

HYBRID TEAM LEADERSHIP

Mindsets and Skillsets for Success

August 11, 2021



- What is hybrid?
- The challenges and benefits of a hybrid team
- The four critical elements of a high-performing team (in any environment)
- The unique challenges of driving high team performance in a hybrid world
- The mindset shift and skillset sharpening leaders need to do to foster teamwork and community within hybrid teams

AGENDA

TRANSFORM WITH US



INTRODUCTION TO YOUR DEDICATED TEAM

Working with you side by side, everyday



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SENIOR DIRECTOR,
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 Your **trusted** workforce transformation partner

HYBRID TEAM

CHALLENGES AND BENEFITS

HYBRID PROS AND CONS

PROS AND CONS TO EACH SCENARIO

Connection vs. Isolation



SO MUCH DEPENDS ON PERSONAL STYLES, PEOPLE'S NEEDS, ROLE OF WORK IN THEIR LIFE.

DEFINING HYBRID

WHAT DOES HYBRID LOOK LIKE?



●●● HYBRID DEFINED

A PORTION OF THE COMPANY COMMUTES TO AN OFFICE AND A PORTION WORK REMOTELY.

Why is this relevant now? Many workers have always worked remotely.

- Scale at which virtual/remote is happening
- Strategic company decision vs. an accommodation
- Greater attention to the implications for the individual
- Greater attention to the implications for the organization when it happens at scale
- Shifting to more of a shared responsibility



HYBRID IS 2021'S VIRTUAL. 2020 VIRTUAL IS NOT THE NORM. HYBRID IS SOMETHING DIFFERENT AND IT'S NOT FOR ALL.

BENEFITS OF HYBRID/VIRTUAL

- Source talent from anywhere
- Gives employees greater flexibility
- Less expensive for companies
- Reduces global footprint



Almost all of us have worked fully remote for over a year now, though the experience arguably would have been better less one pandemic. We have developed two major versions of all our operating systems, organized two full WWDCs, introduced numerous new products, transitioned to our own chipsets, and supported our customers with the same level of care as before. We have already piloted location-flexible work the last 15 months under much more extreme conditions, and we were very successful in doing so, finding the following benefits of remote and location-flexible work for a large number of our colleagues:

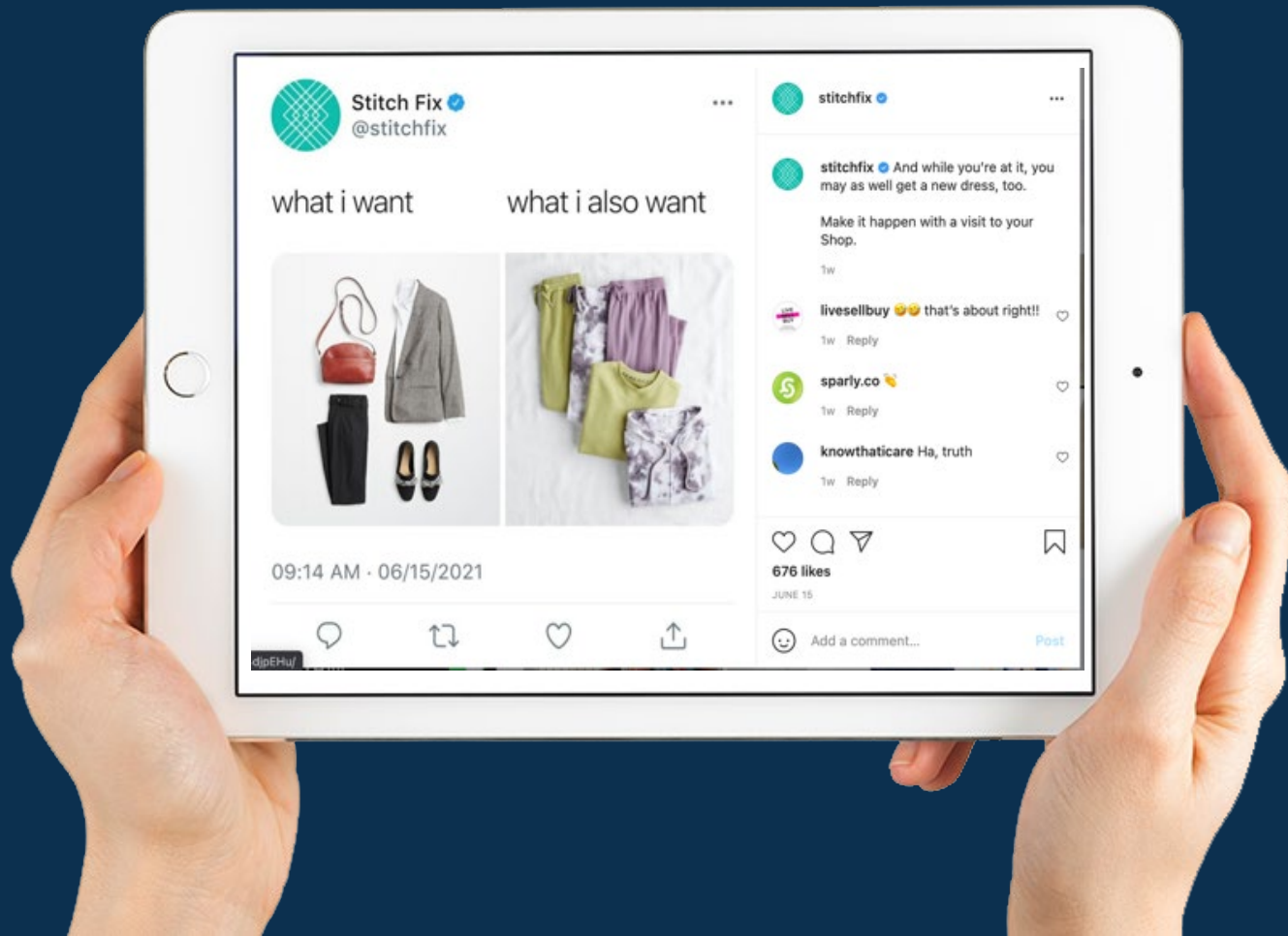


- Diversity and inclusion in retention and hiring
- Tearing down previously existing communication barriers
- Better work-life balance
- Better integration of existing remote / location-flexible workers
- Reduced spread of pathogens

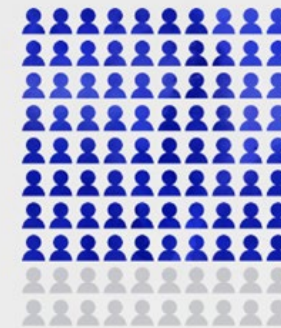


SO WHICH IS IT? VIRTUAL? IN PERSON?

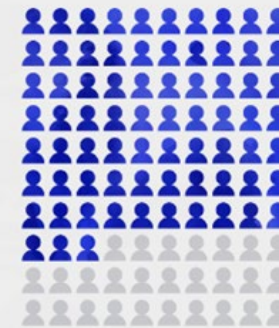
EMPLOYEES WANT THE BEST OF BOTH WORLDS



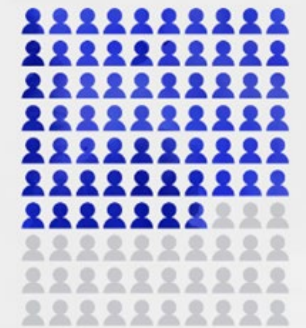
Evolving employee expectations



80 percent of managers say they expect more flexible work from home policies post-pandemic



73 percent of employees want flexible remote work options to stay



67 percent of employees want more in-person work or collaboration post-pandemic

Source: Microsoft's annual [Work Trend Index](#), March 2021.



ORGANIZATIONS ARE TRYING TO FIGURE OUT HOW TO RESPOND



100% Remote Work Ends for Apple Employees – Return to Office ‘Already Forced Some of Our Colleagues to Quit’

Yaël Bizouati-Kennedy
Tue, June 8, 2021, 11:59 AM · 2 min read



"We do our work inside Morgan Stanley offices," CEO insists

BY MEGAN CERULLO
JUNE 17, 2021 / 4:16 PM / MONEYWATCH



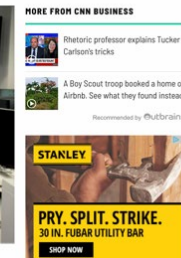
FUTURE OF WORK

'The pandemic has proven it's doable': Inside PepsiCo's flexible-working model

Uber

Uber is the latest tech company to rethink its return-to-office plans

By Eliot Lerner, CNN Business
Updated 1:31 PM ET, Tue June 29, 2021



CHALLENGES

●●● CHALLENGES (REAL OR PERCEIVED)

CULTURE



PRODUCTIVITY



MEETING
EFFECTIVENESS



TEAM COHESION



COLLABORATION



DIGITAL FATIGUE



CAREER DEVELOPMENT
CHALLENGES,
"OUT OF SIGHT..."



EQUITABLE TREATMENT



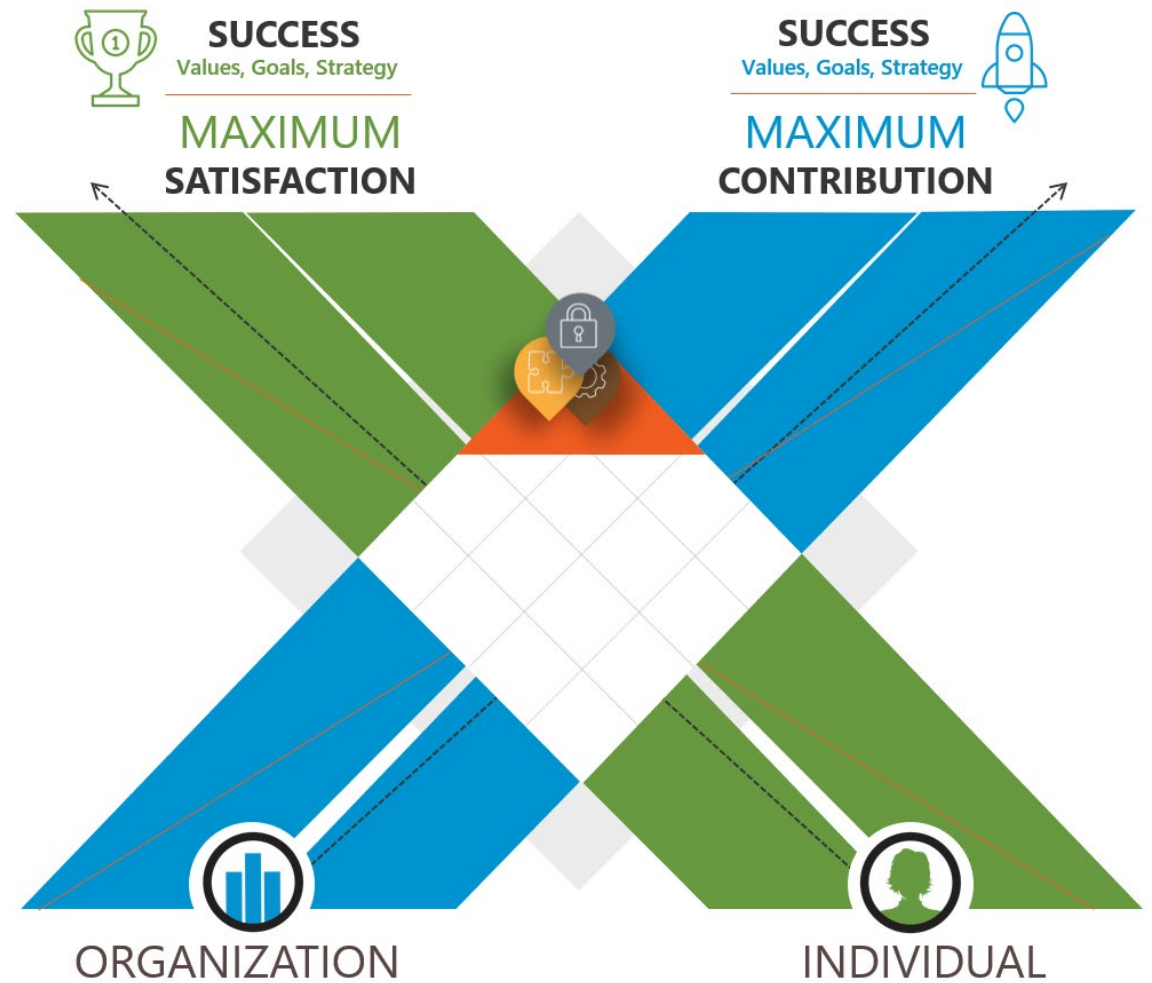
How do you need
to lead differently?

WHAT'S IMPORTANT
TO FOCUS ON?



WHAT HASN'T CHANGED – CONTRIBUTION AND SATISFACTION

- Understand what's important to your employees
- Be invested in their personal satisfaction
- Personal wellness
- Fatigue and burnout
- Career development regardless of location
- Don't take a "one size fits all" approach

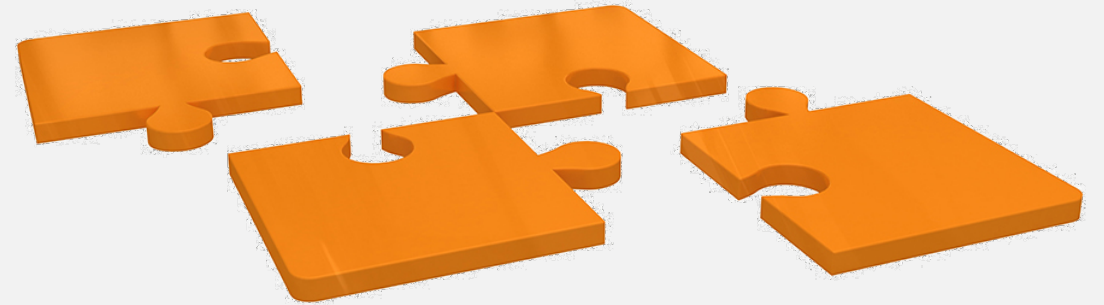


MINDSET AND SKILLSETS TO LEAD HYBRID TEAMS

MINDSETS AND SKILLSETS IN A NEW CONTEXT



SKILLS



THINKING DIFFERENTLY



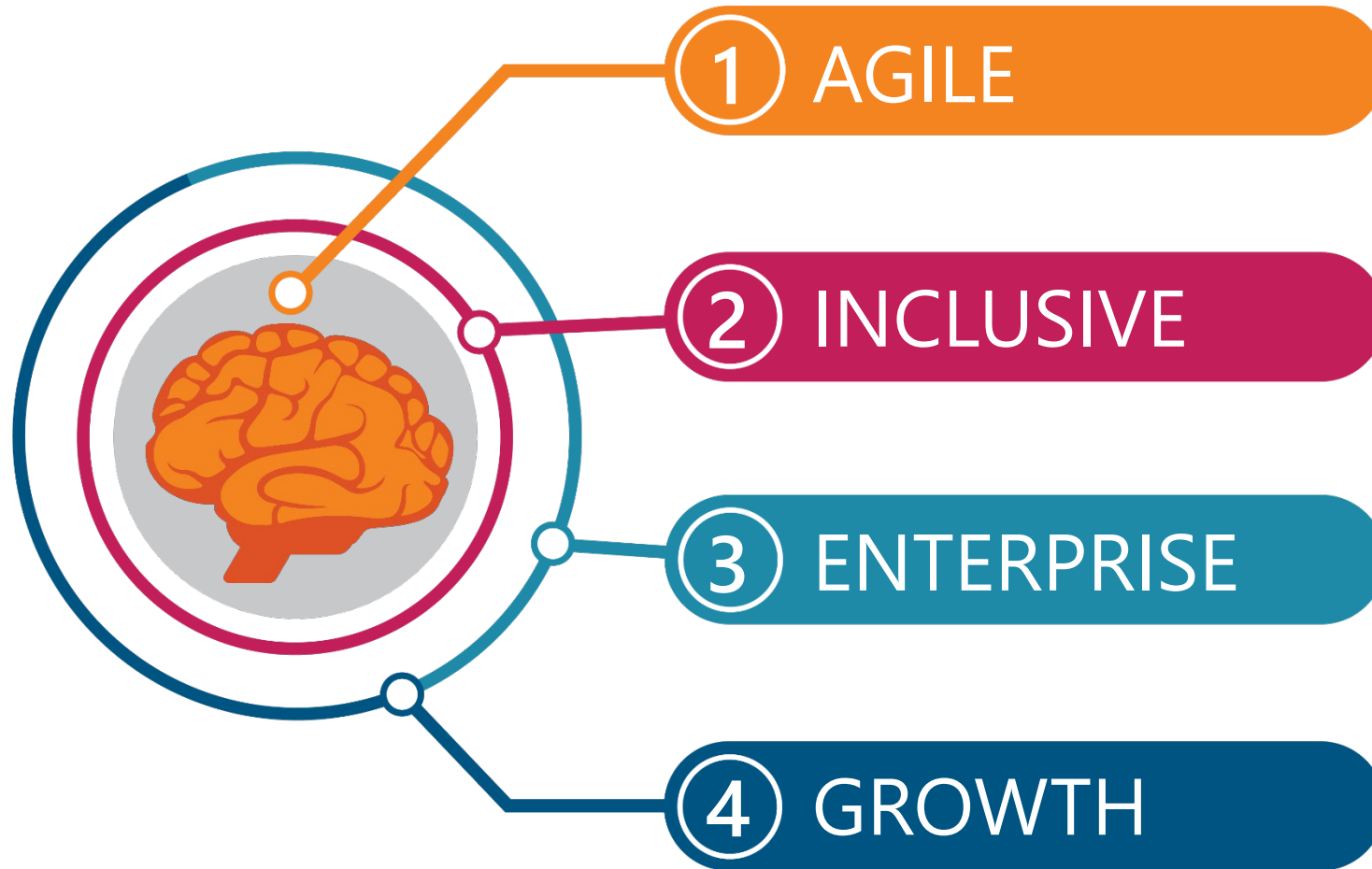
DIGITAL FIRST

VIRTUAL FIRST

KEY MINDSETS



... USING MINDSETS TO SHAPE BEHAVIOR



Be prepared for the WHY!

FOUR
CRITICAL
HIGH-PERFORMING TEAM
ELEMENTS

●●● HIGH-PERFORMANCE TEAMS



BUILD
Trust

SEEK
Alignment

CREATE
Connection

DRIVE
Results



BUILD TRUST

BUILD
Trust

SEEK
Alignment

CREATE
Connection

DRIVE
Results



HOW TO BUILD TRUST

1. Give people the space to share their lived experience
2. Makes sure your team members feel free to contribute
3. Make career development a priority for all employees
4. Ensure equitable communication
5. Demonstrate empathy





SEEK ALIGNMENT

BUILD
Trust

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HOW TO SEEK ALIGNMENT

1. Clear expectations about in-office moments
2. Align to goals more regularly
3. Clarity and transparency about the work of the team
4. Listen more carefully
5. Coach regularly in a way that encourages self reliance



CHAT QUESTION



What is one way you've seen your team keep connection alive in a virtual/hybrid world?



CREATE CONNECTION

BUILD
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CREATE CONNECTION

1. Demonstrating emotional intelligence
2. Keep eye contact and engagement by having everyone use a computer
3. Intentional check-ins
4. Find opportunities for the team to connect on the personal side of things
5. Create rituals and celebrate accomplishments





DRIVE RESULTS

BUILD
Trust

SEEK
Alignment

CREATE
Connection

DRIVE
Results



DRIVE RESULTS

1. Set clear goals around what success looks like and provide feedback.
2. Ask for feedback from your hybrid team members.
3. Keep one-on-ones and create office hours.
4. Find ways to collaborate — technology can help!
5. Step up your meeting game — the way you run them matters.

We have to
**consciously drive
inclusive
experiences** to
make all voices heard
—wherever they are
joining the meeting
from.

Global Workforce Survey

APPROACHING SKILL DEPLOYMENT DIFFERENTLY WITH A FOCUS ON...

COMMUNICATION AND INTENTIONALITY

- Increased listening and filtering
- Tone
- Modality
- Frequency



THE ROAD AHEAD WILL BE BUMPY

394th Judicial District Court

Recording of this hearing or live stream
is prohibited.

Violation may constitute contempt of
court and result in a fine of up to \$500
and a jail term of up to 180 days.

394th Judicial District Court



SUMMARY



HYBRID IS HERE TO STAY for many (not all) organizations

LEADERS need to adapt

It's a **SHARED RESPONSIBILITY**

BE THOUGHTFUL and intentional in approach

MINDSETS AND SKILLSETS in new context



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