be fully on-site, 13% will be fully remote, and about a quarter will split time between the two sources. That hybrid group is growing steadily - not fast but steadily - and for many people, it's the model that feels most sustainable.

Still, just because you might be able to find a remote opportunity doesn't mean it's the right one. Hybrid workers, interestingly, seem to come out ahead; they earn 23% more than remote employees and 12% more than their fully in-office colleagues, according to the source. Remote workers are 31% less likely to be promoted. Both can struggle to stay connected with teams.

There's a trade-off here. Flexibility might mean slower growth, and being visible might come at the cost of time, energy, or caregiving.

There's much to consider if you're navigating a job search strategy. You must ask yourself, "What does this role expect from me, physically, emotionally, and logistically, and how does that fit with my life?"

The Current Workplace Landscape

The return to the office has already begun. Gallup says about 21% of employees work exclusively on-site, 28% are fully remote, and around 51% are hybrid. There's flexibility to take advantage of, but not every business offers it, and that's a problem.

Today's candidates want something other than the traditional in-office schedule. Nearly half say they'd happily quit if it meant returning to the office full-time. Despite that, even if organisations are still supporting hybrid roles, 83% are planning an eventual return to the office, potentially in the next three years.

Also, while hybrid work is still going strong, there's a lot of confusion about what that really means. In some places, it's two fixed office days a week. In others, it's "as needed." Sometimes, that means one in-person team meeting per quarter. Sometimes, it means every Tuesday, plus any other day your manager wants FaceTime.

That's why job seekers must be cautious around vague policies. If everyone who gets promoted works on-site, then hybrid doesn't mean much. If the leadership team is in the building five days a week, there's a good chance the culture is shaped around that.

Understanding the Three Main Workplace Models

Some jobs are remote. Some are in-person. A growing amount of land is somewhere in the middle. On paper, it sounds like a simple choice. In practice, it can affect everything, from your schedule to how likely you are to get promoted.

Each model comes with its own set of realities. They're not always obvious from the outside.

Remote Work

People choose remote work for different reasons. Some want space, some need flexibility, some live too far from the job market they trained for, and others just work better in their own environment, without small talk or headphones.

It's not always about lifestyle. Sometimes it's just the only setup that makes sense.

What remote work tends to offer:

- No commute. This sounds obvious, but it adds hours to the week.
- More control over the day. Some people take walking calls. Some run laundry between meetings. Others just like having the room quiet.
- Broader options. You're not limited by workplace location. If the work's online, so are the job listings.
- Focus time. Not always, but often. Almost half of workers say remote work improves their productivity.

What can be harder:

- Growth. People working remotely are 31% less likely to be promoted. Visibility matters, whether we like it or not.
- Mentorship. Casual coaching moments don't happen on Slack.
- Belonging. Some teams make remote workers feel part of the group. Others don't.
- Communication. Not everyone writes clearly. And not every conversation works in a shared doc.

You can still grow in a remote role. People do it every day, but it usually takes more intentional effort from you and your manager.

Hybrid Work

Hybrid is often described as “the best of both worlds.” That depends on how it's done. When it's planned well, it can be flexible without becoming chaotic. When it isn't, it can feel like the worst of both: office expectations without the in-person payoff.

When hybrid works well:

- You get some face time without giving up your whole week.
- It's easier to build relationships.
- The pay tends to reflect the value. Hybrid workers now earn 23% more than remote peers, and 12% more than fully on-site employees.
- You can show up for the big moments, like presentations, decisions, and strategy, and stay home when you need quiet.

What causes friction:

- People commuting in to sit on Zoom all day.
- Different rules for different departments, or different managers.
- Performance reviews tilted toward whoever's in the office more often.
- Coordination problems. It's hard to collaborate if your whole team isn't in sync.

Hybrid has potential. But unless the expectations are clear, it can feel like you're being asked to guess what counts as “showing up.”

In-Office Work

Some people prefer being in an office. Sometimes, it's about energy, and sometimes, it's about rhythm. Some jobs still require it, like lab work, frontline service, and equipment-heavy roles. For others, it's a matter of structure and accountability.

What office work does well:

- Face-to-face interaction. For some, it's motivating. For others, it's grounding.
- Real-time decisions. Things move quickly when the right people are in the room.
- Visibility. Promotions, raises, and stretch roles tend to go regularly to those the leadership sees.
- Mentorship and learning by proximity. You overhear often when you're near people who've done the job longer than you.

What makes it harder:

- Commute time. If your job ends at 5 but traffic lasts till 6:30, that adds up.
- Less flexibility, especially for caregiving, health appointments, or anything time-sensitive.

- Geography limits. You're tied to wherever the office is. That can cut off opportunities or force moves.
- Micromanagement. Not always, but it happens more often in person. It's easier to over-manage someone you can see.

Office work has a structure. However, it can also come with costs, both literal and emotional, that not everyone can or should absorb.

The Evaluation Framework for Job Seekers

A job offer often shows up clean and complete: salary, title, maybe a line or two about flexibility. What's harder to see is the structure behind it: how work actually gets done, how careers move forward, who's present, and who gets left behind.

Here's what you'll need to think about.

Productivity: Where and How You Work Best

Some people do their best thinking at 6:00 a.m. Others hit their stride after dinner. Some need quiet. Some need routine. None of that makes you better or worse at your job. But it does change what kind of setup helps you do it well.

Ask yourself:

- When do I feel most focused?
- Do I need a defined schedule, or does a looser day actually help me?
- How much do I rely on quick answers from teammates?
- What distracts me, and what helps me reset?

If you're interviewing, try to find out what productivity looks like to the team's leaders. Not every company measure productivity the same way. Some care about output, some care about responsiveness, and some just care that you're online.

Questions worth asking employers:

- "How do you define success in this role, daily, weekly, over time?"
- "How do people share progress? Is that tracked formally, or more informally?"
- "What tools do you use to align remote or hybrid teams?"

Look for specific answers. If someone says, "We just trust people," that's not enough.

Career Growth: Visibility and Opportunity

A company might offer remote roles, but the culture would probably be more favourable if every person on the leadership team came in five days a week.

Sometimes it's subtle. A manager forgets to include someone in a hallway conversation. A stretch assignment goes to whoever happens to be in the room. Over time, the distance adds up.

If you're not careful, you can fall behind without realising it.

Red flags to look for include:

- Everyone in leadership works on-site.
- Promotions tend to go to visible people.
- The person interviewing you can't name anyone who's grown in a remote or hybrid role.

The questions to ask:

- “Can you think of someone on your team who advanced while working remotely?”
- “What’s in place to ensure people have equal access to opportunities, regardless of location?”
- “Are there mentorship programs here, and do they include people who aren’t in the office often?”

If you hear “It depends,” press a little. Ask for an example. If they can’t give one, that’s enough of an answer.

Work-Life Balance: What It Really Feels Like

Balance doesn’t mean working less. It means not being spread so thin that the rest of your life shrinks to fit around your job. Sometimes, just a few days at home make a difference. Other times, people work best when the office is designed for them.

Think about:

- Who else depends on your time, inside or outside the house?
- How long can you realistically spend commuting without resentment building?
- What your home setup can (and can’t) support: space, noise, and internet.
- How much social interaction do you need to feel steady?

Pay attention to:

- How they schedule meetings, back-to-back, or with breaks?
- When emails come in: weekdays, or weekends too?
- Whether flexibility is part of how people work or something they bring up when recruiting.
- If there’s support for remote setups, like stipends or equipment, or if you’re expected to make it work.

Balance looks different for everyone. The best signal is whether the people already working there seem to have it or are always just trying to catch up.

Questions to Ask During the Interview Process

When you’re looking for workplace flexibility, questions matter. You won’t always get straight answers. But how someone responds when you ask about work can tell you a lot. You learn something if someone brushes a question off or ignores it.

Here are some valuable questions that can help shed light on the situation:

- “Can you describe your company’s approach to remote, hybrid, or in-office work?” Don’t just ask what the policy is. Ask what people actually do.
- “How do you make sure employees feel included and connected, even if they’re not always in the room?” The answer doesn’t need to be perfect. It should be thoughtful.
- “What tools or platforms do you use for collaboration?” If they mention only email and Zoom, that might tell you how much they’ve invested in making it work.
- “How is performance reviewed and measured for this role?” You’re listening for clarity. Not every system is formal, but someone should be paying attention.
- “Can you share an example of someone who has grown in this role?” If no one comes to mind, you’ll want to know why.

A few answers might sound fine at first but feel off later. Trust that instinct. You don’t need a fully written policy; it just needs clarity.

Most jobs look more alike on paper than they feel in real life. The offer might say “hybrid,” the compensation might look solid, but the experience of doing the job every day, who you talk to, what gets noticed, and how your time feels is harder to measure.

It helps to make space for the decision. Consider weighting your choices like this:

- **Career Growth Potential (30%):** Can you see a path forward here? Would someone notice if you were doing well?
- **Work-Life Balance Fit (25%):** Does this setup support your life outside work, or constantly bump into it?
- **Compensation Package (20%):** Salary matters, but so do benefits, time off, and whether the workload matches the pay.
- **Company Culture Alignment (15%):** Does the tone feel steady? Would you trust your manager to support you?
- **Role Requirements Match (10%):** Are you set up to succeed, or will you be chasing unrealistic goals?

Everyone’s weights will be different. Some people can trade short-term structure for long-term growth. Others need flexibility right now and will figure out advancement later.

A few reminders before you decide:

- If something feels non-negotiable, don’t talk yourself out of it.
- Look at the next 12 months and imagine the third year. Can you still see yourself here?
- Pay attention to whether the company lives its stated work model or says it.
- If the answer is “almost right,” you can ask for adjustments. Some things can be negotiated. Others can be revisited six months in.

The goal isn’t to find a job that checks every box. It’s to find one that gives you enough of what you need, so you can do your best work without losing what matters most outside of it.

A little about Sarah Bishop and Recruit Recruit Ltd



Whether you're a sole trader hiring your first team member, a VC-backed startup needing to scale fast, or a corporate looking for top-tier C-suite talent, one thing stays true:

Your business grows when your people grow.

I help founders, CEOs and business leaders build brilliant teams through:

- **Recruitment:** finding and placing the right people for the right roles or embedding a talent team into growing businesses
- **Sales & Leadership Training:** developing high-performing teams that sell, lead and deliver
- **Speaking & EmCeeing:** energising events and conferences with insight, humour and practical takeaways
- **Coaching:** supporting leaders to grow confidently, communicate better, and build culture that sticks

Over the years, I've supported businesses at every stage, from bedroom startups to scale-ups and established firms navigating change. What they all have in common? A vision to grow and the ambition to get the right people on board to make it happen.

I bring no-nonsense advice, energy, empathy and results, whether I'm:

- Hiring a game-changing leadership role
- Training a founder-led team to sell with confidence
- Speaking on stage about team-building, fearless follow-up, or people strategy
- Coaching a business owner through their first ever hire

So, let's talk if:

- You're ready to grow and want to hire with confidence
- You need training or coaching to get more from your team (or yourself!)
- You're planning an event and want a speaker or EmCee who brings both energy and value

Drop me a message or connect – let's build something brilliant together.

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Scale Up!: The Founders' Guide to Accelerating Growth by Building Dream Teams by Sarah Bishop

Contact

Sarah Bishop
Founder & CEO
Recruit Recruit Ltd

www.recruitrecruit.co.uk
sarah@recruitrecruit.co.uk
01902 763 006
07827 860358