

How To Manage in a Hybrid Work Environment

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September 21, 2023



JUST SO
MARY

Good Morning



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

Flexibility is no longer
a differentiator;
it is an expectation



Definition of a Knowledge Worker

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

Source: [Cambridge.org](https://www.cambridge.org)



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



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)

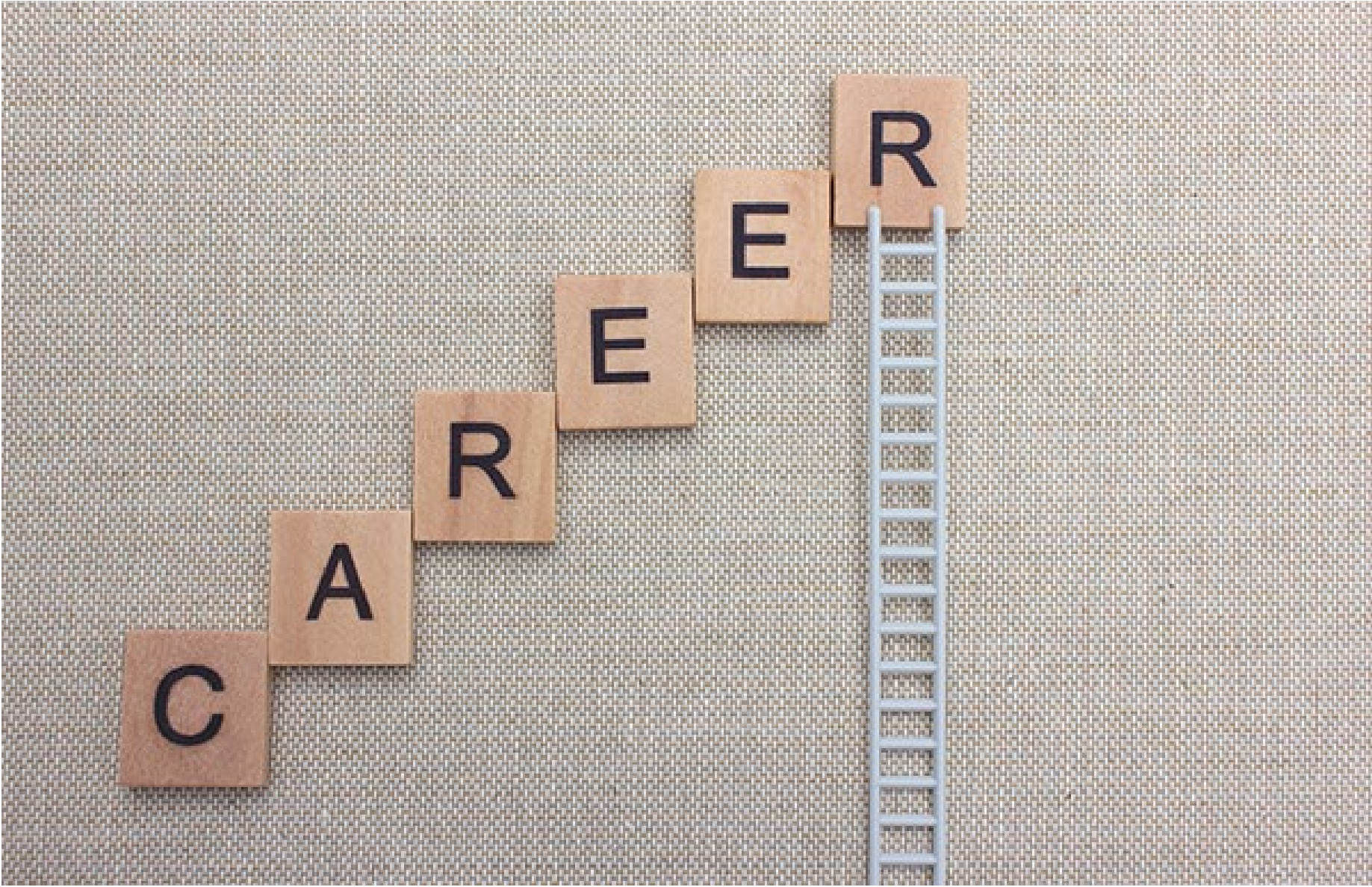
Remote Work (Fully Distributed)- All employees are remote, working from individual locations



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**



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



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



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



Poll

**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

Communication



5 CNM EMAIL ETIQUETTE PROTOCOLS



1. ACCURATE AND DIRECT SUBJECT LINES

Be clear, and when possible, use a CNM Email Tag in ALL CAPS (FYI, RESPONSE REQUESTED, FOR YOUR REVIEW, ASSISTANCE NEEDED).



2. USING To, CC and BCC FIELDS

To: Who you are directly addressing, CC: Who needs to stay in the loop, BCC: Who needs to know action is being taken and can drop off future emails.



3. REPLY ALL AND THANK YOU ETIQUETTE

To reduce email volume, reply directly to those who need to receive the response, and do not send "Thank You" emails (it is assumed).



4. BREVITY

Long emails take time to read, so please aim to be succinct in your email. If it has to be long, provide a short summary at the top of the email.



5. LIMIT BACK AND FORTH EXCHANGES

Determine if email is the correct communication vehicle for your message. Pick up the phone or schedule a meeting after 3 email exchanges.

ADDITIONAL BEST PRACTICES



Reply to emails within 2 business days of receipt.



When you are unavailable via email, ensure your Automatic Reply message includes information for who to contact in your absence.



Link to documents on SharePoint or CNM.edu rather than attaching a copy.



Emails written outside the hours of 7:00 a.m.-7:00 p.m., Monday - Friday should be saved as drafts or scheduled to send during normal business hours.



Individuals are not expected to respond to emails outside of the 8:00 a.m.-5:00 p.m. window.



If you need to reach someone outside of regular business hours and have an emergency, please reach out via phone call or text.



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



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

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Share 

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](#)



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



Discussion

What resistance do you see to hybrid work, if any?

7 Commandments for Successful Hybrid Work

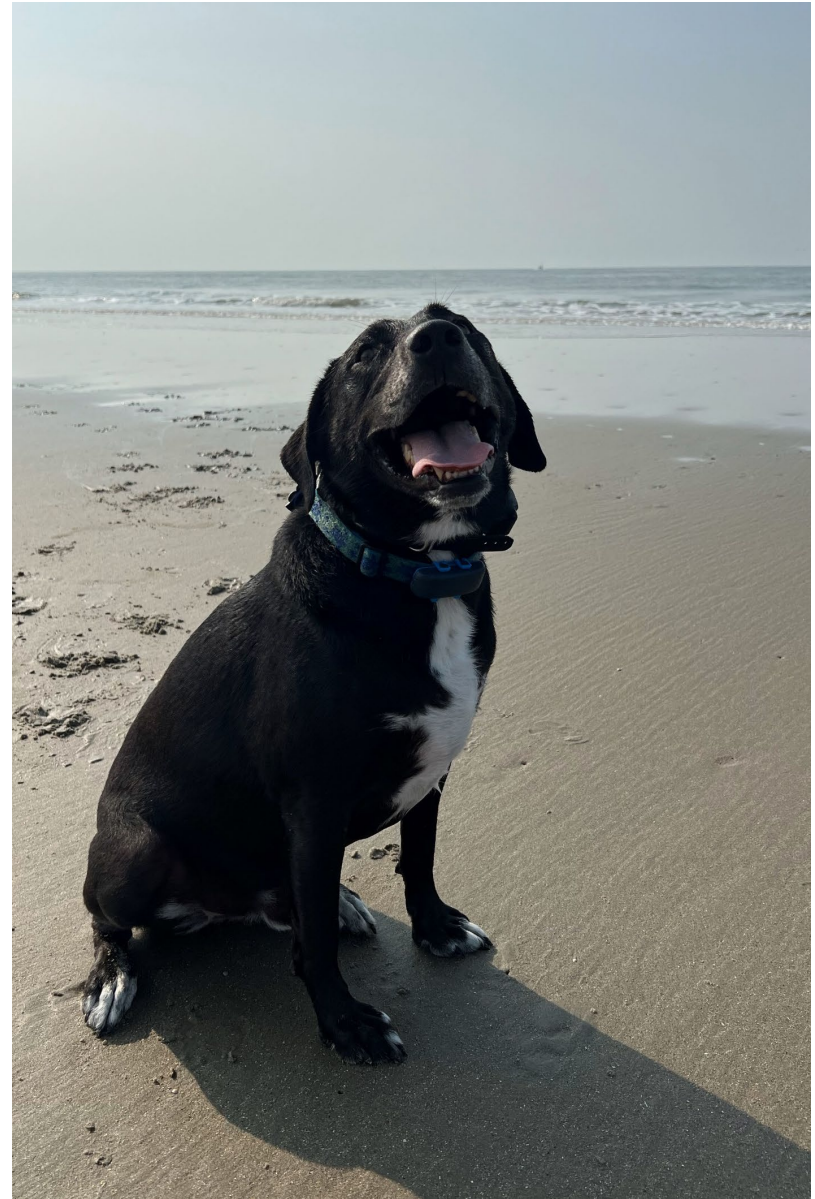
1. Thou shalt coordinate.
2. Thou shalt set communication norms.
3. Thou shalt be multimodal.
4. Thou shalt relaunch.
5. Thou shalt not send mixed messages.
6. Thou shalt overcommunicate.
7. Thou shalt pilot and review.

Source: [Adam Grant's 7 Commandments for Successful Hybrid Work](#)



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Questions?



THANK YOU

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