Maximizing Performance with Hybrid Teams

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Agenda

- Advantages & Challenges of Hybrid Teams

- Culture in a Hybrid Environment

- Strengthening Culture Connectedness

- Managing in a Hybrid Environment

- Leading in a Hybrid Environment

- The Foundation – 5 Key Behaviors

- Leadership Considerations

Advantages & Challenges of Hybrid Teams

✓ Advantages	! Challenges
Talent/Employee Retention	Collaboration & Teamwork
Increased Employee Engagement	Purposeful Communication
Work/Life Flexibility	Managing Expectations & Performance

Culture in a Hybrid Environment

- Employees experience culture differently in a hybrid environment.

Traditional Approach "Connectedness by Osmosis"		Hybrid Disruption		Hybrid Opportunity		Connectedness by Intention
Diffuse culture in the office	→	Less time in the office	→	More time with work		Diffuse culture through work
Connect through physical proximity	→	Fewer moments of being seen	→	Greater need to feel seen		Connect through emotional proximity
Optimize macro- (large-group) experiences	→	Shrinking ecosystems	→	Intensified relationships		Optimize micro- (small-group) experiences

- Strengthening culture connectedness, therefore, is key to a successful hybrid environment.

Strengthening Culture Connectedness

Through Work

- Make employees aware of the value their role provides the organization and the extent to which this value is (or is not) tied to a location.

- Equip employees to discover the personal value they gain from work and empower them to shape their experience to maximize it.

- Audit work processes against the values and belief systems of your culture to ensure they are reflective of them.

43% Employee culture connectedness can increase by up to 43% when culture is diffused through work.

Through Emotional Proximity

- Create empathy, not just interest, for the mission of the organization by making its impact tangible.

- Identify the "moments that matter" when employees are most likely to feel seen by others in the organization, and create these more intentionally.

- Guide teams to identify which moments are enhanced when they are shared in person.

27% Employee culture connectedness can increase by up to 27% when employees experience emotional proximity.

Through Micro-Based Experiences

- Adopt a minimalist approach to macro-culture to ensure it is more easily adaptable to diversified work contexts.

- Equip teams to create their own micro-cultures using macro-culture as a diagnostic to steer away from toxic behaviors.

- Recognize and reward individualized culture approaches rather than pure compliance.

19% Employee culture connectedness can increase by up to 19% when achieved through micro-based experiences.
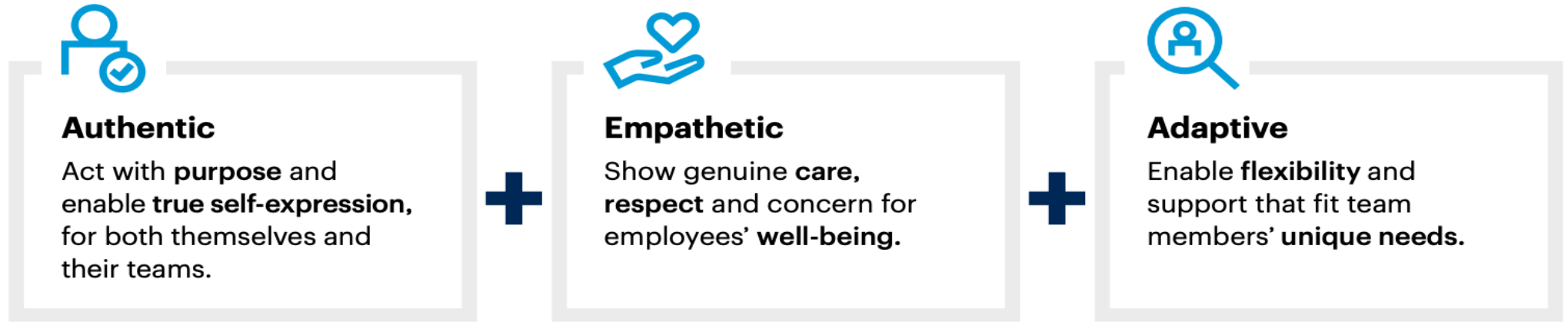
Managing in a Hybrid Environment

1

INFORM

2

INTERACT

3

INVOLVE

	Establish Clear Expectations	Communicate Effectively	Focus on Performance Outcomes
From	Core working hours In-person meetings	Traditional communication methods	Measure observable work time
To	Flexible working hours Remote check-ins	Non-traditional communication methods	Measure results and objectives

Leading in a Hybrid Environment

Authentic
Act with **purpose** and enable **true self-expression,** for both themselves and their teams.

+

Empathetic
Show genuine **care, respect** and concern for employees' **well-being.**

+

Adaptive
Enable **flexibility** and support that fit team members' **unique needs.**

	Role Model Behavior	Support Teams	Deliver Results
From	**Professional** Enable workplace boundaries	**Employees** Address work needs	**Efficient** Manage standardized workflows
To	**Personal** Enable safe self expression at work	**People** Address life needs	**Individualized** Manage tailored, flexible workflows

Remote Work Biases

	Recency Bias	Proximity Bias	Confirmation Bias
Definition	When you easily recall and place too much emphasis on the employee's most recent work.	Tendency to place greater attention to people we're physically exposed to on a regular basis.	Seeking out, preferring, and remembering things in a way that suits what we already believe.
Ways to Mitigate	Track performance over time.	Rely on asynchronous communications (tools that don't require real-time back and forth).	Seek out different perspectives.

The Foundation - 5 Key Behaviors

Individual Expectations

Team Expectations

Department Expectations

Key Behaviors:

- Gather Purposefully

- Be fully present and engaged

- Ensure competence with technology

- Establish consistent ways of working

- Clearly communicate intentions & expectations

Leadership Considerations
Communications

Questions to ask:

- Which communication methods are the most effective for our employees?
- How will onboarding new employees work when most of our workforce is remote?
- How can we bridge the gap between remote employees who are used to hallway conversations?
- How frequently should we be bringing all employees together in person?
- How will remote work change our communications needs? How can we collect feedback from employees about how they prefer to communicate?
- Do employees have clear-cut rules about how they should communicate with other employees and through which tools or methods?

Leadership Considerations
Employee Wellness, Engagement & Morale

Questions to ask:

- What tools will we provide employees to help prevent them from burnout?

- What wellness programs will we sponsor internally at the organization? What incentives will we provide employees to participate in these programs?

- What team building or morale programs will we offer employees? How will we select them and collect feedback from employees?

- How can we ensure camaraderie between all employees regardless of work location?

- What changes to our employee engagement strategy should occur to ensure a productive and engaged workforce?

Leadership Considerations
Performance Management

Questions to ask:

- How often do managers need to check in with employees?
- What structure can we provide employees to help them hold themselves accountable for day-to-day work?
- How can we most effectively track and document performance? How can we foster a culture of trust?
- How can we equip those with supervisory responsibilities to manage employees in hybrid/remote roles?

Leadership Considerations
Career Development

Questions to ask:

- How can we support employees in their career development when in-person mentorship is no longer available?
- How can we foster conversations around learning and development with remote employees?
- How often should we check in with employees about their career development?
- Will we offer any programs to encourage employees to develop new skills?
- How can we encourage an honest and open dialogue between employees and managers now that informal interactions are much rarer?
- Are we making sure that remote employees and employees at the office both have the same opportunities with career advancement?

Questions