Maximizing Performance with Hybrid Teams

March 27, 2023

By: Dana Nagengast, Assistant Vice President for Human Resource
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**
- Talent/Employee Retention
- Increased Employee Engagement
- Work/Life Flexibility

**Challenges**
- Collaboration & Teamwork
- Purposeful Communication
- Managing Expectations & Performance
Culture in a Hybrid Environment

- Employees experience culture differently in a hybrid environment.

<table>
<thead>
<tr>
<th>Traditional Approach “Connectedness by Osmosis”</th>
<th>Hybrid Disruption</th>
<th>Hybrid Opportunity</th>
<th>Connectedness by Intention</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diffuse culture in the office</td>
<td>Less time in the office</td>
<td>More time with work</td>
<td>Diffuse culture through work</td>
</tr>
<tr>
<td>Connect through physical proximity</td>
<td>Fewer moments of being seen</td>
<td>Greater need to feel seen</td>
<td>Connect through emotional proximity</td>
</tr>
<tr>
<td>Optimize macro- (large-group) experiences</td>
<td>Shrinking ecosystems</td>
<td>Intensified relationships</td>
<td>Optimize micro- (small-group) experiences</td>
</tr>
</tbody>
</table>

- 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.

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.

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.
## Managing in a Hybrid Environment

### INFORM
1. Establish Clear Expectations
2. Communicate Effectively
3. 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 |

**From:** Core working hours and in-person meetings. **Communicate Effectively:** Traditional communication methods. **Focus on Performance Outcomes:** Measure observable work time.

**To:** Flexible working hours and remote check-ins. **Communicate Effectively:** Non-traditional communication methods. **Focus on Performance Outcomes:** Measure results and objectives.
# Leading in a Hybrid Environment

## Role Model Behavior
- **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.

<table>
<thead>
<tr>
<th>Role Model Behavior</th>
<th>Support Teams</th>
<th>Deliver Results</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>From</strong></td>
<td><strong>To</strong></td>
<td></td>
</tr>
<tr>
<td>Professional</td>
<td>Personal</td>
<td>Efficient</td>
</tr>
<tr>
<td>Enable workplace boundaries</td>
<td>Enable safe self expression at work</td>
<td>Manage standardized workflows</td>
</tr>
<tr>
<td>Employees</td>
<td>People</td>
<td>Individualized</td>
</tr>
<tr>
<td>Address work needs</td>
<td>Address life needs</td>
<td>Manage tailored, flexible workflows</td>
</tr>
</tbody>
</table>

[Source: CLAREMONT McKENNA COLLEGE]
# Remote Work Biases

<table>
<thead>
<tr>
<th></th>
<th>Recency Bias</th>
<th>Proximity Bias</th>
<th>Confirmation Bias</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Definition</strong></td>
<td>When you easily recall and place too much emphasis on the employee’s most recent work.</td>
<td>Tendency to place greater attention to people we’re physically exposed to on a regular basis.</td>
<td>Seeking out, preferring, and remembering things in a way that suits what we already believe.</td>
</tr>
<tr>
<td><strong>Ways to Mitigate</strong></td>
<td>Track performance over time.</td>
<td>Rely on asynchronous communications (tools that don’t require real-time back and forth).</td>
<td>Seek out different perspectives.</td>
</tr>
</tbody>
</table>
The Foundation - 5 Key Behaviors

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