How To Manage in a Hybrid Work Environment

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September 21, 2023

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Good Morning

What work is
and how it gets done
has changed since
March 2020

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Flexibility is no longer a differentiator; it is an expectation

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Definition of a Knowledge Worker

"An employee whose job involves
developing and using knowledge rather
than producing goods or services"

Source: Cambridge.org

Knowledge workers can perform most of their work anywhere at any time

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Three Types of Work Models

On-Site Work (In Office)-Employees are asked to complete specified hours from one central location

Hybrid Work- For each employee, some days each week are from home and some are in the office (not at home)
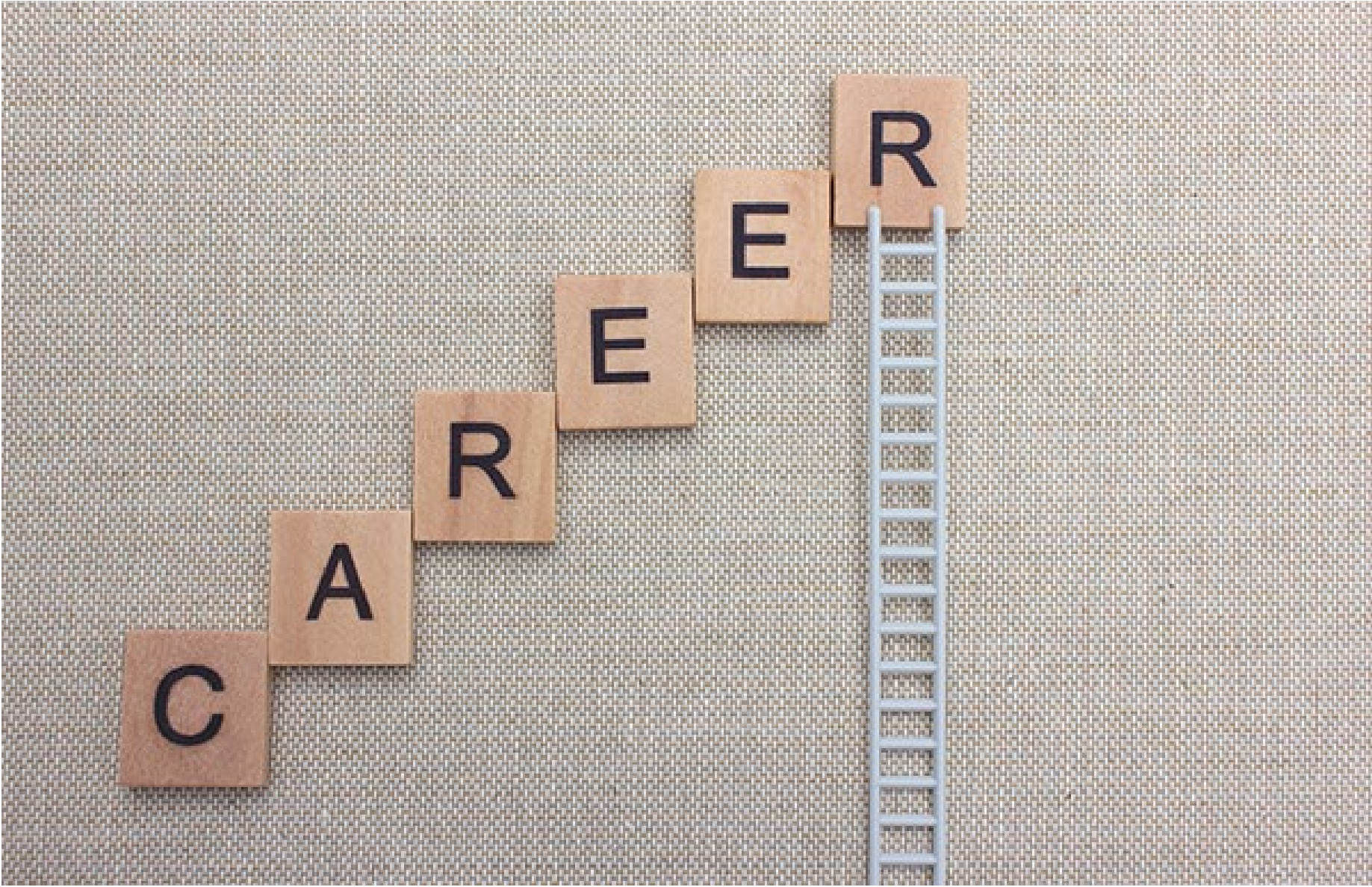
Remote Work (Fully Distributed)- All employees are remote, working from individual locations

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Poll

What Type of Work Model Does Your Company Use:

- On-Site Work (In Office)
- Hybrid Work
- Remote Work (Fully Distributed)

Key Factors in Hybrid Work Management

1. Setting **Expectations**

2. Giving **Trust**

3. **Communicating**, **Communicating, Communicating**

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Breakout Rooms | What are the benefits of working from home?

It's not about putting in the time,
it is about putting in the work

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Switch to measuring output and results, not hours worked

Poll

Have you ever managed an employee who was at their desk all day and yet accomplished very little?

- Yes

- No

Adam Grant ✔
@AdamMGrant

To all the companies calling people back to the office full-time: Don't mistake presence for performance.

Showing up is not a sign of commitment or contribution. It's an act of compliance.

What matters is the value people create, not the place they inhabit.

June 13, 2023

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Setting Expectations - Nuts & Bolts

• Calendar sharing

• Coordinated in-office days

• All things technology

• Communication best practices

Setting Expectations - Work Product

- Align goals and current portfolio of work

- Determine a method for reporting out

- Discuss accountability

Prioritize 1:1s

- Frequent and consistent

- Consider virtual walk and talks

- Remember… direct reports can no longer "easily see" when you are busy or free or "catch you" in the hallway

- Having a consistent, reliable time together means:

  ✓ Your direct reports can count on this time to ask questions

  ✓ Relationships can be built and strengthened

  ✓ Work can be reprioritized as needed

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For you, in the workplace, is Trust given or earned?

- Given?

- Earned?

Giving Trust

"I would like you to be more self-reliant, show more initiative and take greater personal responsibility - but check with me first!"

Image credit : chanty.com

Communication

- Key to improving performance excellence

- Be proactive

- Use the appropriate channel for the circumstance

  - ✓ IM/Slack/Text

  - ✓ Phone

  - ✓ Email

  - ✓ In-person meeting

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Communication

Calendar Love

- Share calendars

- Set expectations for breaks and personal time

- Block out time when unavailable for meetings (even if it's for yoga!)

- Schedule time for lunch

- Serve as a role model

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Meeting Structure

Improve meeting quality

- Conduct a meeting audit

- Flipped classroom mentality

- Remove report-outs

  - ✓ Use emails or memos instead

Meeting Structure

To meet In-Person or Online…that is the question

- Respect the meeting organizer's decision

BY SETH BORENSTEIN
Published 11:39 AM EDT, April 27, 2022

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Video meetings dampen brainstorming because we are so hyper-focused on the face in that box that we don't let our eyes and minds wander as much, a new study found.

Source: Ideas on Mute

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Online Meeting Etiquette

Establish Camera Expectations

- Research on the **'mere exposure effect'** - seeing each other's image promotes trust and liking

- According to LifeLabs Learning, **the #1 thing one can do** to improve communication, increase trust, and reduce conflict in your remote meetings

- Share the reasoning with your team

- Cameras on at the beginning of the meeting at minimum

Breakout Rooms

Share an example of your success as a manager of hybrid employees

OR

Ask the group for feedback on a hybrid challenge you are looking to overcome

Suggested Action Items

- Host a "re-onboarding" for team

- Provide continued change management

- Use to implement or redesign for efficiency to improve organizational performance

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Discussion

What resistance do you see to hybrid work, if any?
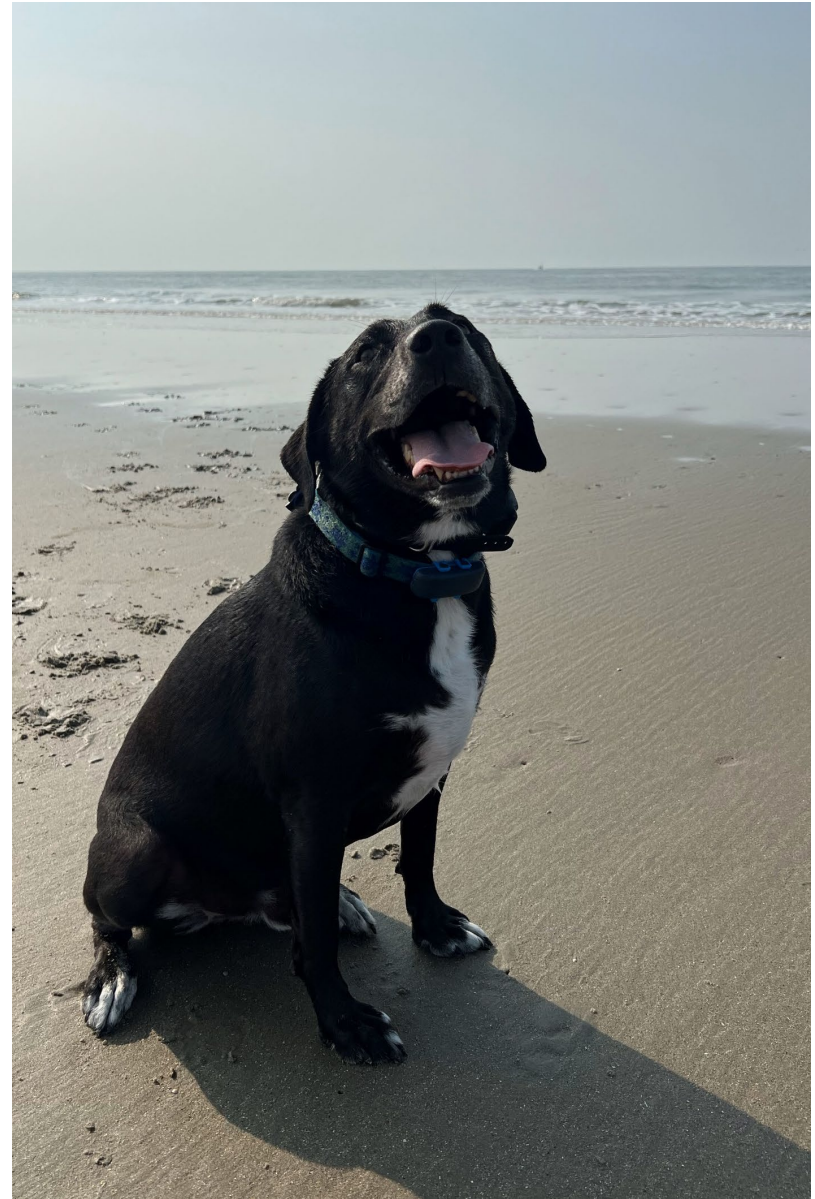
7 Commandments for Successful Hybrid Work

1. Thou shalt coordinate.

2. Thou shalt set communication norms.

3. Thou shalt be multimodal.

4. Thou shalt relaunch.

5. Thou shalt not send mixed messages.

6. Thou shalt overcommunicate.

7. Thou shalt pilot and review.

Source: Adam Grant's 7 Commandments for Successful Hybrid Work

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Questions?

THANK YOU

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