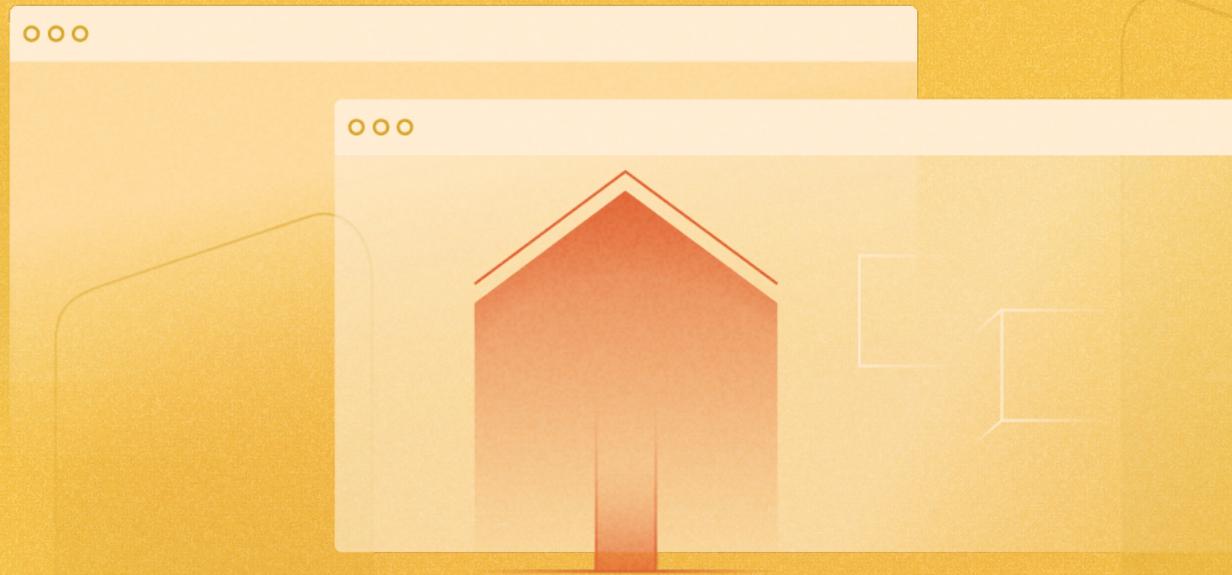# DASHLANE

The Dashlane Guide to Hybrid Work

Definitions, guardrails, and practical advice based on real experiences from the Dashlane People Team

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Letter from Dashlane Chief People Officer, Ciara Lakhani

We believe the power of storytelling is an important part of what inspires all of us to adopt new behaviors. You can share your stories and tips with us on Twitter and LinkedIn using **#HybridWorkNow.**

Here at Dashlane, our international history means we've always had experience working as a distributed team. Our mission—to make security simple for millions of organizations and their people—is perfectly suited to hybrid work. With features like password sharing and autofill, Dashlane provides secure solutions that save hours per day, no matter where you're working. But like most organizations, we are still far from perfect at optimizing how we work. That's what inspired us to put together this playbook with our learnings from adapting to the new hybrid way of work.

We like to think we have all the right ingredients: three beautiful and comfortable offices, over 300 (and growing!) talented and passionate Dashlaners—whether they work from our warm Lisbon office, at home in La Réunion island (part of France!) or in Vermont—and software to support us, including Dashlane's advanced Business plan. But these ingredients alone are not enough. It comes down to our people working together in a way that creates true synergy, where our combined output is greater than the sum of what we could do individually. While we know that people may not behave perfectly, at Dashlane we pride ourselves on always being open to learning. So, like our own company values, this playbook is aspirational. It includes practices we employ and some we have to remind each other of, which we always do with Radical Candor and empathy as we strive for continuous improvement.

The world and the way we work is evolving, perhaps more rapidly than ever before. In order to keep up, we all have to learn, listen, and refine continuously—a philosophy incredibly important to us at Dashlane. We hope the practices we share in this playbook help you and your team unlock smooth, joyful workdays.

How we define hybrid work at Dashlane

At Dashlane, we provide employees with the choice of working remotely, in the office, or a hybrid combination of the two. Nearly any role can be remote aside from some that physically need to be in the office (such as some IT roles). This means that regardless of an individual's choice, everyone is likely working with others who are not physically in the same workspace as they are.

This flexibility certainly comes with its challenges. We've found that becoming aware of these potential pitfalls is the first step in navigating and later thriving within this environment.

KEY CHALLENGES OF WORKING IN A HYBRID ENVIRONMENT

- **Lack of contextual cues and visibility:** When in person, we can see when someone is in a meeting, concentrating, or speaking with someone else. When at a distance, it is hard to figure out the meaning of silence or lack of reply and hard to "hear" tone in written communication. Not always being able to turn to a colleague for a chat can create delays, miscommunication, or micromanagement issues.

- **Balancing different time zones:** Collaborative work such as brainstorming, design reviews, architecture discussions, and solving complicated problems together can be challenging to facilitate with people working from different locations and time zones.

- **Isolation when working remotely:** Working remotely can feel, well... remote. Without a deliberate dedication to building connection, a feeling of disconnect can seep in.

- **Delayed feedback loops:** When work is completed asynchronously, feedback can take longer to give and receive. As a result, progress and learning can slow.

- **Disrupted workflow:** Each time you start to work in a new place, your brain will need to create a set of triggers and sequences to become productive. At home, you'll have to handle new types of distraction, from family to pets to TV.

Guardrails for hybrid work

Having autonomy and ownership over your work is important, but it's not enough; people also need clarity. Clear "guardrails," which can be thought of as non-negotiable requirements, help people feel more confident to run with their ownership knowing they can stay within the guardrails and meet the expectations and needs of others.

KEEP PEOPLE YOU WORK WITH AWARE OF YOUR AVAILABILITY

We believe rules-based cultures are a thing of the past and want everyone to be able to work in the way that's best for them. To avoid chaos, good communication of how, where, and when you work is needed. Think about everyone you work with closely—your manager, your peers, people on other teams, your direct reports if you're managing—and ensure you align with them on the hours you will work. It's also helpful to clarify communication preferences.

We encourage you to use the technology you have at your disposal. At Dashlane, employees use many of Slack's features to signal their availability, including:

- Syncing Slack with their calendars to show when they're in a meeting
- Snoozing notifications outside of their working hours
- Including a status that lets others know if you are out sick or on vacation and when you'll be returning

It's also important to block off time on the calendar application your organization uses and set up an out-of-office autoreply that includes who to contact in your absence. All these tactics will ensure your team members know how and when to get in touch with you.

STAY INFORMED

Consider all the opportunities for company-wide communication, including: town halls, company-wide channels on Slack, company-wide emails, department all-hands meetings, and more. These are all great ways for you to obtain the context you need for your role and to collaborate well with others. One-on-one meetings with your manager or peers are great opportunities to ask the nitty-gritty questions and dig into specifics. At Dashlane, we value Radical Candor and welcome feedback on what we've shared. While many of our employees are comfortable doing so in a public forum, make sure you consider the best way to share feedback at your organization.

Depending on your role, it may be worthwhile to consider your own proactive strategy for keeping peers and collaborators aware and informed of your work. It's a good idea to align with your manager, who will be able to help you refine the strategy.

AVOID MEETING AND MESSAGE OVERLOAD

It may seem easy to combat lack of in-person time by sending more messages and scheduling more meetings, but we suggest you thoughtfully avoid that. Our easy access to information, in both our personal and professional lives, has outpaced the brain's ability to process it. If we take in too much non-essential information, we aren't able to do things we want to do, like stay clear and calm for decision-making, effective conversations with others, and concentrated work.

How can you do this? Through pausing and prioritizing before you reach out to others.

Ask yourself:

- Is this a question, blocker, or update that needs to be communicated now to keep things moving forward quickly? Or can it wait for a regularly scheduled meeting or other update mechanism?
- Who needs to know this information? How can I ensure I'm inclusive without overwhelming others with information that might not feel helpful to them?

- Am I ready to communicate this information clearly and concisely? If you're unsure, we recommend reviewing The Pyramid Principle, a helpful method of communication.

If you're communicating with a group of people:

- Be mindful of the urgency level before sending a direct message to multiple people or using the @here or @channel features in Slack. We recommend only using these when most people in the channel need to see the information right away. The more times we are distracted during the day, the less efficiently and effectively we'll complete our work.
- If your organization uses Slack, you can use threads in channels so only those who need to engage in the topic see more details or follow up discussions

- You can also use Slack's thread feature for longer messages. Share an introduction that is a few lines long, and include the rest of the information you want to share in a thread. This gives people an easy-to-absorb way to determine if now is a good time for them to read more and think more deeply about the topic.

Consider these points when reaching out to someone on Slack or another messaging tool at an unexpected time:

- If they are online, ask if it is a good time to chat; consider whether your question can be answered via message or requires a meeting
- If their status message indicates they are not available, plan to come back later
- If your communication isn't urgent, consider opting for an email or a meeting at a later point

USE TECHNOLOGY TO RECREATE POSITIVE IN-PERSON VIBES AS CLOSELY AS POSSIBLE

*On Slack or your organization's messaging tool:*

- Say hello, ask people how they are, use emojis (whether you laugh with 😂 or 💀).
- Ensure you have a photo and your profile is filled out. This helps people who haven't met you or seen you in a long time to feel more connected.
- Be responsive! When your notifications aren't paused or you don't have a meeting notification up, send a quick response or use an emoji reaction letting the other person know you're not ignoring them. You can always let them know you got their message and will respond more fully later.

- Assume positive intent from others and do your best to ensure your communications have a positive impact. Without visual cues and especially with people you don't know well, you may want to include extra context. Even if you don't agree overall, a little positive feedback on what you do agree on can go a long way.
- Send a photo, gif, or other visual when it feels right. This can help break up text-only communication.

- Join some social channels that interest you. At Dashlane we have a #know-your-Dashlaners Slack channel that will randomly pair you with someone else for a virtual coffee chat every two weeks.

Utilize video to form and nurture relationships with people you can't easily meet:

- It's good to be on video when you can, especially when forming relationships. But we know that Zoom fatigue happens. If you're affected by it, turn off self-view or consider audio-only meetings on occasion with those you've worked with for a while.
- Pay attention to eye contact with the camera and what it will look like on the other person's video.
- Be inclusive! When there are multiple people, especially when you are in a physical meeting room with some of them, ensure you make the people on the video feel included both visually and verbally. One hack to is to have everyone in a room look into their own laptop camera.
- Cute guests are usually welcome when you're joining remotely. Having your pets or children join can often be a positive, and usually works best when the setting of the meeting isn't formal and you're being mindful of minimizing disruptions to the meeting. We love when our CMO's dog occasionally seems to be barking in agreement!
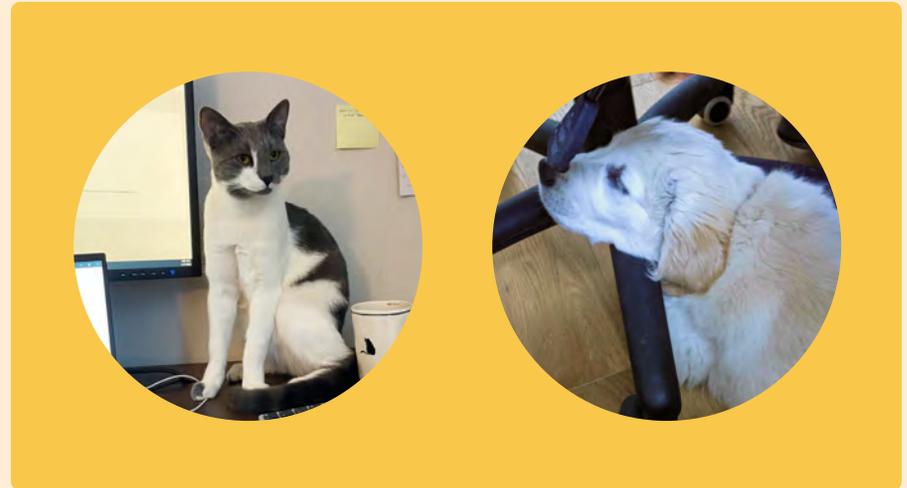
BE ACCOUNTABLE

Consistently taking accountability and delivering on what others expect builds trust amongst your colleagues. If you'd like to understand more about what accountability is, see how one of our Directors of People explained it here.

We want to hear from you. Got another best practice to share related to hybrid work? Share with us @Dashlane with **#HybridWorkNow.**

What to consider as an individual choosing to work remotely

Before opening your laptop and diving in, consider some of these habits that will set you up for success. (And if you love your WFH set-up, share it with us!)

Workspace

Don't wait to set up an ergonomic workspace. You can sit on your couch or bed, but it's very unlikely to be comfortable for a full workday. Step one for optimizing remote work is finding a good chair and lifting your screen to eye level (which might require a separate keyboard, mouse, and desk topper, or finding a set of books or boxes to put your laptop on top of). Dashlane provides monitors, keyboards, and mice for all employees to use. This can be a great way to support people in building the best environment for them if they are not in the office. Some people find a collapsible desk helpful. Working ergonomically will help you get things done more efficiently.

Internet skills

To work remotely, you need a reliable internet connection, but it's something we often forget until that lag kicks in right in the middle of a meeting. So, don't just think about having a good internet connection. Think about your readiness to deal with any challenges:

- **Tech support:** Do you know how your IT department prefers to be contacted?
- **Reboot:** Shutdown and restart your computer at least weekly to prevent slowdowns.
- **Speed test:** Practice how to do a speed test to check connectivity and predict issues before a meeting or important deadline.

- **Options:** Contact your internet provider so you know all your internet upgrade options. If your internet is spotty, consider getting a WiFi mesh system.
- **Hardwire:** Learn how to hardwire into your router if wireless goes down.
- **Hotspot:** Learn how to use your phone as a hotspot in case the internet connection is slow or drops out. If needed, consider getting an external hotspot.

Extra credit suggestions

- **Headsets:** A headset with a built-in microphone provides better audio quality. Some people use one all the time while others may prefer to use one if they're presenting to a large number of people or the video is being recorded.
- **Monitors:** There are many reasons to use a larger monitor alongside your laptop screen, in addition to ergonomics. Larger displays allow you to see more information at once and use fewer mouse clicks to review it. This reduces time devoted to window management, scrolling through large data sets, and clicking buttons. The ability to see more of one's data may also reduce stress as it means you can easily refer back to data without memorizing it yourself. And, if you have the space, you may benefit from using a dual monitor setup.
- **Printers, standing desk converter, ergonomic chairs, etc.:** Many other tools may help you feel comfortable in your setup. At Dashlane we provide a stipend every three years for people to outfit their home office for maximum comfort.

RITUALS

When you work at the office you usually benefit from a structure or sequence to the day. For example, you may get up, get dressed, commute, get coffee, and arrive at your office desk. In psychology, this is called an initiation sequence; it gets the brain ready to focus. This insight is small, but important. You'll benefit from creating your own initiation sequences at home, too. Below are some suggestions.

Create a start-up ritual

The human brain is very sensitive to sequences. No matter where you are working from, an easy way to settle yourself into focusing is to create a start-up routine and take the same two to five steps every morning. For example: sit down in the same spot > stretch your neck to the left and right > take five minutes to review your calendar and plan out your day > say hi to your team over Slack > begin.

Other sequence segment ideas include: pouring a glass of water, drinking coffee or tea, eating breakfast, taking 10 breaths, lighting a candle, putting on "work" clothes, etc.

Create a wrap-up ritual

Use an alarm when it's time to end your workday. This practice is important since you can easily burn yourself out with overwork when there are no boundaries. Your wrap-up ritual can become the bookend for your day. For example: switch your status to offline > say goodbye to your team > step away from your desk > take three deep breaths.

Other wrap-up rituals: pick an alarm you like, and change it if you find yourself starting to ignore the sound; blow out a candle you lit earlier; exercise or meditate.

"Designate" the work space

When working from home, it's easy to merge the feeling of home and work life. The challenge is that we are context-based creatures, so working on your couch means that your couch stays cognitively associated with work (and all the associated emotions). You've conditioned yourself to make this neural link, and there is no mental "stop button." On the other hand, the lure of the TV works in the same way. Having a designated space changes this.

Even if you are working in a very small apartment, having one seat at your table or one corner of the room designated as the work space allows your brain to create separation. Especially if you live, sleep, and work all in the same area, start-up and wrap-up rituals can be even more helpful. You can even designate digital spaces. If work and home must happen on the same device, use a different browser for work, and close it once you're done.

Burnout can be a challenge for people working remotely. Many toggle between worrying they are not doing enough and overworking. The tips above will help avoid this seesaw effect and help you get the most out of remote work. We encourage you to talk about how you're feeling with your manager and others.

SELF-MANAGE YOUR WORKFLOW

When working in a hybrid organization, it can be difficult to tell who's working effectively. Some remote employees may feel nervous, wondering if their manager and team are aware of their contributions. Focus on your goals and consider documenting your actions so you can refer back to them often. This will help reassure you that you are getting things done well and consistently. Here are some ways you can optimize your work:
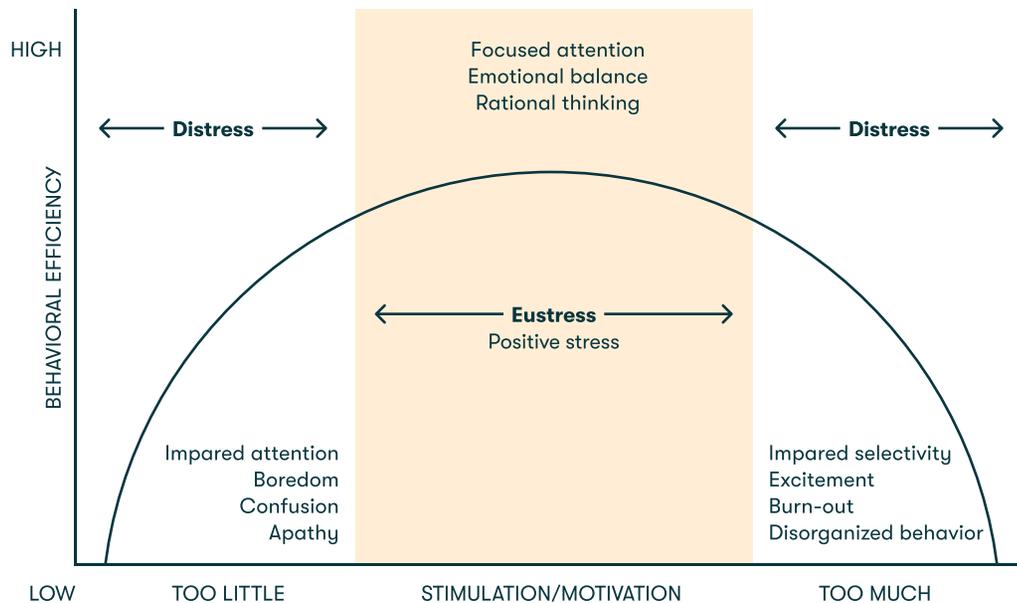
Prioritize

There are many ways to do this, and we encourage you to experiment with what works best for you. One way is to review your outstanding items, communications, and goals at the beginning of the workday or at the end of the previous day. Many people have success identifying one to three of the most important things they can accomplish during that day and focus on getting those done first. You can also use your calendar to block parts of the day for certain work. If you do this, we recommend keeping that time free or tentative so you don't prevent others from scheduling necessary meetings with you.

Promote flow

Psychological flow captures the positive mental state of being completely absorbed, focused, and involved in your activities in an enjoyable way where time goes by quickly and you're really enjoying yourself. It is often colloquially termed as being "in the zone." Flow is critical for creativity, innovation, and working happily. Finding time for flow can be challenging. To promote time for flow, many people on Dashlane's Engineering team adopt "No Meeting Thursdays." Talk to your team about what you can do to optimize your personal and team schedules. Support each other in creating time for flow.

HIGH

BEHAVIORAL EFFICIENCY

Focused attention
Emotional balance
Rational thinking

← Distress →   ← Distress →

Eustress
Positive stress

Impared attention
Boredom
Confusion
Apathy

Impared selectivity
Excitement
Burn-out
Disorganized behavior

LOW   TOO LITTLE   STIMULATION/MOTIVATION   TOO MUCH

Psychological Flow: *n.* a state of optimal experience arising from intense involvement in an activity that is enjoyable, such as playing a sport, performing a musical passage, or writing a creative piece. Flow arises when one's skills are fully utilized yet equal to the demands of the task, intrinsic motivation is at a peak, one loses self-consciousness and temporal awareness, and one has a sense of total control, effortlessness, and complete concentration on the immediate situation (the here and now)

Source: American Psychological Association, APA Dictionary of Psychology, 2022

EXTRA CREDIT

Use Pomodoros

A great tool to use to manage your workflow is the Pomodoro Technique created by Francesco Cirillo. Set a timer for 25 minutes. Work only on the designated task. If you get distracted, start the timer over. After 25 minutes, take a 5 minute break. Stretch, walk around, listen to a song, or just enjoy the quiet.

Schedule breaks

There won't be anyone to tap on your shoulder and invite you to get a coffee (although someone might ping you on Slack!). When working from home, you are responsible for making breaks happen. It's about managing your energy as much as it is managing your time. Here is a free Chrome extension with research-based tips to take mindful breaks. Equally important is getting up to move around. When you do this, consider staying off your phone or other electronic device. Don't forget to update your Slack status to let those who might be trying to reach you know.

BUILD INTENTIONAL RELATIONSHIPS

A big risk with working remotely is the sense of disconnection and isolation that you may feel from your team or that they may feel from you. The human brain is wired to monitor in-group/out-group dynamics, and working remotely can trigger the feeling of exclusion on both sides. Networks are vital to individual success and equal access to networks promotes equality.

Additionally, psychological safety is built through trusting relationships. Psychological safety for a team is the shared belief that it's safe to take interpersonal risks as a group.

These risks include speaking up when there's a problem and sharing creative ideas, among others. Some people may have joined the company after bad experiences at previous jobs, with difficult home dynamics, or could be managing mental or physical health challenges, and more. It's important we build relationships to increase their safety at work.

Find your own intentional and deliberate way to form and maintain relationships in a broader network than just inside your comfort zone. That doesn't mean you have to go to every single social gathering, but you should seek out opportunities for socializing with your team. If your preferred way isn't available, volunteer to make it happen!

We want to hear from you. Got another best practice to share related to hybrid work? Share with us @Dashlane with **#HybridWorkNow.**

Advice for distributed teams

The below recommendations are for you to discuss as a team and across the organization to help you make the most of working distributedly.

DISCUSSING YOUR WORK RHYTHMS

We discussed earlier in this guide how with less visibility, a natural side effect of hybrid work, we have more of a need for clear communication.

Have you discussed the below with your team and colleagues?

- Are there set hours we need to work in order to meet the needs of our stakeholders? If so, is it okay to deviate from those hours? Who needs to be notified and how?
- How do we want to keep each other updated and how often? What level of detail is helpful?
- What kind of communication is urgent and needs to be addressed immediately vs. what should wait for regularly scheduled meetings to avoid interrupting each other's flow?
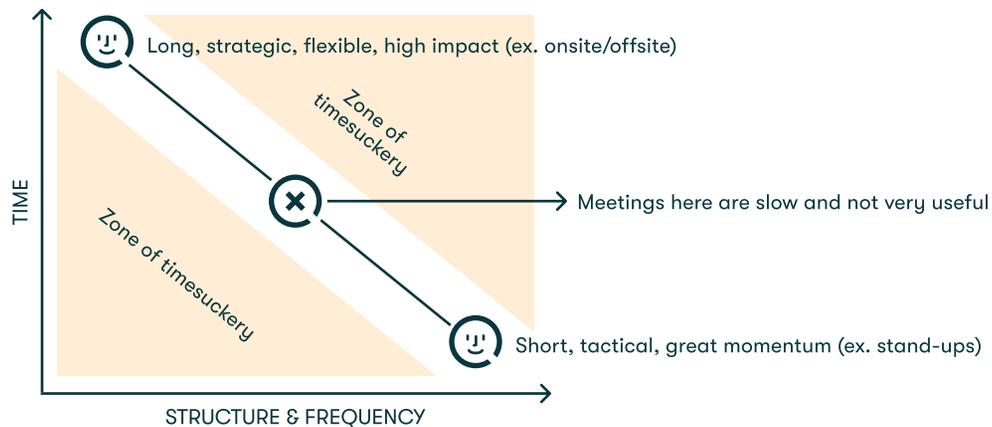
- How can we better work asynchronously? What work is more effective when we carve out time to do it synchronously instead?

Even the most effective teams rarely get it right from the beginning. The secret to finding the right communication frequency and format is to keep learning and iterating. You may want to set a reminder for yourself to ask for feedback at least once a week. Ask your manager and those you work with: "What is something you wish I or we did differently? What could I do 10% better? What's working well?" Don't wait for formal 360 feedback cycles.

DOCUMENTATION

Decisions are answers to questions. In most cases, there are multiple stakeholders who need to know about a decision. Additionally, people come and go. Most companies, like Dashlane, hire people often. Decisions should be documented so if new questions arise, anyone can go find out how we got to where we are.

Slack and other messaging apps are great *communication* tools; however, they're not the most effective as *decision documentation* tools. If you make a decision in a meeting, over Slack, or in an email chain, it should be documented in an agreed-upon method. This may be a shared document or through a platform like Confluence.

Long, strategic, flexible, high impact (ex. onsite/offsite)

Zone of timesuckery

TIME

Zone of timesuckery

Meetings here are slow and not very useful

Short, tactical, great momentum (ex. stand-ups)

STRUCTURE & FREQUENCY

It's also important to keep sources of documentation organized and up-to-date. Keeping a knowledge base updated is a team effort: In addition to having regular audits, always ensure you reach out to your manager or the page owner if you find information that seems outdated.

MEETINGS

When it comes to meetings, the ultimate goal is balance. Too many meetings may make you hate meetings. Too few and you will likely miss an opportunity for quality collaboration and a feeling of connection while doing your work.

Meetings are not the solution to accomplishing all work. Be thoughtful, selective, and accountable for the meetings you own. Don't have a meeting just because it's what you've always done. Consider if some of what you do in the meeting is covered better asynchronously. Listen to the needs of those you work with and discuss meeting preferences, frequencies, and format.

Prep to do before sending a meeting invite

- **Decide the meeting's purpose.**
  - Information sharing: transferring information between people
  - Discussion: exchanging feedback, receiving or giving direction, or brainstorming (Note: This doesn't work as well with more than six to eight people)
  - Asking for permission: making a choice
- **Create an agenda.** This can be as simple as a one-sentence summary of what will be discussed; regardless of length, you should always let attendees know what to expect.

- **Budget enough time to cover everything on the agenda.** Time pressure makes meetings more efficient, but too much time pressure eclipses the opinions of less vocal participants. Ensure there's enough time for everyone to voice their opinions, build on others' opinions, and reach a conclusion together.

Tips for during the meeting

- **Make everyone feel welcome.** Introduce anyone who doesn't yet know each other (and explain why they're in the meeting if needed).

Try to have at least the first minute be informal and friendly. This helps diffuse initial anxiety and helps everyone feel valued and included.

- **Recap ground rules or how the meeting will work.** Adjust the informality of this to match the setting. If you'd like to get more formal, you may want to establish some guidance such as: using The Pyramid Principle in communication; a "no talking over each other" agreement; deciding when to table a discussion for later; appointing someone to take notes and/or keep time; and deciding who will recap the meeting either verbally or in writing.
- **Additional ways to be an effective facilitator:**
  - **Get everyone in on the action.** Proactively give less dominant participants the floor by asking them what they think. Regularly check if participants are able to follow the conversation and contribute (especially if some people are remote and some on-site together).

- **Interrupt interruptions!** Lead by example and call out when you see someone being inadvertently silenced in a discussion. Encourage others to do the same. Come equipped with phrases like, "Just one second, Quentin—I want to make sure I understand Sandra's point before we add on to it."
- **Give credit where credit's due.** When someone makes a good point, acknowledge their contribution and give public attribution to their ideas.

SECURITY

Hybrid workplaces can pose some unique challenges when making sure that employees are staying safe online whether they are in the office, at home, or on the go. You need tools that are simple and convenient—and don't get in the way of employee workflows.

Dashlane makes password management easy by:

- Filling in all your passwords across the web, on any device
- Saving logins as employees browse the internet
- Autofilling usernames, passwords, and 2FA codes on every account
- Enabling secure sharing of passwords and 2FA codes (e.g. for shared social accounts or for onboarding purposes)

With a password manager like Dashlane, data is always secure. With these tools and tactics at your disposal, you can make your team more secure—and productive—in no time.

Haven't started using Dashlane yet? **Sign up for a free trial today.**

INCLUSIVITY, EMPATHY, AND HUMILITY

One of our Dashlane values is Inclusivity, Empathy, and Humility. We understand this value as a pathway to creating a community where everyone can come and do their best work. We want to build a culture of belonging by inviting the contributions and participation of all people. We embrace empathy in all interactions, striving to create an equitable and open environment.

In the sections above we've touched on recommendations for doing things in an inclusive and empathetic way, but here are some additional things to keep in mind that are especially important with a distributed workforce.

Customize how you provide psychological safety. To continue our discussion on psych-ological safety from earlier in this playbook, we wanted to emphasize that one of the easiest ways to promote psychological safety for everyone you work with is to:

- Remember no two people think of things exactly the same
- Listen humbly to the needs of others and find a way to meet everyone's needs

Often, the top question people have about this topic in the context of hybrid work is something like, "Should we decide how everyone will work best together and then ask them to X?" (For example: come into the office X times per week; work a set schedule, etc.)

At Dashlane, we believe the answer to this is no. Yes, it's less efficient to let people customize an experience for their own needs and preferences, and so we encourage everyone to think about those tradeoffs, but we believe people will do their best work when their personal needs are met.

In light of this, we let people opt out of in-person events if they're not comfort-able and ensure we provide alternatives that will make them feel safe to attend.

DIVERSITY, EQUITY, INCLUSION, AND BELONGING

As Dashlane adjusts to a hybrid workplace, we're also looking at what this means for our diversity, equity, inclusion, and belonging efforts.

As mentioned above, most communi-cation in a hybrid work environment happens virtually, where body language and tone of voice can be absent. This can sometimes make it difficult to have successful conversations, and it can easily lead to misunderstandings which can make people feel alone or excluded. That's why it's important to do a quick check before hitting the "send" button: Think through if another person doesn't speak English as their first language and whether the way we communicate takes into consideration the different geo-graphies, cultures and backgrounds people come from.

If you're new to inclusive communication, we recommend watching our "Building an Inclusive Culture Through Language" training that all Dashlane new hires attend. It may not answer all your questions, but it will help you set the right foundation for providing an inclusive workplace for all. It's not about being perfect; it's about making progress.

Another aspect to consider in a hybrid world is equity—whether it's the fact that people might naturally collaborate and communicate more with those who they see at the office or organize gatherings that are mostly in person. We strive to do our best to include Dashlaners who don't travel to the office often because they are still a part of our Dashlane community. You should strive to strike equity between remote, non-remote, and hybrid team members.

At Dashlane, we also watch out for proximity bias. This is a large concern especially as we see reports of those from historically marginalized backgrounds being more likely to opt for remote work. To combat proximity bias, our people partners proactively guide our managers to ensure every Dashlaner's performance

is evaluated objectively and each and every person is individually reviewed for compensation raise or promotion at a minimum once a year.

Lastly, it can be hard to understand what people are going through if we don't see them, which is why it's important not to make assumptions and keep an open mind. There are people with extra challenges in the hybrid working world such as parents, people with disabilities, and members of historically marginalized communities, and we want to strive to do our part to level the playing field for them.

MENTAL HEALTH

As the hybrid workplace becomes more commonplace, we hope that means discussing mental health will be, too. Mental health is an important aspect of inclusion, but for many, a stigma still exists when it comes to discussing it. With the pandemic raising more challenges with mental health, more and more companies are starting to discuss mental health openly and to offer benefits for counseling and other mental health support. You can hear more about Dashlane's journey in evolving how we discuss mental health at work and what benefits we offer by reading our blog post.

Adopting better hybrid work habits is not just good for productivity—it's also good for your mental health. For you *and* your colleagues.

We hope these tips will make your work easier and more joyful in the new hybrid world. Did we miss any critical tips? Let us know using **#HybridWorkNow** on Twitter and LinkedIn. We'd love to hear about your experience in the hybrid workplace.

Interested in learning more about how Dashlane can help your business improve productivity and security?

Reach out or start a trial today.

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