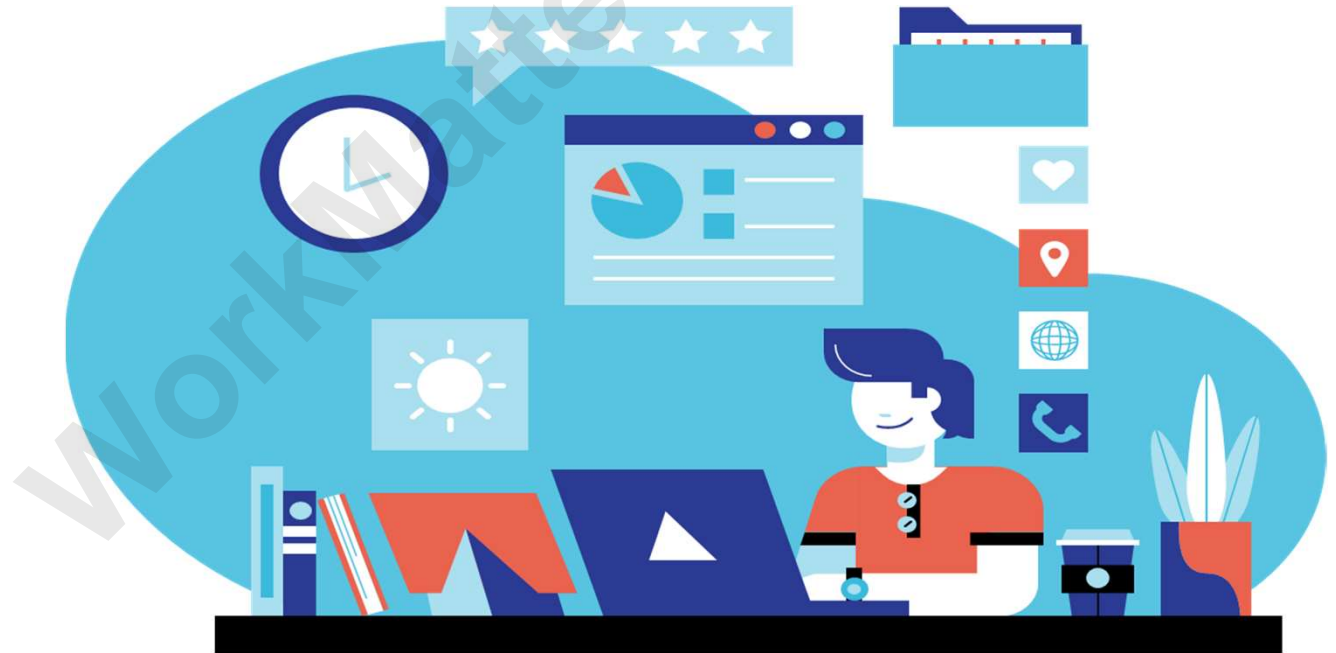


Leading in a Hybrid World: Module 2

Building your toolkit for a hybrid working future
-Focus on 1:1 & Team Discussions



Leading in a Hybrid Working World - Module 2 themes

- Introductions and Recap/Learnings from Module 1
- The Change Challenge: Managing 1:1 Conversations
- Team Charters and Shaping New Ways of Working
- Practices & Tools
- Next Steps

Module 1 Recap

- Wider FoW context
- Hybrid ways of working – benefits & challenges
- Emergent and Personal Change
- Agile Mindset & 4 Habits of Agile Leadership
- Team Activity Templates & Team Charters
- Shared Accountability
- Tools for Measuring & Reviewing Hybrid Team effectiveness

Discussion 1

15–20 minutes open discussion



Reflections on areas covered from last session and learnings from experience over the past 2 months



Positive surprises and Key challenges encountered ?





Leading Others in a Hybrid World – Module 2

Possible concerns and challenges right now...others ?

1. I don't want to return to the office, I would prefer to work from home full-time.

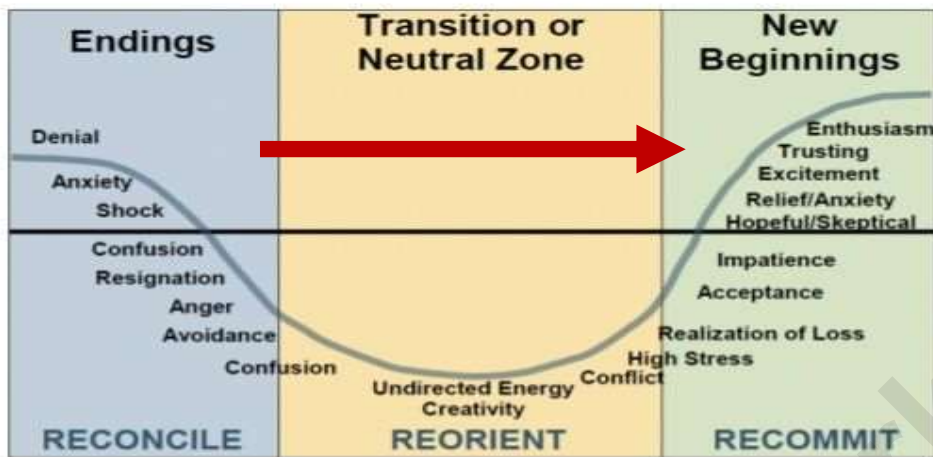
2. I have changed my childcare model to suit a 100% remote model – what do I do now ?

3. I want to see people in for my team meeting at least once a week.

4. I want to agree specific days to be in the office that work for me.

5. I find it hard to contribute at a hybrid meeting when I am on teams and other team colleagues in are the room together.

Transitions during Change



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

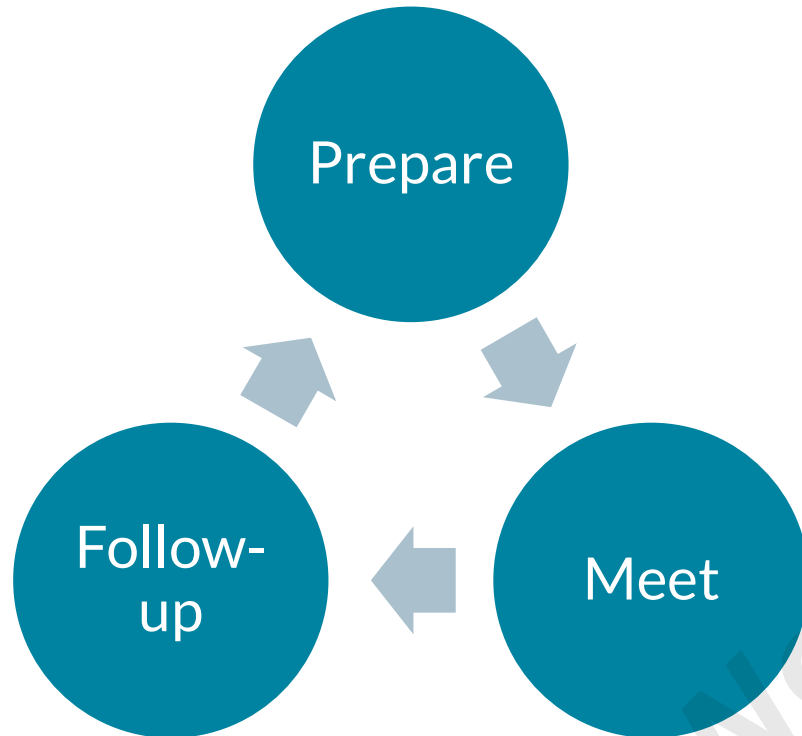
Personal Change Curve & Leadership Priorities...



Where are you?

Where might your team members be?

1:1's

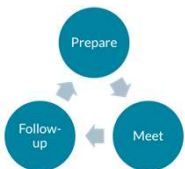


- For many individuals, this may be a smooth and efficient process.
- For some, several meetings will be required as they get comfortable with coming back into the office.

The 1:1 Process

Prepare

- We are all adapting to new ways of working
- Be prepared for an open conversation, the start of many
- Remember this is the start of the conversation, it does not have to be concluded in 1 meeting
- Plan meeting in advance so you can prepare likely concerns
- **Consider tools you already have in your toolkit**



Consider the SCARF model to build trust and engagement...



Status

Is about relative importance to others



Certainty

Concerns about ability to predict the future



Autonomy

Provides a sense of control over events



Relatedness

Is a sense of safety with others: friend, not foe

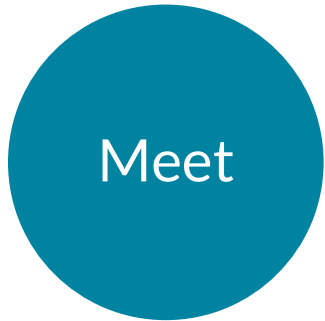


Fairness

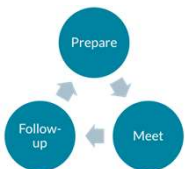
Is a perception of fair exchange between people

The SCARF® model (Rock, 2008)

The 1:1 Process



- Make employee comfortable - **Listen to them**
- Remember it's a process
 - Be curious, ask questions; what's worked well? What has not worked for them WFH during pandemic?
 - Don't have all the answers, share your experiences
 - This is an initial conversation, the start of a series of many
- Articulate vision for the organisation and your vision for your team:
 - Celebrate team success during pandemic and articulate opportunity the Hybrid Model brings to the team in the future
- Watch out for triggers
- Agree on a couple of practical actions they will take to address specific concerns – and what you might be able to do to help...



Managing SCARF triggers – in times of change



Status: Highlight the value each person brings and ask for their input on how to move forward.



Certainty: Be clear on expectations; talk about what you know and what you don't know.



Autonomy: Help your team find choices in how things will proceed from here.



Relatedness: Acknowledge people's feelings, and discuss how you can support them.



Fairness: Be transparent with process and allow lots of time for questions.

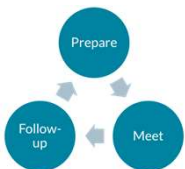
The 1:1 Process



Follow-up

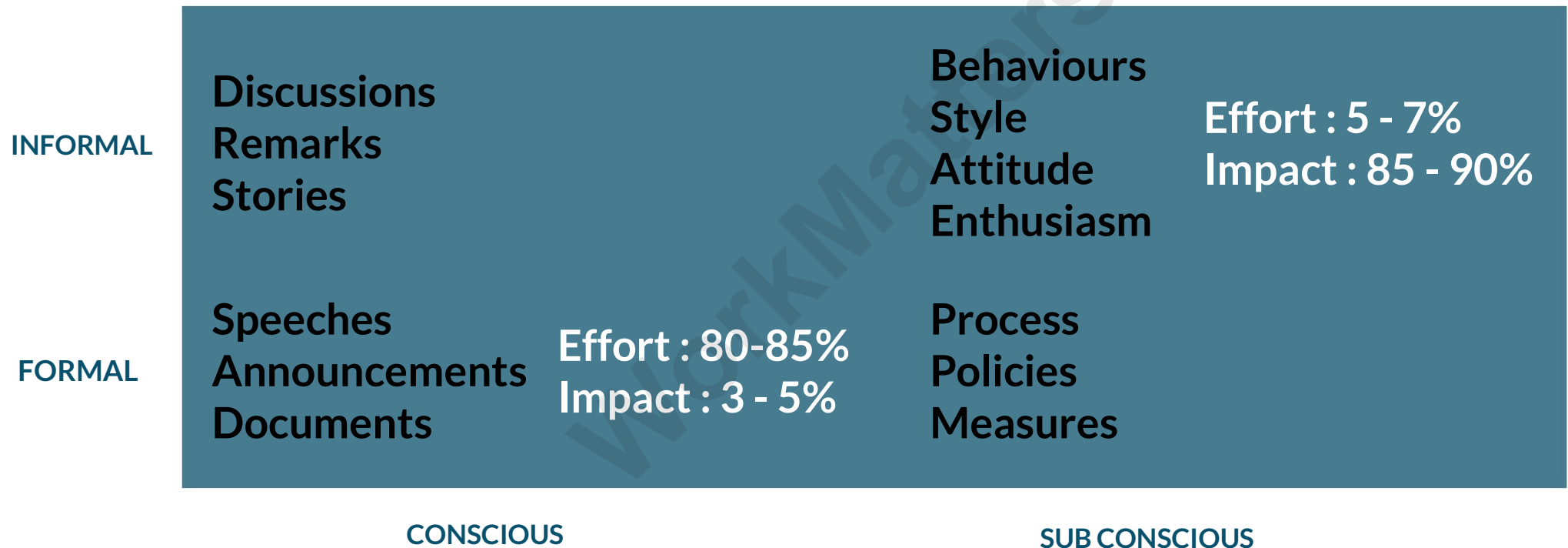
- Follow up with them
- Address any questions
- Set up follow-up meeting
- Building trust, connection and empathy

WorkMatters



Communicating with others:

- Maximum impact isn't where you expect




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

Team Agreements & Team Canvasses (contd. from Module 1)

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.		RIT Which symbolic art our culture
	Same Place/ Same Time	Different Place/ Same Time	
NORMS & RULES What written and unwritten rules define expected behaviors?	<div style="text-align: center;">  <p>PURPOSE Why do we exist as a team?</p> </div>		PSYCHOLOGICAL SAFETY How do we promote participation and diversity of thought?
	Same Place/ Different Time	Different Place/ Different Time	
<div style="text-align: center;"> <p>PRIORITIES</p> <p>Use even/over statements to define top three trade-offs toward team alignment.</p> </div>			

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Designed by Gustavo Razzetti
FearlessCulture


www.fearlessculture.design

FearlessCulture

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

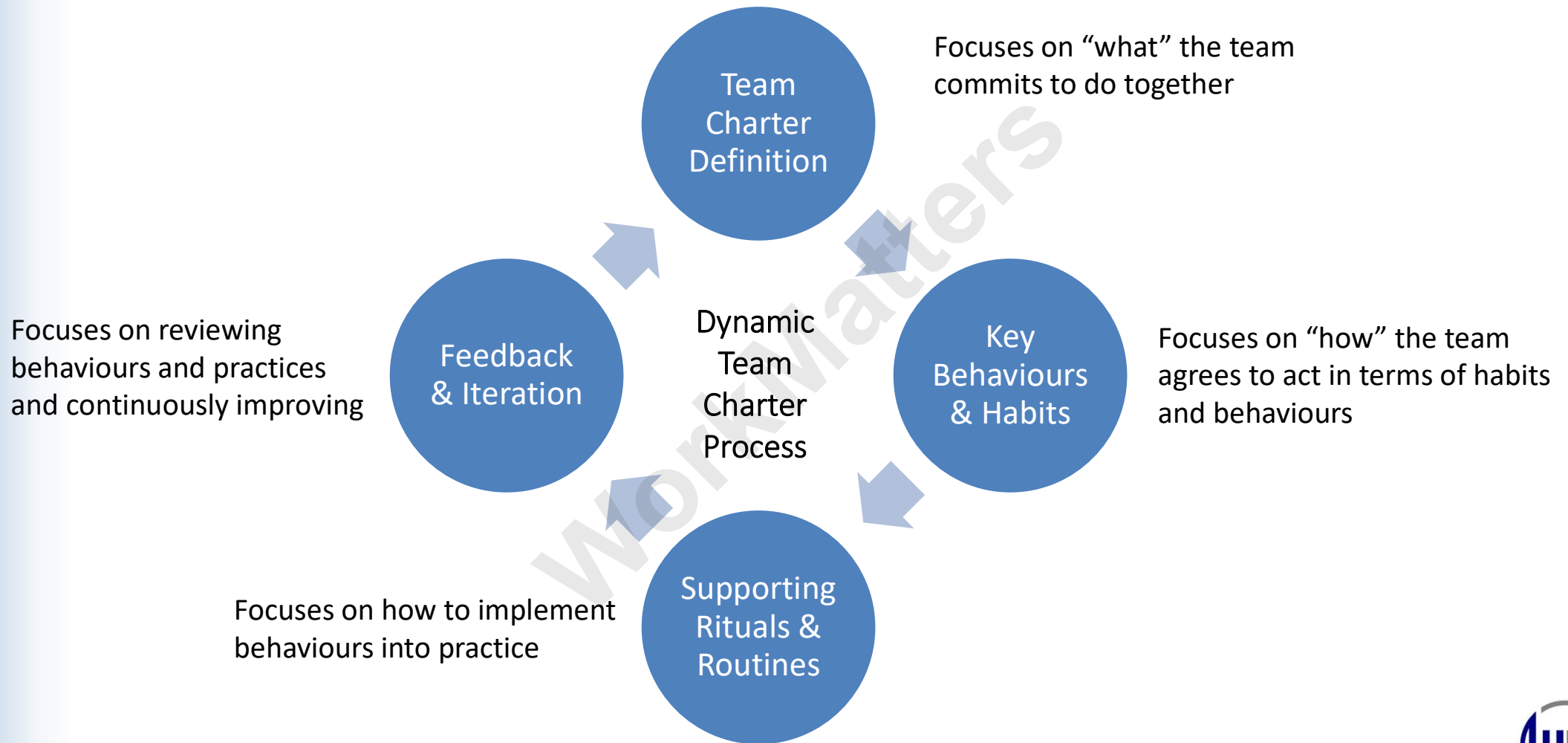
PEOPLE & ROLES What are our names and the roles we have in the team?	COMMON GOALS What you as a group really want to achieve? What is our key goal that is feasible, measurable and time-bounded?	VALUES What do we stand for? What are guiding principles? What are our common values that we want to be at the core of our team?	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?
PERSONAL GOALS What are our individual personal goals? Are there personal agendas that we want to open up? What are we called as a 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?	<div style="text-align: center;">  <p>PURPOSE Why we are doing what we are doing in the first place?</p> </div>
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 of 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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Team Charters are a dynamic process, not a one-off activity...

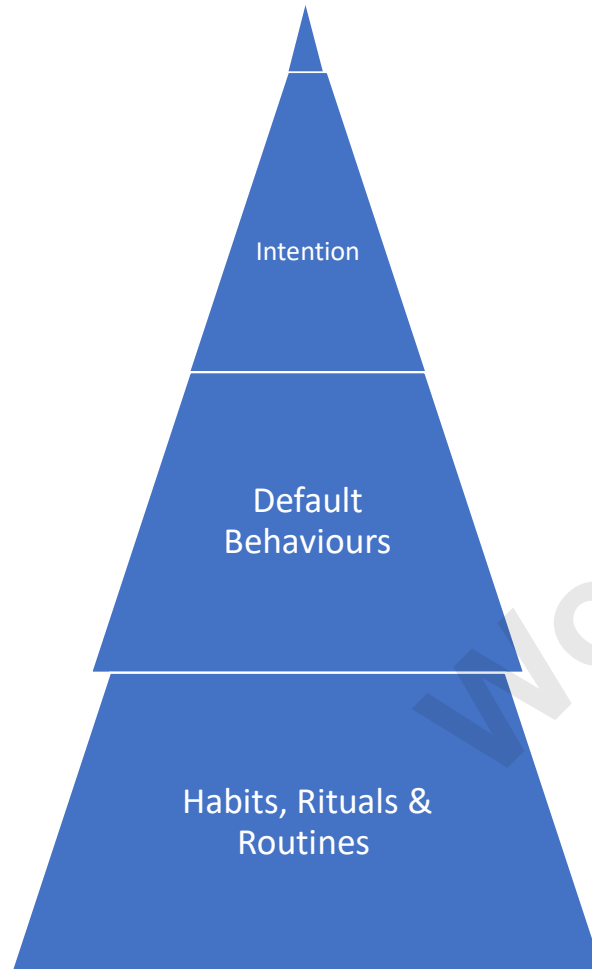


How. Our Behaviours, Norms and Habits

[illegible]

Setting ourselves up for success:

Team Rituals and Routines then help to ensure our intended Team Charter behaviours and practices are followed through in practice



For Example.....

- I want to take care of my people by being more inclusive with my team, especially in blended work setting
- I skillfully manage an inclusive experience in blended team meetings
- As well as using the common meeting tools, I will allocate a buddy for the team to connect virtually at the beginning of each meeting to ensure everyone is fully included and connected
- We will leave time at the end of the meeting to “rate the meeting” with my team
- We will allocate a specific slot at monthly/quarterly meetings to discuss and review our progress on care and inclusion



A Tool for Enhancing Our Ways of Working

To improve our flexible ways of working, what do we need to...

Keep Doing

-
-

Change / Challenge

-
-

Stop Doing

-
-

Discussion 2



- **Think about two members on your team and where they are on the change curve? Where are you on the change curve?**
- **How will you use the process to support the conversations?**



Creating Shared Leadership for Performance in a Hybrid World

- Within a Culture of Trust and Shared Accountability



Flex+Strategy Group

Leadership for a high performance environment

- Creating 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

THE TEAM

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

MANAGER (YOU)

- 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

What is your model of shared leadership & accountability for optimum team performance?



Your Guiding Principles & Habits

INDIVIDUALS IN YOUR TEAM

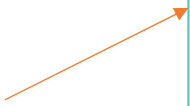
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WorkMatters



Aristotle Project, Google



”

Psychological safety *isn't* about being nice.

It's about giving candid feedback, openly admitting mistakes, and learning from each other.

Dr. Amy Edmondson

vaxacollective.com

The Trust Equation

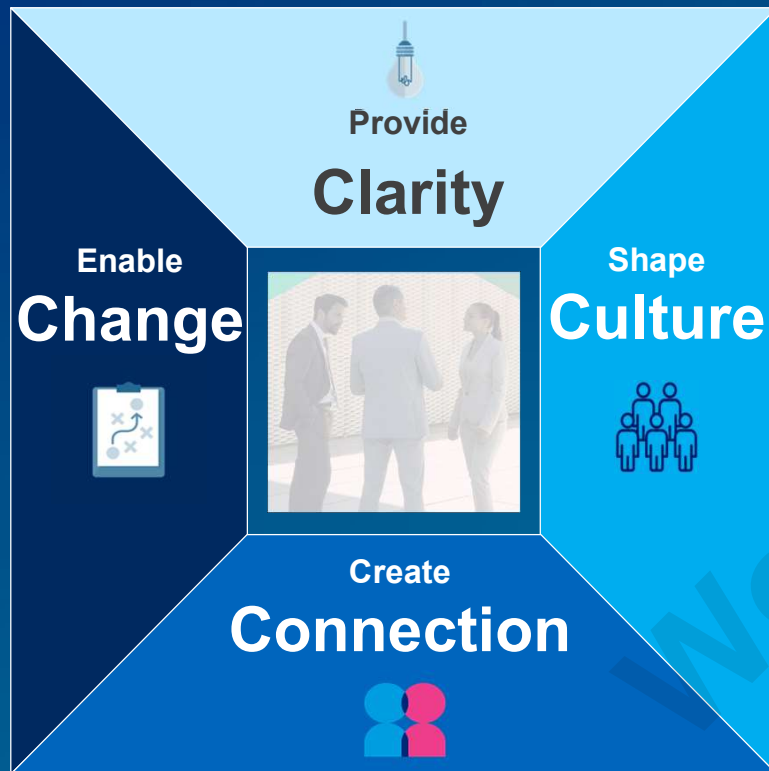


$$\text{Trust } T = \frac{\text{Credibility } C + \text{Reliability } R + \text{Intimacy } I}{\text{Self-Orientation } S}$$

The Trusted Advisor: Maister, Green & Galford

4 Habits of Agile Leadership

– for now and the future ?



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



Discussion 3



- **How might these team templates will help you engage your teams on future ways of working**



Final Thoughts & Take-aways

- Approach to Change and navigating the Change Curve
- 1:1 meeting skills
- SCARF
- Shared Accountability
- Team Charters

Actions for you and next steps ?

1. Bring your awareness of personal change and your impact to 1:1 conversations with your team members. Reflect on these conversations. What improvements are there, and what continues to be challenging? Journal and bring your reflections to share at next session.
2. Consider implementing the team charter for your team. Reflect on its impact. What improvements do you see? What challenges remain / or arise? Bring your reflections to share at the next session.