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Where knowledge is shared and multiplied

WELCOME

**ICBE Lunchtime
Bite-Sized Webinar**
Leading Hybrid Teams

We will be starting in a few minutes
March 23rd @1:15pm

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invisio
Unleashing Potential



LEADING HYBRID TEAMS

Tony Shone
23 March 2022



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BITE SIZE TAKE AWAYS



1. Review of Leadership skills required for hybrid to work effectively
2. Practical tips – Yours and mine
3. How to take a strategic approach to setting your team up for success - Action planning template to minimise risk and unleash the potential of a hybrid workforce strategy

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AS CHILDREN WE MIGHT HAVE DREAMT OF THIS...

5



... BUT AS GROWN-UPS, IT'S BECOMING THIS!

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HYBRID – THE BENEFIT OF BOTH WORLDS

100% Onsite

- Improved team collaboration
- Better social interactions
- Improved Creative output
- More opportunity for events by chance in a beneficial way

100% Remote

- Better individual productivity
- Improved work/life balance
- More cost savings
- Lower carbon footprint
- More access to talent

Hybrid Model

Leading Hybrid Teams

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WHAT PEOPLE ARE TELLING US:

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- That we can be just as productive at home as in the office – if not more so
- A number of organisations still taking a ‘wait and see’ approach – this is causing anxiety for some
- Personal bias of manager is influencing the policy versus an objective approach

The Paradox...

“People want the flexibility to work from anywhere, but simultaneously crave more in person connection” – Survey of 2500 Microsoft employees

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7 Myths Standing Between You and a Hybrid Future of Work
Gartner

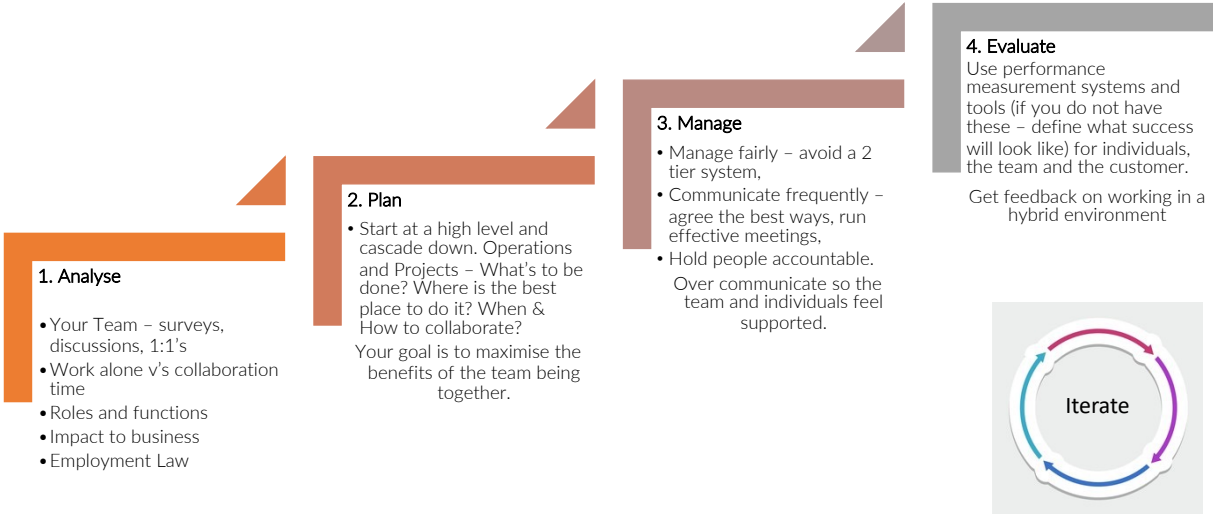
7 myths about hybrid workforce models

- 01 Our existing remote work strategy will work for a hybrid workforce
- 02 Employees are less productive outside the office
- 03 We need to monitor and measure what employees are doing
- 04 Our jobs just can't be done remotely
- 05 We need in-person contact to sustain our culture
- 06 Hybrid workforce models hurt diversity, equity and inclusion strategy (DEI) strategy
- 07 A hybrid workforce model duplicates our IT infrastructure

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4 STEP FRAMEWORK FOR HYBRID WORKING

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1. Analyse

- Your Team – surveys, discussions, 1:1's
- Work alone v's collaboration time
- Roles and functions
- Impact to business
- Employment Law

2. Plan

- Start at a high level and cascade down. Operations and Projects – What's to be done? Where is the best place to do it? When & How to collaborate?

Your goal is to maximise the benefits of the team being together.

3. Manage

- Manage fairly – avoid a 2 tier system,
- Communicate frequently – agree the best ways, run effective meetings,
- Hold people accountable. Over communicate so the team and individuals feel supported.

4. Evaluate

Use performance measurement systems and tools (if you do not have these – define what success will look like) for individuals, the team and the customer.

Get feedback on working in a hybrid environment

Iterate

Source: Udemy Business 2022

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JOURNEY MAPPING

'As is'

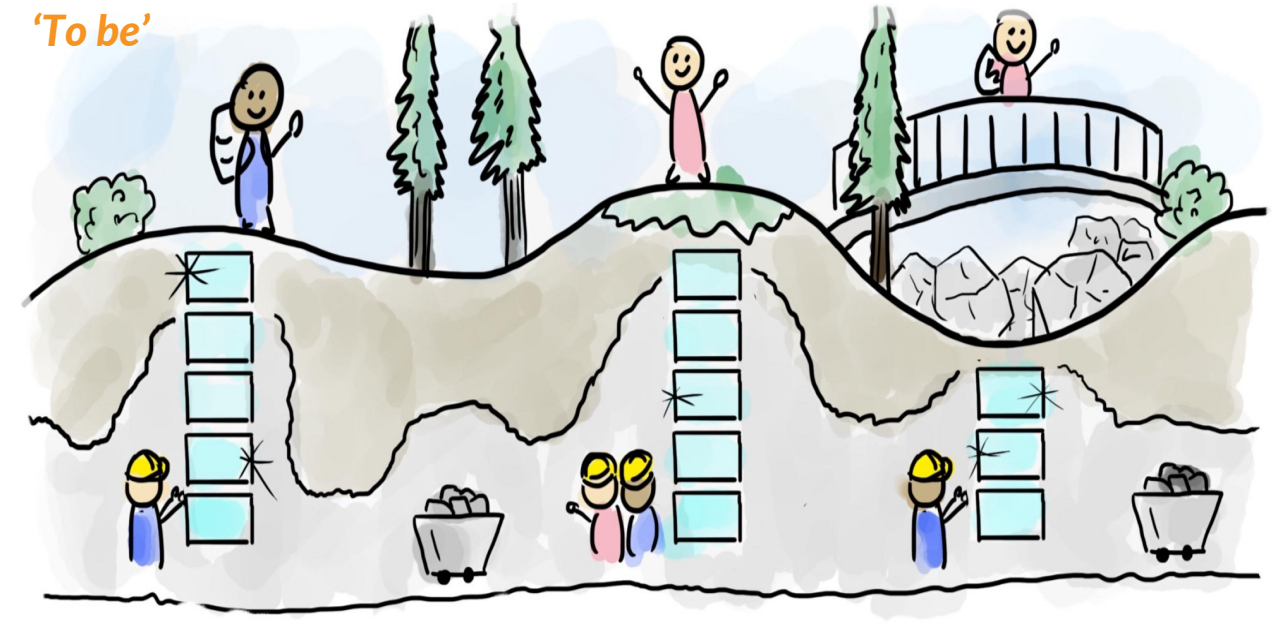


Visually illustrates the employee experience **PROCESSES, NEEDS & PERCEPTIONS** throughout their interaction and relationship with an organisation

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JOURNEY MAPPING

'To be'

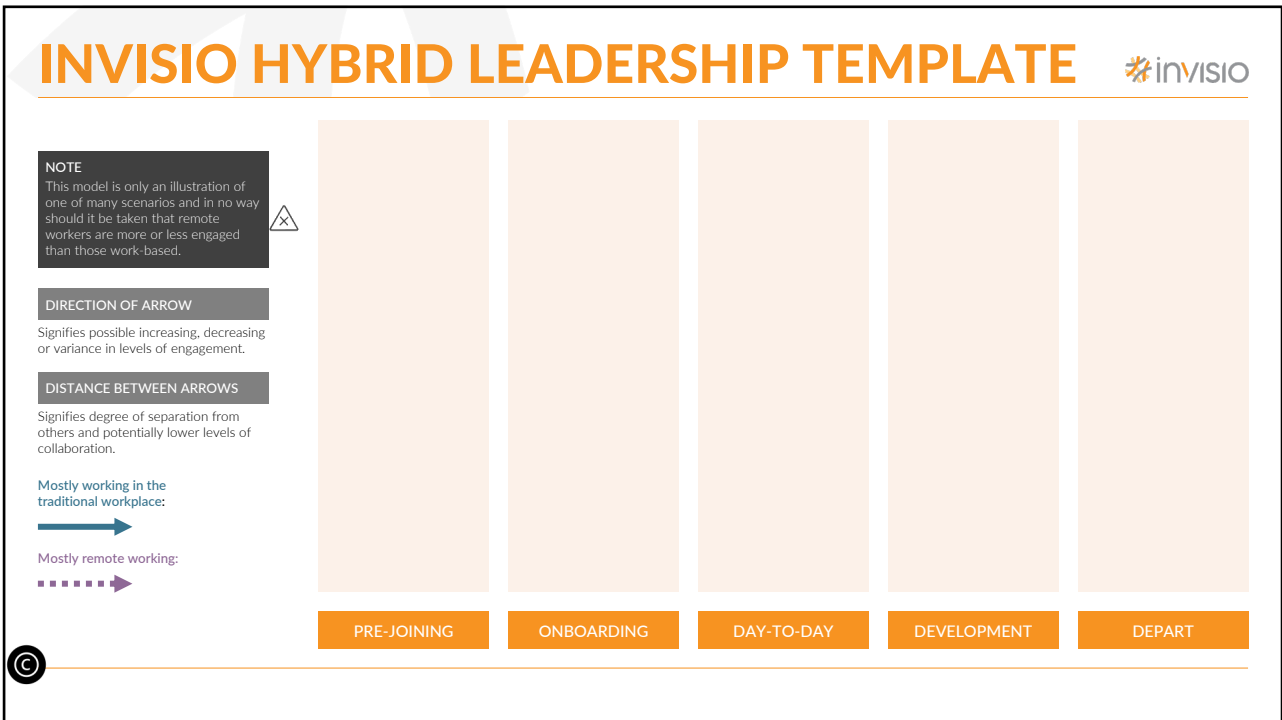


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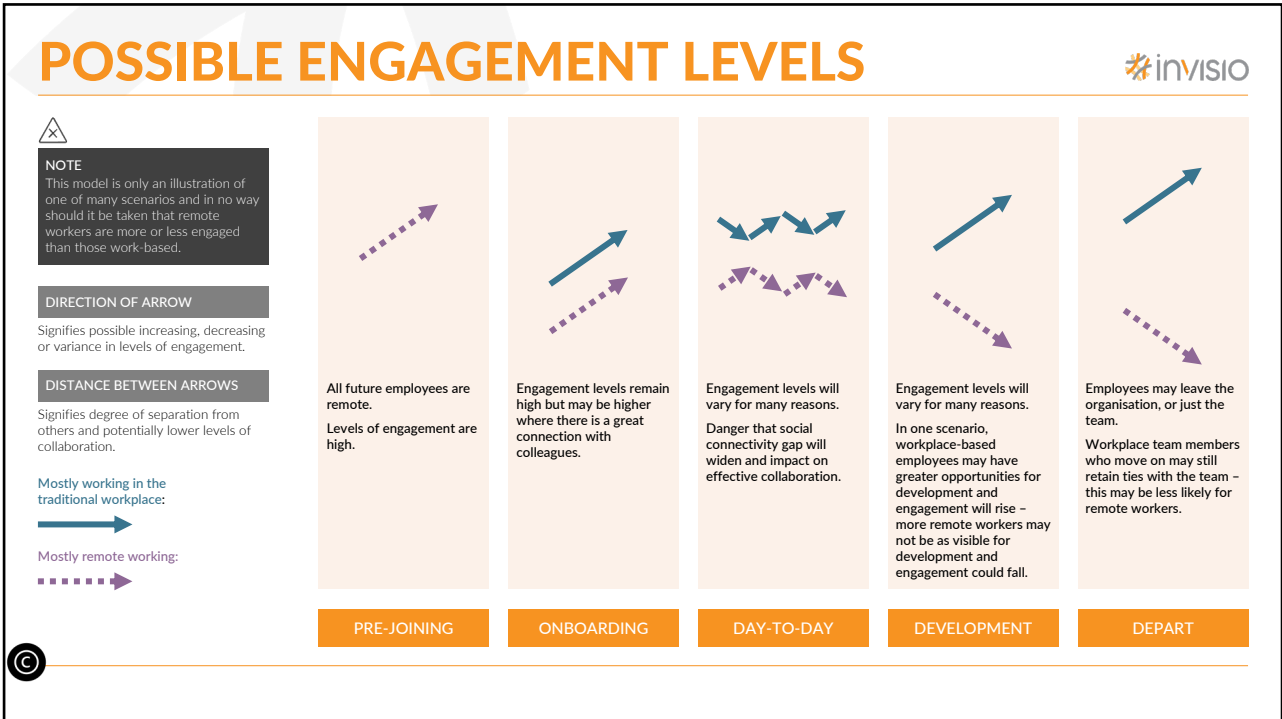
INVISIO HYBRID LEADERSHIP TEMPLATE #invisio

	PRE-JOINING	ONBOARDING	DAY-TO-DAY	DEVELOPMENT	DEPART
1. What's happening at each stage?					
2. Describe the employee experience – challenges of not being together, motivators / demotivators, emotions etc.					
3. What specific activities require effective collaboration?					
4. Where are, and what are the 'break-points'?					
5. As a manager, what do you need to do to...					
1. Drive performance 2. Champion development 3. Communicate effectively 4. Enable enterprise contribution 5. Foster inclusive team climates 6. Build trust and psychological safety 7. Establish team culture and norms					

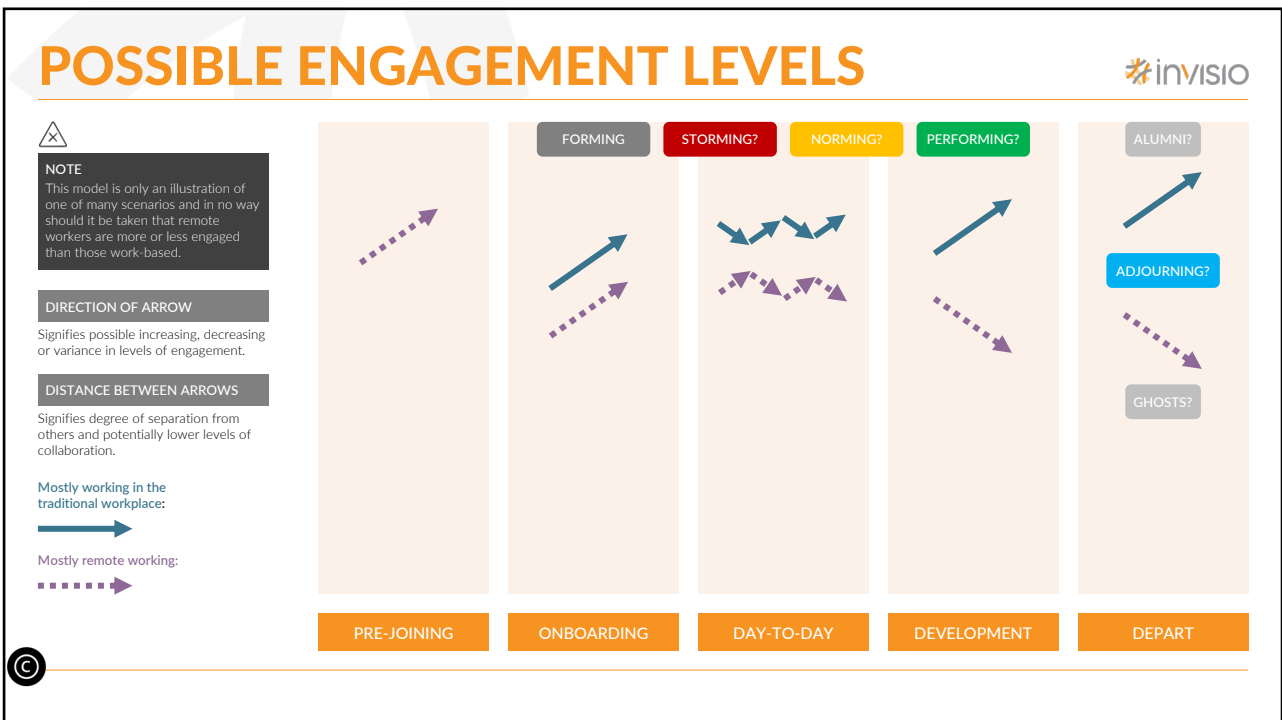
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THINK REMOTE FIRST



For a hybrid model to work, employers need to rethink their processes and policies – and adopt a remote-first culture.

The fundamental tenets of a remote-first model, whether fully remote or hybrid, are **flexibility**, **choice**, **trust**, and **equal access** to opportunity regardless of location.



Joanne Mangan
Grow Remote

Leading Hybrid Teams

Management Development Programme

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IN OR OUT?



- Employees may want to choose the days they work from home – according to a recent HBR article this is not a good idea
- Set out days where you need everyone together – or not
- make sure that teams that often work together have at least two days of overlap in the office.
- New hires should be in the workplace more often for the first year to bond with other new recruits



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Be very clear about..

- Performance expectations / measurement and accountability
- Ways of working – how / when we work

Facilitate regular check-ins – formal & informal and share..

- Working styles / preferences as a team
- Priorities and capabilities
- Daily check in – and check out

Adopt...

- Online / onsite buddies
- A coaching style of leadership

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There is no such thing
as Leadership

There is only
following

Simon Mont

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BUILDING AN ENGAGED HYBRID TEAM



1. Provide a real sense of purpose and value
2. Show you truly care about well being
3. Create psychological safety - where individuals can speak up in a hybrid environment
4. Regular feedback on their performance...both ways!
5. Empower people to do the job you are paying them to do – and let them get on with it

So is leading a hybrid team so different...or is it leadership at its best?

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YOUR EXPERIENCES



In terms of leading hybrid teams

1. What have you done that has worked well?
2. What would you recommend others do differently?

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THANK YOU!

Q&A

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Betty Nerney
Learning Facilitator at Invisio

HYBRID WORK SERIES
Surviving and Thriving in a Hybrid Team
Free Lunchtime Bite-Sized Webinar
Wednesday, March 30th at 1.15pm
To reserve your place, contact alison@icbe.ie

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