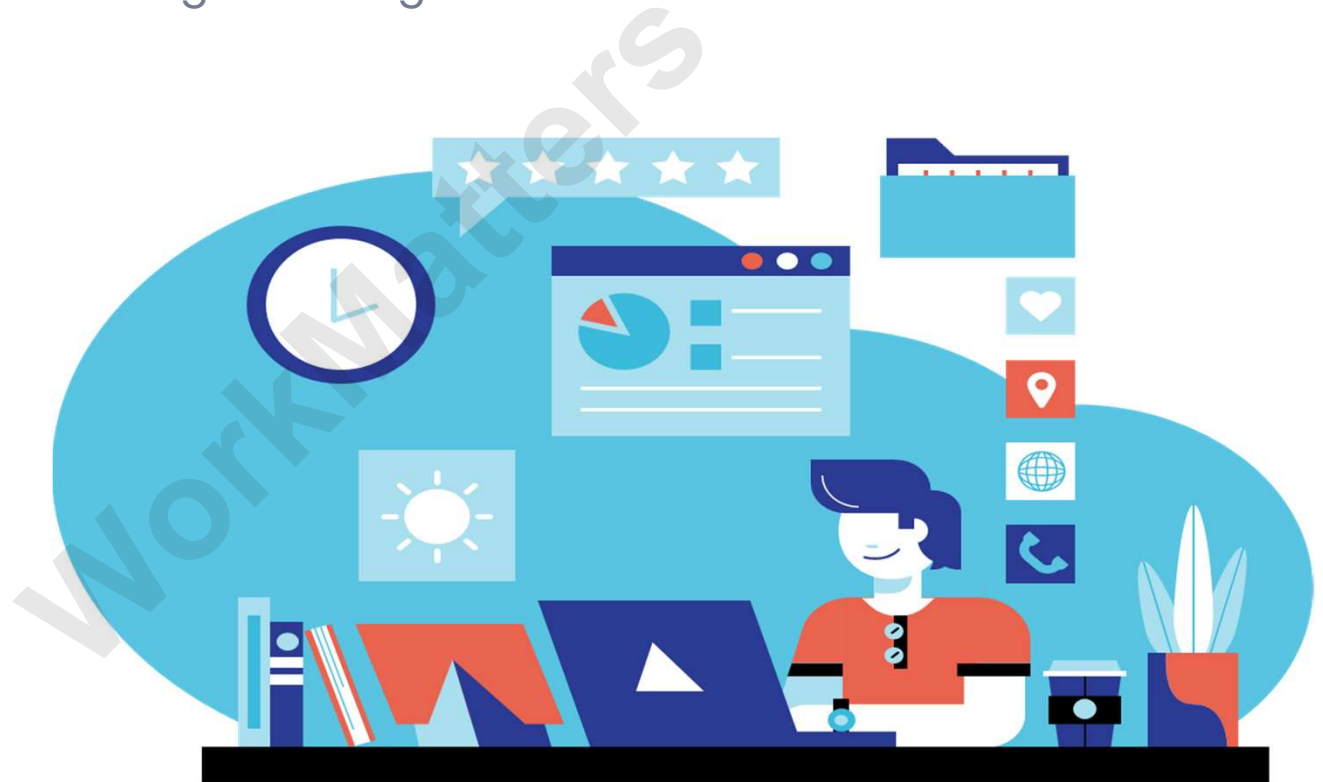# Leading in a Hybrid World: Module 1

Building your toolkit for a hybrid working future
-Focus on Hybrid Essentials and the Change Challenge

WorkMatters
People and Leadership Solutions
for the Changing World of Work

WorkMatters Introductions

Kevin Empey, Managing Director, WorkMatters

- People & Leadership Consultant & Coach
- Future of Work Strategist
- Author – Thrive in the Future of Work

Kevin

Cathy O'Grady, People Leader and FoW Advisor, WorkMatters

- Chief People Officer
- People & Talent Advisor
- Future of Work Specialist

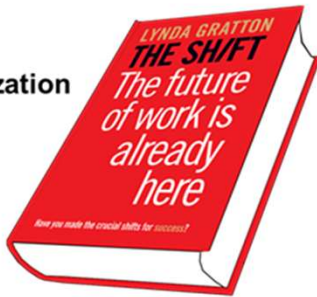*Cathy*

Leading in a Hybrid Working World - Module 1 themes

- Future of Work Background & Context

- The Change Challenge

- Leadership Considerations

- Getting Started: Hybrid Practices & Tools

- Next Steps

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Future of Work Before Covid ?

"We stand on the brink technological revoluti fundamentally alter work, and re

In its plexity, be unlike nkind has ced before"

Schwab, Founder and Executive airman, World Economic Forum, 2016)

Beware of **COVID-19**! Keep your family and Loved Ones Safe! **STAY AT HOME!!**

Several forces continuing to transform the world of work

Pace & Frequency of Change

Globalisation and customer expectations

Society and workforce

Talent Scarcity and changing skills

Technology & Connectivity

Changing Demographics

Resources & Sustainability

Future of Work…From an organizational perspective 6 clear realities are emerging that are challenging traditional norms and assumptions

Reality #1. Dealing with greater complexity and ambiguity

Reality #2. More rapid and continuous business model disruption

Reality #3. Delivering on our strategy while sensing & responding to change

Reality #4. Increasing options for how and where to get work done

Reality #5. Work and Workplace expectations are changing fast

Reality #6. Agility as a sustained capability, not just an episodic necessity

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Agility as a sustained capability, not just an episodic necessity….
- Organisations already on a journey towards increased agility and flexibility

	TRADITIONAL ORGANISATION	AGILE & ADAPTIVE ORGANISATION
STRATEGY	• **Top down** vision, purpose and planned strategy	• **Shared** vision, purpose and adaptive strategy
STRUCTURE	• Designed **primarily for stability** • **Hierarchical** and siloed	• Designed **for stability and dynamism** • **Networked** – flat and cross functional
TECHNOLOGY	• **Analog,** centralised, enabling the business operate • **Random, dispersed** acts of digital, tool for work	• **Digital,** local, democratized, extending the business • **Digital integration,** everywhere, augmented
PLANNING	• **Linear and sequential, directive**	• **Iterative and dynamic, directive & emergent**
CULTURE	• **Hierarchical, top down, controlling,** goals and delegation cascade	• **Collaborative**, local accountability and execution • **Open mindset, iterative** including **rapid** experimentation and learning • **Agile**– ways of working, optimization of resources, data and technology

'Work Flexibility' now and in the future
- Further decisions ahead with regard to the workplace and new ways of working

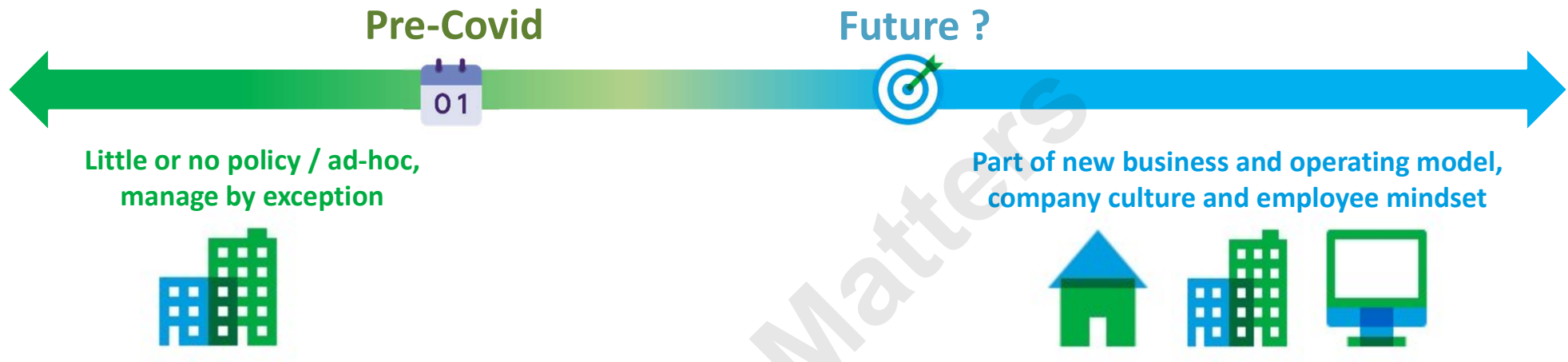| **HOW** work gets done	**WHEN** work gets done	**WHERE** work gets done	**WHAT** the job & work entails	**WHO** does the work
The technology used, ability of individuals and teams to flex time, location and intensity to deliver outcomes.	Working hours (number and timing), colleagues discretion in determining these, and an understanding of how this will be managed with co-workers.	The preferred work location(s) and the ability to vary this to the mutual benefit of the business and employee (office, home, hub…)	Opportunity for job redesign and re-configuration Jobs designed on the content and outcomes and not the person or location.	Team flexibility, Full time employees, part time employees, contactors, partners, blended workforce etc.

A Flexible Work model is not just about the "Where" work gets done

Organisations are working through what is now desirable, feasible and sustainable…..and why

Pre-Covid

Future ?

Little or no policy / ad-hoc, manage by exception

Part of new business and operating model, company culture and employee mindset

- 'We work better together" culture or locations where 'face time' is a cultural norm
- Office is a space for both individual and collaborative work
- Companies may allow work from home but with little or no support
- Work environment is catered to an on-site reality

- Culture where employees expect to flex where they work
- Office is a space for collaboration and interaction (rather than individual work)
- Company provides resources and benefits to support distributed work
- Work environment is adapted for a blended model

Shifts in work and working life have been underway for some time for employers and employees...

AARON SACHS AND ANUPAM KUNDU THOUGHTWORKS

MINDSET SHIFTS FOR Organization Transformation

From PROFIT to PURPOSE

HIERARCHIES to NETWORKS

From CONTROLLING to EMPOWERING

From PLANNING to EXPERIMENTATION

From PRIVACY to TRANSPARENCY

Tanmay Vora @tnvora QAspire.com

THE EVOLUTION OF THE EMPLOYEE

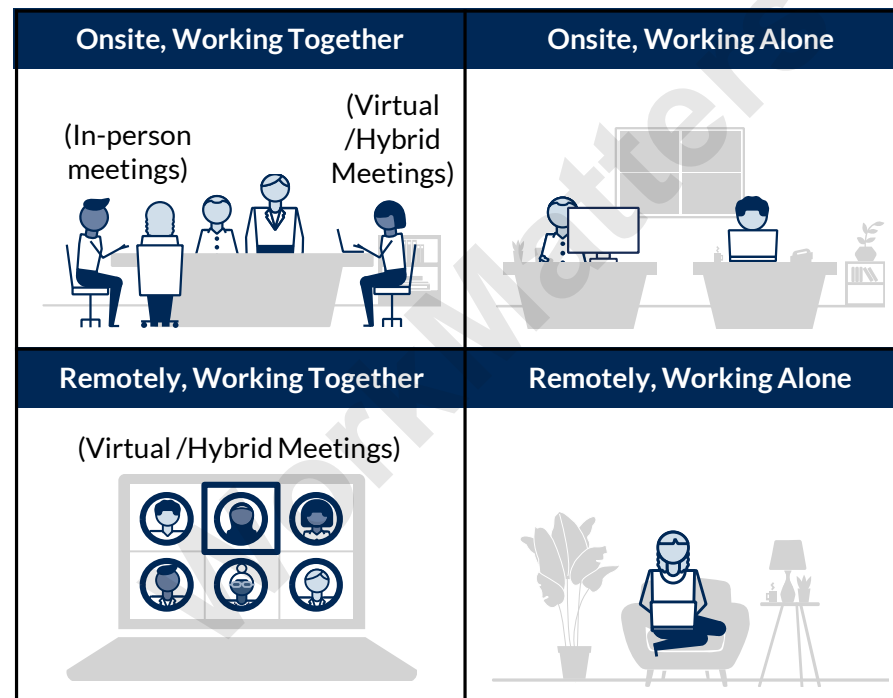| PAST		FUTURE
Work 9-5		Work anytime
Work in a corporate office		Work anywhere
Use company equipment		Use any device
Focused on inputs		Focused on outputs
Climb the corporate ladder		Create your own ladder
Pre-defined work		Customized work
Hoards information		Shares information
No voice		Can become a leader
Relies on email		Relies on collaboration technologies
Focused on knowledge		Focused on adaptive learning
Corporate learning and teaching		Democratized learning and teaching

Jacob Morgan

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Our relationship with work is changing

We are re-setting 'how and where work gets done' through 3 main modes: In-Person, Remote and Hybrid

Co-Located / In The Office

Distributed / Remote

Onsite, Working Together	Onsite, Working Alone
(In-person meetings) (Virtual /Hybrid Meetings)	
Remotely, Working Together	**Remotely, Working Alone**
(Virtual /Hybrid Meetings)	

Synchronous Work   **Asynchronous Work**

"We now have to learn to be effective and deliberate with **all 3** work modes, at any given time, in order for work to get done and for collaboration to happen"

Satya Nadella, CEO Microsoft

Gartner, 2022

Discussion

Benefits and Challenges of Flexible /Hybrid Working

Your Views on Hybrid Working into the Future ?

- **The positives and benefits...?**

People Manager Views on Hybrid Working – Market View

The positives…

- People Managers see the **significant benefits of greater flexibility** for the business, for themselves and their teams

- Access to and retaining **key talent** is a real positive but also a risk versus competitors

- The shift to a blended work model will **improve role clarity, process and team effectiveness**

- The Covid experience has increased confidence and capability in areas such as **trust, productivity and use of technology**

- Opportunity for a **re-fresh** as to manager and employee expectations and responsibilities

Your Views on Hybrid Working into the Future ?

- **The challenges and Watch-outs….?**

People Manager Views on Hybrid Working – Market View

Watch-outs and new ways of working …

- Concerns around team **culture, collaboration, connection and creativity** into the future.

- **Interactions** outside of own team are more difficult, ad hoc and informal interactions are important in **building informal relationships**

- **Management processes** such as onboarding, induction, informal mentoring. 'walk around management' and career development

- **Performance and productivity** management.

- Managing **boundaries** and time, watch for 'always-on' risks

- Business **problem solving and decision making**

- Managing for **presence 'privilege'** and potential bias

Leaders Are Concerned….

CEOs' Top Three Concerns About Office and Home Working Policy for Knowledge Workers

1 Culture-Engagement and Morale

2 Collaboration & Innovation

3 Well-Being, Fatigue and Safety

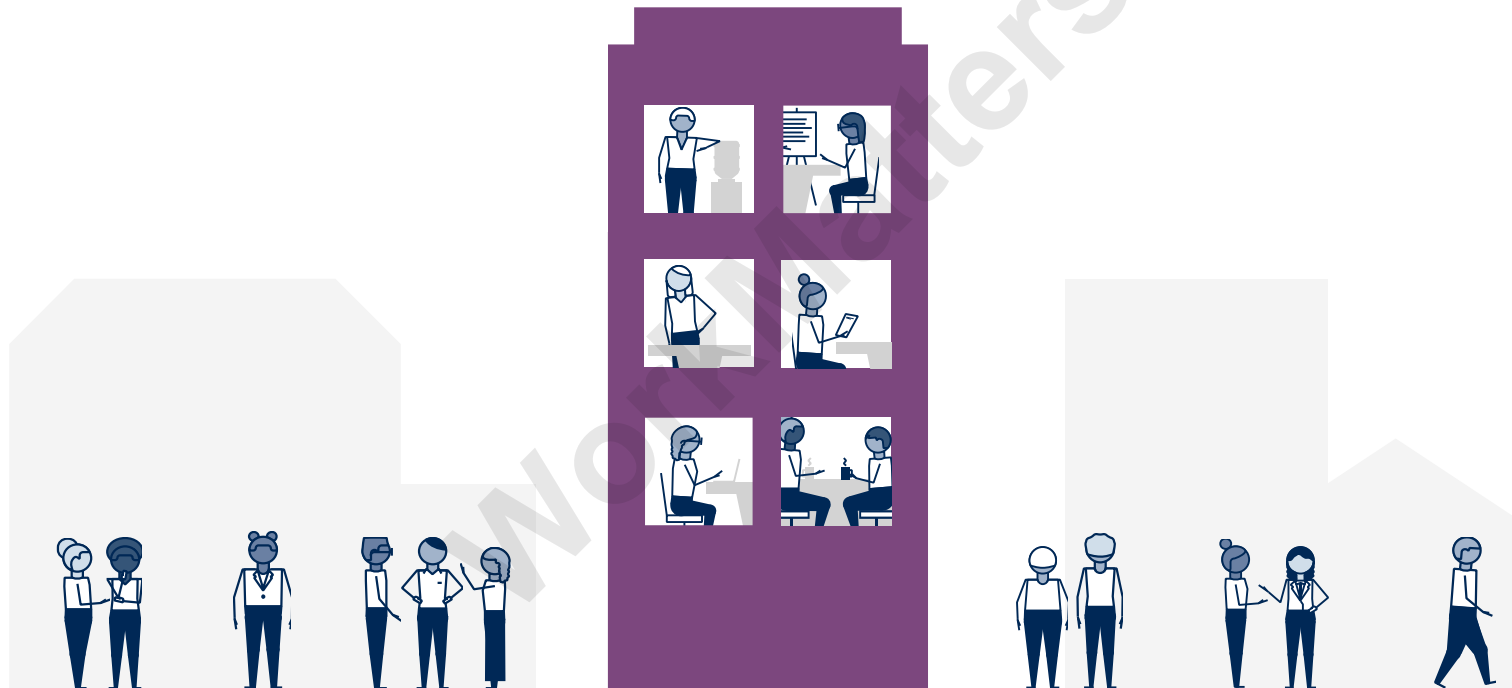Source: 2022 Gartner CEO and Senior Business Executive Survey

Our Pre-Pandemic Culture Experience & Connectness

Key Attributes of the Pre-Pandemic Cultural Experience

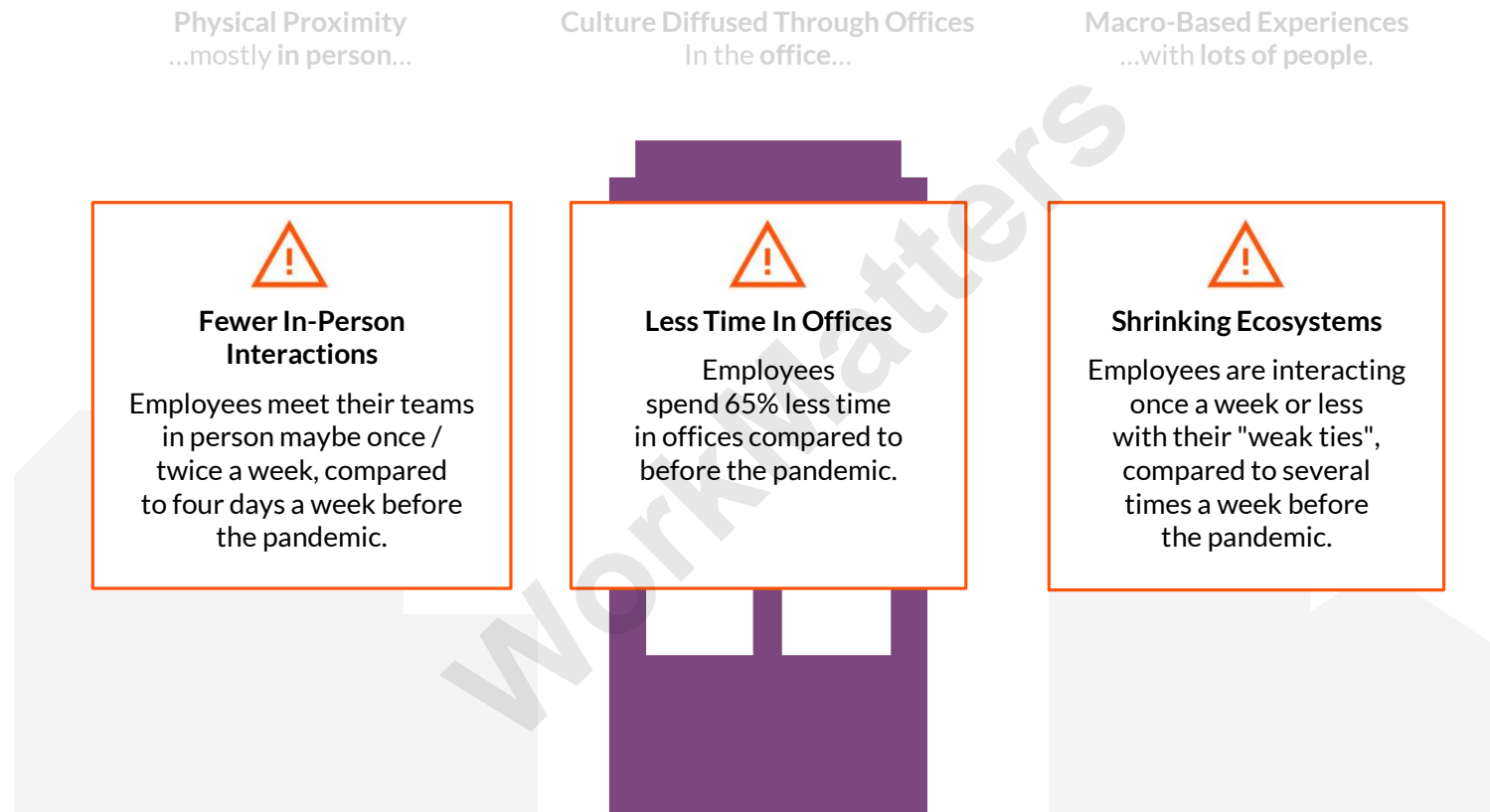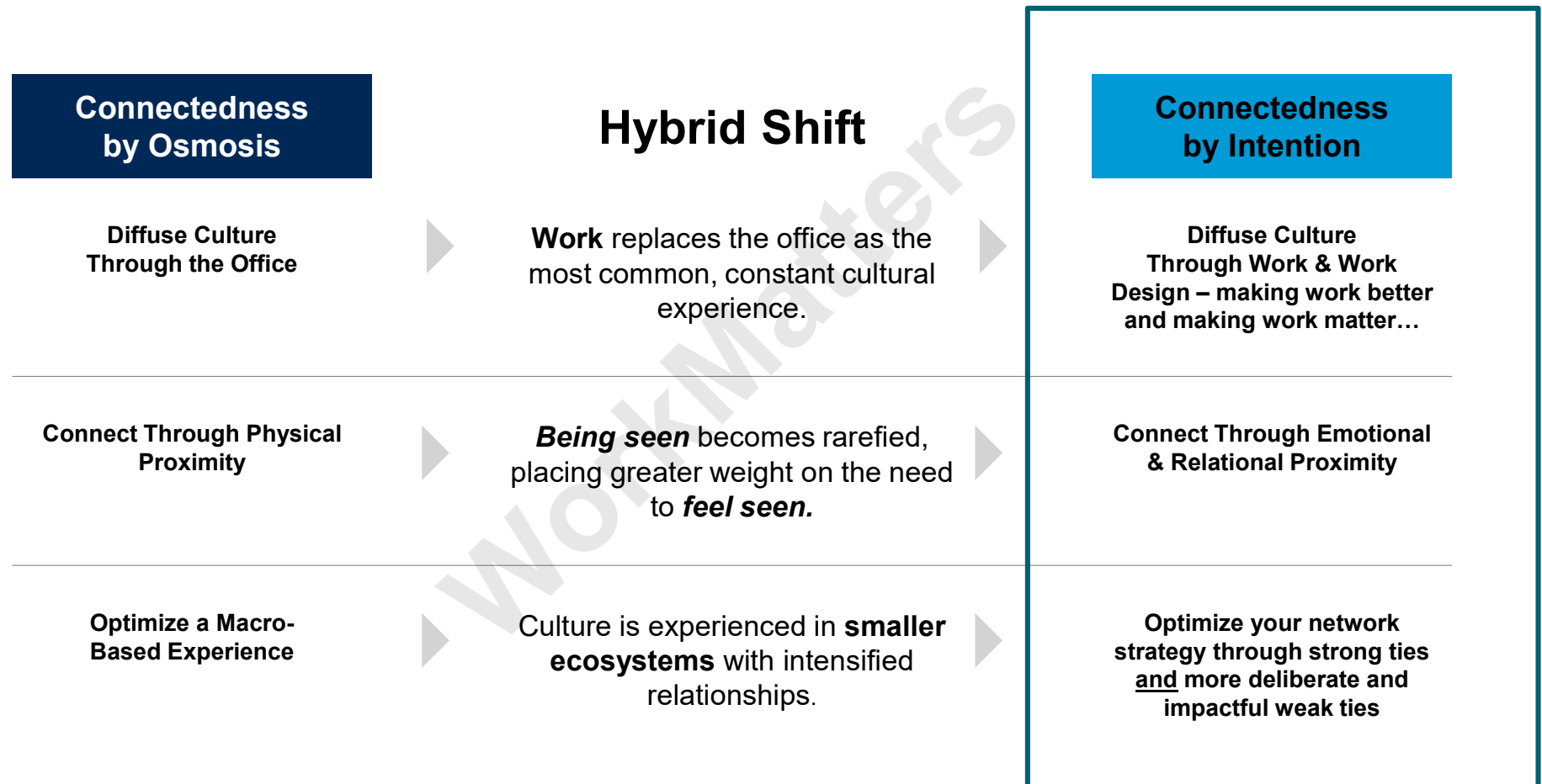| Physical Proximity ...mostly **in person**... | Culture & Work Diffused Through the **office**... | Macro-Based Experiences ...with **lots of people**. |

Source: Gartner

Remote Working Disrupts Traditional Cultural Experience & Connectedness

Physical Proximity
...mostly **in person**...

Culture Diffused Through Offices
In the **office**...

Macro-Based Experiences
...with **lots of people.**

⚠️

Fewer In-Person Interactions

Employees meet their teams in person maybe once / twice a week, compared to four days a week before the pandemic.

⚠️

Less Time In Offices

Employees spend 65% less time in offices compared to before the pandemic.

⚠️

Shrinking Ecosystems

Employees are interacting once a week or less with their "weak ties", compared to several times a week before the pandemic.

n = 3,917 hybrid/remote knowledge workers

Source: 2022 Gartner Culture in a Hybrid World Employee Survey

Enhancing Connectedness in a Hybrid World

Connectedness by Osmosis	Hybrid Shift	Connectedness by Intention
Diffuse Culture Through the Office	**Work** replaces the office as the most common, constant cultural experience.	**Diffuse Culture Through Work & Work Design – making work better and making work matter…**
Connect Through Physical Proximity	**Being seen** becomes rarefied, placing greater weight on the need to **feel seen.**	**Connect Through Emotional & Relational Proximity**
Optimize a Macro-Based Experience	Culture is experienced in **smaller ecosystems** with intensified relationships.	**Optimize your network strategy through strong ties and more deliberate and impactful weak ties**

THE CHANGE CHALLENGE

Shaping the next phase of Work

Kevin Empey
Managing Director, WorkMatters
Kevin.empey@workmatters.ie

So How do we get there ?
- Change Leadership for the times we are in….

Transitions during Change

Endings	Transition or Neutral Zone	New Beginnings
Denial		Enthusiasm
Anxiety		Trusting
Shock		Excitement
		Relief/Anxiety
		Hopeful/Skeptical
Confusion		Impatience
Resignation		Acceptance
Anger		
Avoidance		Realization of Loss
Confusion		High Stress
		Conflict
	Undirected Energy	
	Creativity	
RECONCILE	**REORIENT**	**RECOMMIT**

William Bridge's Transitions Model
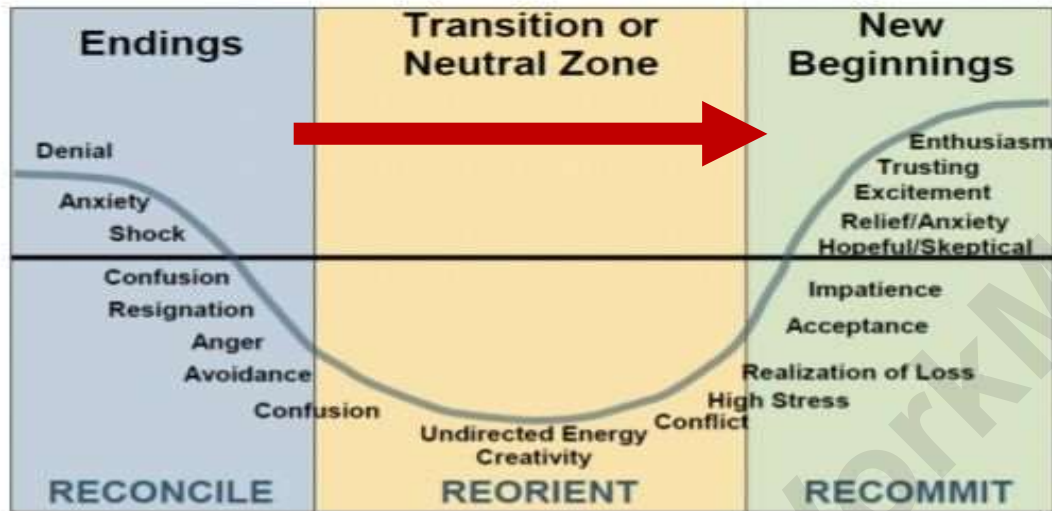
- Change brings gains and losses

- Most people focus on the losses

- We see gains and losses differently. What is important to **you** may not be important to others

- People go through the transition curve at different speeds and in different ways

- These feelings are natural – we all experience them

Enabling and Leading Change
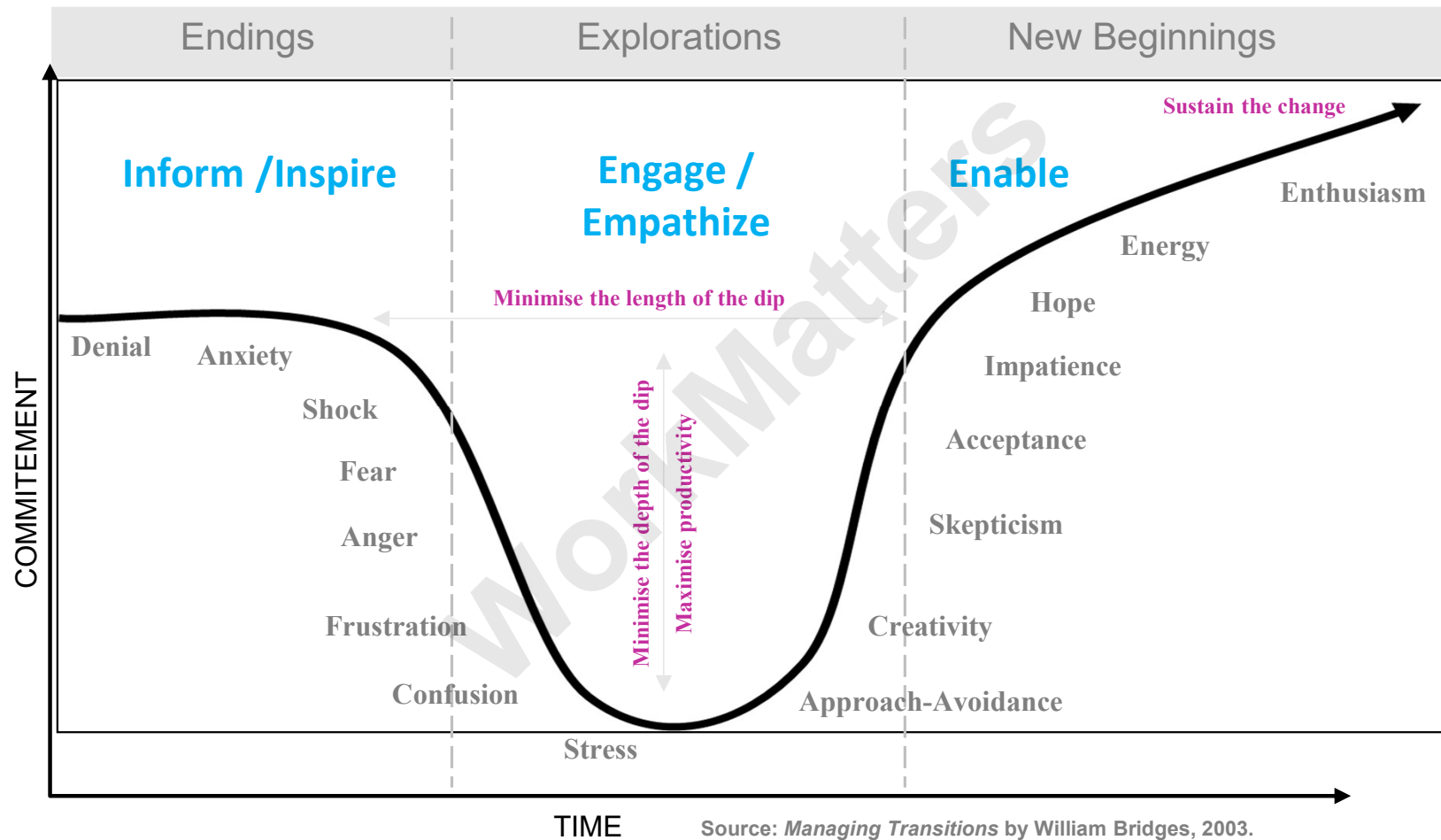## - acknowledging and supporting people through the change
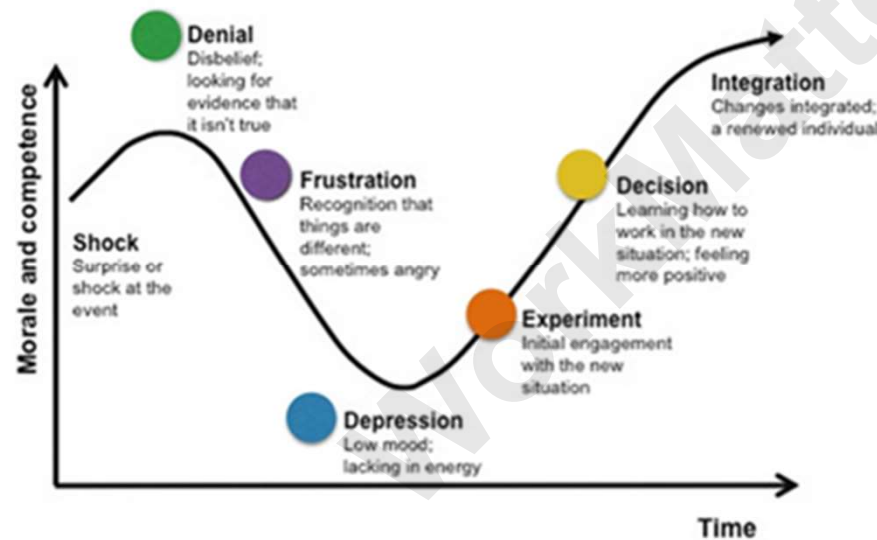
Enabling and Leading Change

| Endings | Explorations | New Beginnings |

Inform /Inspire — **Engage / Empathize** — **Enable**

Sustain the change

COMMITEMENT

Denial
Anxiety
Shock
Fear
Anger
Frustration
Confusion
Stress

Minimise the length of the dip

Minimise the depth of the dip
Maximise productivity

Enthusiasm
Energy
Hope
Impatience
Acceptance
Skepticism
Creativity
Approach-Avoidance

TIME

Source: *Managing Transitions* by William Bridges, 2003.

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The Change Management Challenge for the transition to Hybrid
– a balance between directive and emergent change…..

CONSISTENT, TOP DOWN

COMPLEX, SYSTEMIC

- Tell/Sell
- Roll Outs

"I can manage change"

DIRECTIVE

- Self Organised
- Few Hard Rules

"I can only create the conditions for change to happen"

EMERGENT
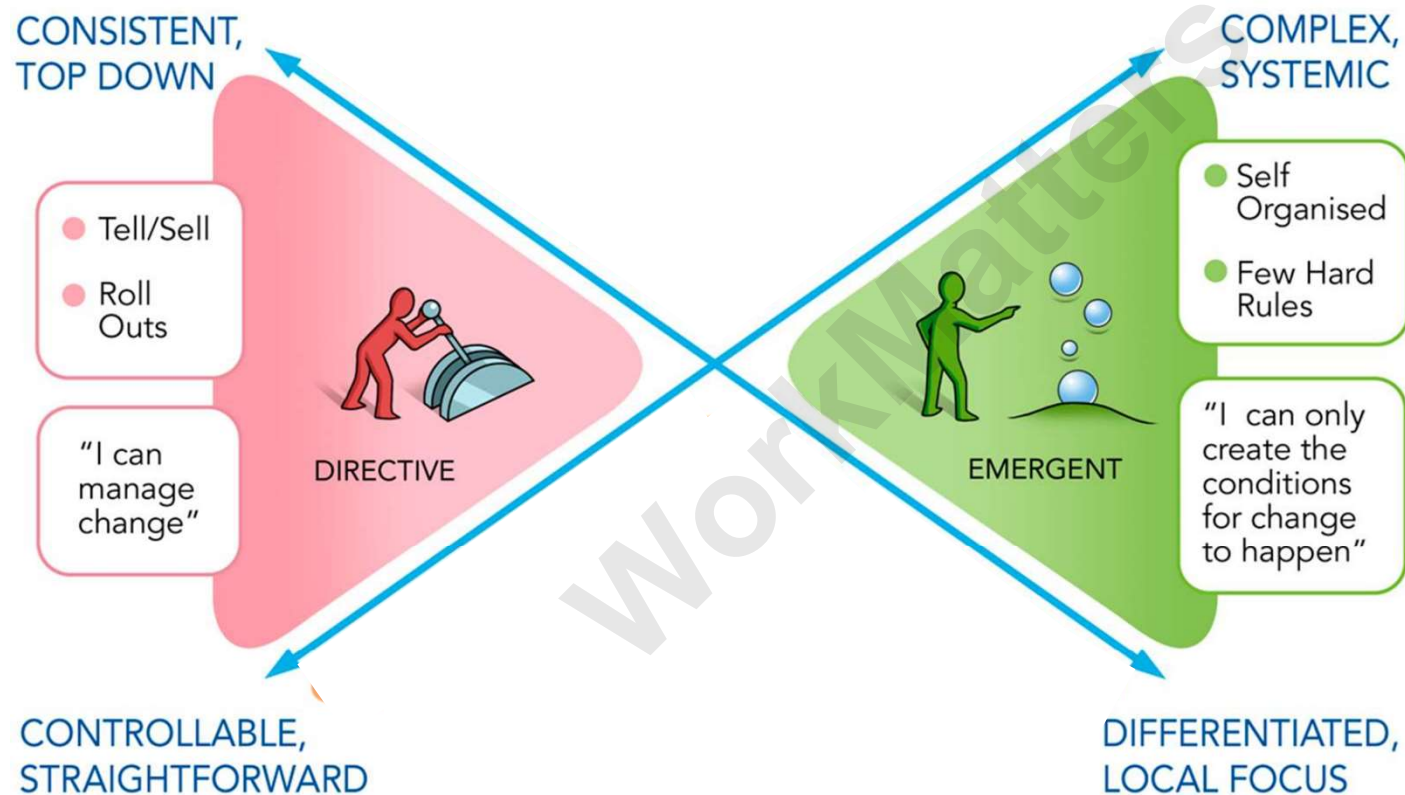
- Experimentation
- Freedom within in a Frame
- Learn through experience
- Open to change and iteration

CONTROLLABLE, STRAIGHTFORWARD

DIFFERENTIATED, LOCAL FOCUS

Deborah Rowland, Still Moving

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Agile Mindset & Orientation needed for shaping the next phase of Work

I am **open** to challenge, continuous learning and new experience (Growth Mindset)

I can embrace and be **comfortable with change** and ambiguity

Driven by a **higher purpose and possibilities** as well as strategy and outcomes

A bias for informed action, comfortable with iteration and **experimentation**

Emphasis on collective knowledge, **collaboration,** diversity and co-creation

Able to **acknowledge, sense and respond** to own emotions and thoughts (Emotional Agility)

The role of the Agile Mindset in helping to transition to new ways of working…

Traditional Mindset & Orientation	Agile Mindset & Orientation
Past experience and knowledge determines my actions, decisions and my future results (Fixed Mindset)	Learning from the past, I am open to challenge, continuous learning and new experience (Growth Mindset)
I typically try to manage change, minimise disruption, control things	I can embrace and be comfortable with change and ambiguity
I tend to focus on strategy, goals and objectives	Driven by a higher purpose and possibilities as well as strategy and outcomes
Action is based on clear business case & evidence	A bias for informed action, comfortable with iteration and experimentation
Emphasis on individual knowledge & expertise	Emphasis on collective knowledge, collaboration, diversity and co-creation

Both have advantages and disadvantages and are needed and suit different situations.

4 Habits of Agile Leadership
– for now and the future ?

Provide
Clarity

Enable
Change

Shape
Culture

Create
Connection
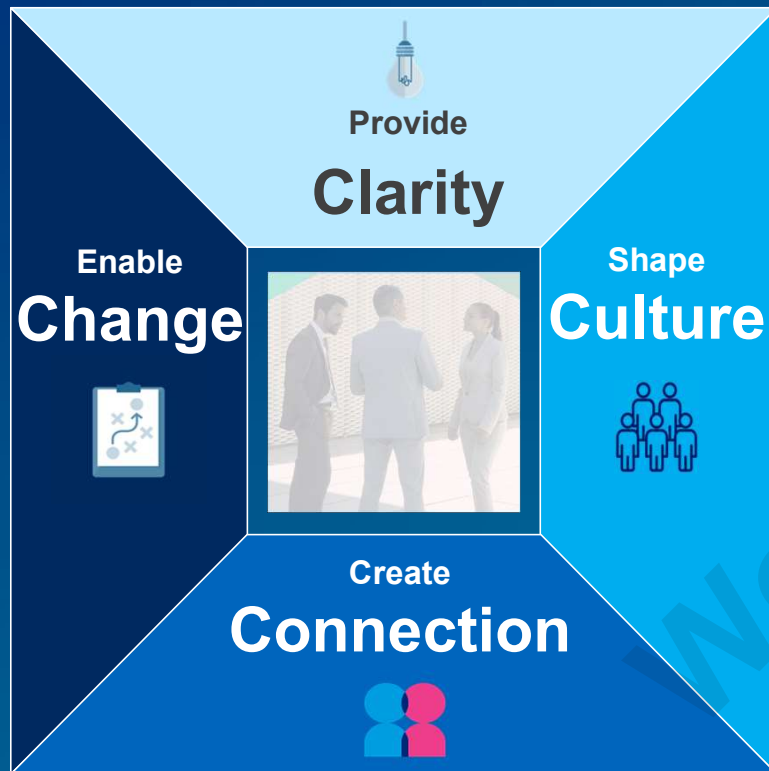
Provide Clarity

- Navigating Complexity, helping to enable clarity
- Communicating and connecting with **"Why"** as well as What
- Sense Making and energising around Purpose and Growth

Shape Culture

- Being deliberate about "the way(s)" we do things
- Promoting Agile behaviours through values and principles

Enable Change

- Change Leadership as well as Change Management
- Appeal to both hearts and minds in executing change
- Provide resources and support

Create Connection

- Build Relationships
- Trust & Psychological Safety
- Seeks to connect at the emotional and rational level

SOME TOOLS AND PRACTICES TO HELP DESIGN NEW WAYS OF WORKING

Hybrid Training

Kevin Empey
Managing Director, WorkMatters
Kevin.empey@workmatters.ie

When shaping flexible work patterns with your team, it is helpful to start with the work in mind

"What is the work that needs to get done, then be open to how and where that work can best be done"

Consider a standard of work agreement within your team using a team agreement or team charter.

Recognising 'work' and contribution beyond the boundaries of the role...

It can help to conduct some Team Activity analysis before completing a Team Charter

Team Activity Template 1

KEY ACTIVITIES SUMMARY	**TEAM ACTIVITIES that can reasonably be completed remotely**
TEAM ACTIVITIES THAT SHOULD CONTINUE TO BE COMPLETED AT THE OFFICE	**Team Activities that can be successfully done in Hybrid mode (with some of the team in the office and some working remotely)**

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Work Activity Template for Teams (2)

Team Activity Template 2

KEY TEAM ACTIVITIES AT INTERFACES

WITH COLLEAGUES

- My team
- Other teams in the organisation

Critical Face to Face Touchpoints

- Business planning
- Team connections

WITH EXTERNALS

- Suppliers
- Customers
- External Contractors

Critical Face to Face Touchpoints

- Regular / semi regular meetings
- Negotiations

OUR SPECIFIC REQUIREMENTS FOR flexible WORKING TO BE SUCCESSFUL

- Processes / organisation:
- Workplace / infrastructure:
- Tools / technology:
- Collaboration / exchange / communication:
- Competencies:
- Other:

This work will help in defining team "ways of working" which can be expressed and updated through a Team Agreement or Charter…

Team Agreements & Team Canvasses (to be developed further in Module 2)

A team agreement is a set of values, principles or behaviours that a team uses to improve their communication and keep each other accountable.

Most important things to talk about in the team to make sure your work as a group is productive, happy and stress-free

Team name _____ Date _____

PEOPLE & ROLES
What are our names and the roles we have in the team?

What are we called as a team?

PERSONAL GOALS
What are our individual personal goals? Are there personal agendas that we want to open up?

COMMON GOALS
What you as a group really want to achieve? What is our key goal that is feasible, measurable and time-bounded?

PURPOSE
Why we are doing what we are doing in the first place?

VALUES
What do we stand for? What are guiding principles? What are our common values that we want to be at the core of our team?

NEEDS & EXPECTATIONS
What each one of us needs to be successful? What are our personal needs towards the team to be at our best?

RULES & ACTIVITIES
What are the rules we want to introduce after doing this session? How do we communicate and keep everyone up to date? How do we make decisions? How do we execute and evaluate what we do?

STRENGTHS & ASSETS
What are the skills we have in the team that will help us achieve our goals? What are interpersonal/soft skills that we have? What are we good at, individually and as a team?

WEAKNESSES & RISKS
What are the weaknesses we have, individually and as a team? What our teammates should know about us? What are some obstacles we see ahead us that we are likely to face?

Team Canvas by theteamcanvas.com. Created by Alexey Ivanov, Dmitry Voloshchuk
Team Canvas is inspired by Business Model Canvas by Strategyzer.

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To view a copy of this license, visit: http://creativecommons.org/licenses/by-sa/4.0/

THE HYBRID TEAM CANVAS
Design an anywhere, anytime workplace culture

Team name: _____ Date: _____

DECISION-MAKING
What methods do we use to decide?

OUR UNIQUE WAY OF COLLABORATING
Which work must be done in person? When shall we work synchronously or not? Define tools for each type of work.

Same Place/ Same Time

Different Place/ Same Time

PURPOSE
Why do we exist as a team?

Same Place/ Different Time

Different Place/ Different Time

RIT...
Which symbolic a... our cultu...

NORMS & RULES
What written and unwritten rules define expected behaviors?

PSYCHOLOGICAL SAFETY
How do we promote participation and diversity of thought?

PRIORITIES
Use even/over statements to define top three trade-offs toward team alignment.

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Designed by Gustavo Razzetti
FearlessCulture

www.fearlessculture.design

Fearless Culture

Discussion

Our Ways of Working will involve Company Days, Team Days and Remote Days

What type of work / events would be best suited to each ?

Creating Shared Leadership for Performance in a Hybrid World
- Within a Culture of Trust and Shared Accountability

Cali Williams Yost

Creating Shared Leadership for Performance in a Hybrid World
- Within a Culture of Trust and Shared Accountability

INDIVIDUALS IN YOUR TEAM

- Control and accountability for your work
- Leverage work flexibility, resources, technology, and workspace
- Clarify expectations and progress with manager – and the team

THE TEAM

- Mutually accountable coordination of work flexibility, technology, and workspace.
- Communicate accessibility/responsiveness and expectations
- Feedback and Iterate - Recalibrate, as needed

MANAGERS & LEADERS

- Initiate expectations/progress updates, and master flexible work team leadership. Culture Stewardship
- Experiment with and adapt to new flexible ways of working and operating. Role model and create a safe environment
- Recalibrate with way work is done, as needed

A tool for enhancing our Hybrid Ways of Working

- Being deliberate about our habits and behaviours

OUR TEAM PURPOSE

Our Team Goal: To create flexible, engaging and productive ways of working to deliver on our goals

| Positive results and indicators of success that we are reaching our goal	Negative Results indicating we are not reaching our goal
•	•
•	•
Behaviour and Habits that lead to the positive results	Behaviour and habits that lead to such negative results
•	•
•	

Replace a negative habit with a positive one

Making our experiences and 'experiments' more deliberate, intentional and impactful….

- Proactively using principles and methods of lean change and design thinking

https://leanchange.org
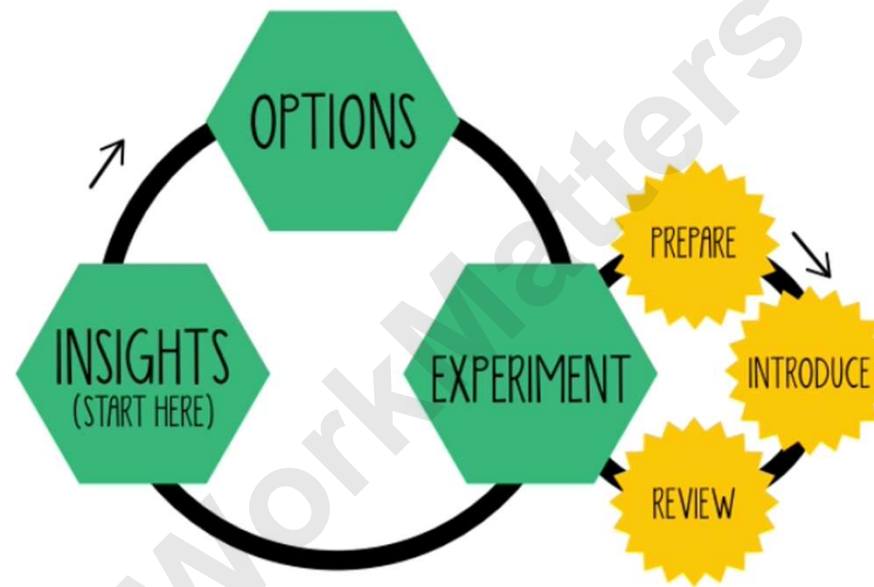
Measuring the effectiveness of your Hybrid Model and Test & Learn Phase (draft for further discussion & iteration)

Measurement Objective:
- Monitoring hybrid ways of working effectiveness and culture KPIs
- Embedding high impact rituals and routines

Approach & Tools for measurement:
- Surveys and pulse checks
- 360 feedbacks & Focus groups
- Team charters and team habits toolkit
- Manager playbook and training
- Team retrospectives and reviews

Measurement Objective:
- Understanding and improving individual and team performance and productivity in a hybrid working model

Approach & Tools for measurement:
- Set and monitor "KRAs" for teams and individuals (include collaboration & team-work objectives)
- Measure outcomes openly as a collective exercise
- Tools like KPIs, OKRs, 360 feedback, Planned to Done ratio, 15Five, Trello,, Hive.com can help with performance and productivity management

Measurement Objective:
- Optimising employee experience and wellbeing in hybrid implementation

Approach & Tools for measurement:
- 1-1 formal and informal manager-team discussions. Check-ins
- Setting KPIs to reflect on Health & Wellbeing
- Surveys and pulse checks
- Internal informal connection platforms for employees
- Buildings usage metrics and measurement

Measurement Objective:
- Regular analysis & comparison of key business and organisational output

Approach & Tools for measurement:
- Customer and stakeholder analysis
- Employee Attraction and Retention/Attrition metrics
- Stakeholder communication & customer satisfaction surveys
- Risk assessments e.g. critical roles/skills
- Employees engagement metrics - predictors" of future productivity

Work Culture & Ways of Working
Are our hybrid ways of working and desired culture working out as envisaged

Performance & Productivity
Is the new work model delivering overall team and work performance in a sustainable way

Employee Experience & Wellbeing
Is the new model enhancing the health, well-being and overall work experience of our employees and managers

Organizational Effectiveness
Beyond the individual and team level, is our model working effectively at the wider organisational level and for our key stakeholders

Discussion & Next Steps

- **Priorities and Topics for further sessions**

- **Discussion on Next Steps**

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