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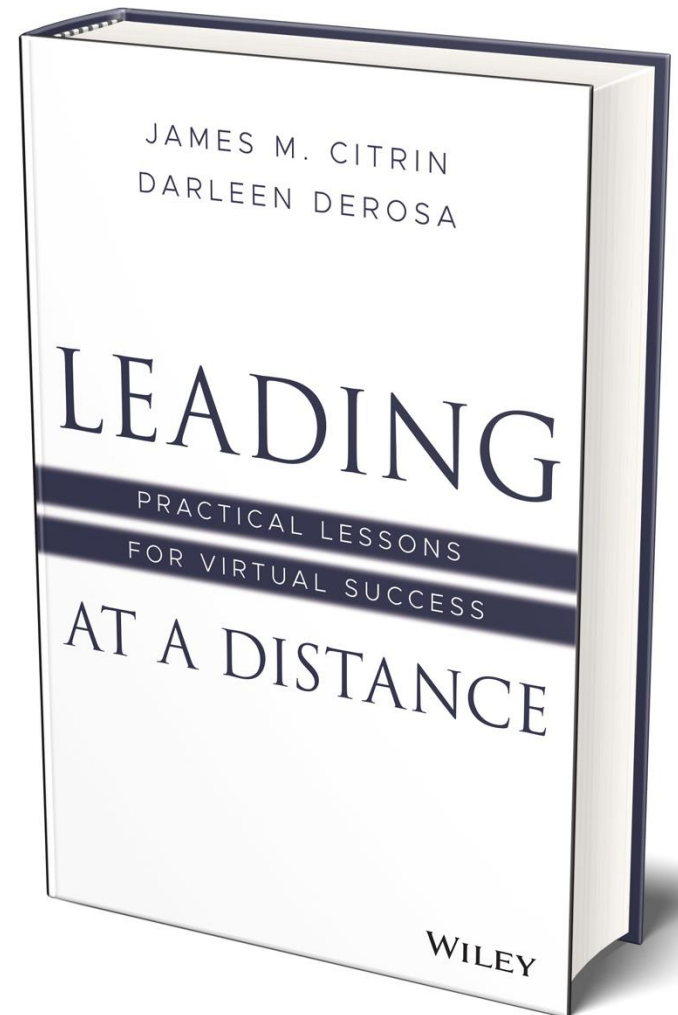


# Leading In a Hybrid Setting




































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# Recent Book

- » Conducted three global surveys to learn about current challenges working remotely
- » Interviewed more than 100 senior executives to better understand the current and future landscape
- » Focus of the book is on practical lessons to help lead from a distance



# Book Interviews

# Highlights From Our Research

- » Productivity has not been impacted
- » Work life balance is still a net positive overall, yet many people are very overwhelmed given the blur between work and home
- » Pandemic has been hard on working mothers and many have exited the workforce
- » Video or “Zoom fatigue” is extremely prevalent
- » Many senior leaders are concerned about culture and onboarding
- » Most employees want greater flexibility and want to commute less BUT also want collaboration and a place to connect with others periodically



# The Virtual Road Ahead

- » The hybrid model is here to stay, and this presents different challenges, particularly around equity
- » Companies who try to “go back to normal” are likely to have challenges
- » Most organizations are rethinking real estate and virtual work models (e.g., geographic hubs, fewer offices)
- » Some sectors and roles are more suited to remote work
- » In a virtual world, leadership is even more critical, and organizations need to proactively set people up for success



# Hybrid Work Is Here To Stay...

- » Employees given “the choice on where to work” were **40–50%** more motivated than those who were forced to work remotely or in person (HBR)
- » **61%** of executives believe a strong culture can be maintained with employees in the office 3 or fewer days per week (PwC report)
- » **60–80%** of employees surveyed prefer a flexible approach to work



# Hybrid Model in Practice

## Pros



Increased motivation



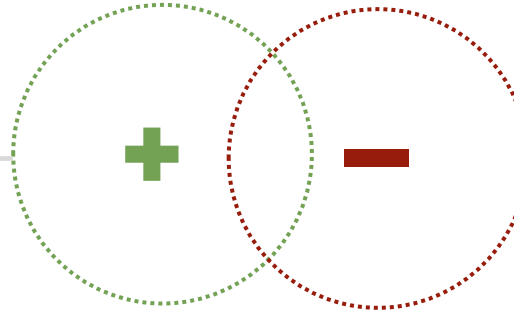
Broader talent pool



Potential cost savings



Increased retention



## Cons



Potential for inequity due to in-person bias



Increased chance of burnout



Difficulty building connections



# Hybrid Model Challenges



- » Psychological safety is more important and harder to foster in hybrid work models
- » A growing fear within hybrid models is “out of sight, out of mind”
- » Ensuring that leaders role model the right behaviors is even more important
- » One size approach does not fit all



# Leadership in the Hybrid Model



- » Leaders need to role model best practices from the top (e.g., to minimize digital overload and burnout, demonstrate authenticity, encourage breaks, etc.)



- » Leaders will need to lead differently – (e.g., host “virtual office hours” to ensure equity and empower employees)

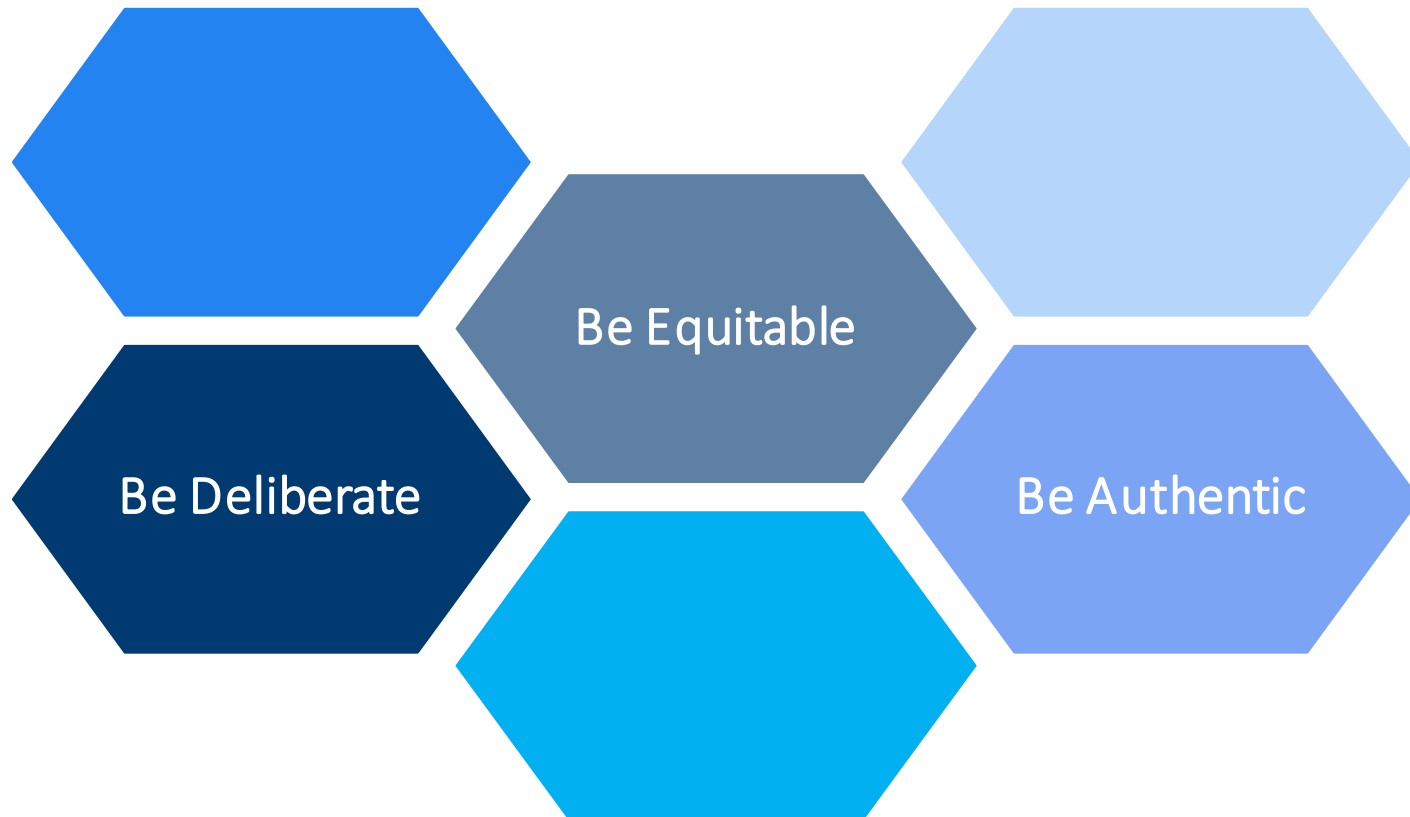


- » Organizations need to ensure that leaders have the skills to successfully coach and lead in a hybrid model



- » It will be critical for leaders to encourage and incentivize collaboration and networking

# The New State of Leadership



# 1 Be Deliberate

- » “Natural” activities such as office drop-ins, breakroom chats, and last-minute lunches are harder to replicate
- » It is important to proactively establish points of connection
- » “Common knowledge” is not so common in hybrid models; expectations must be clearly documented

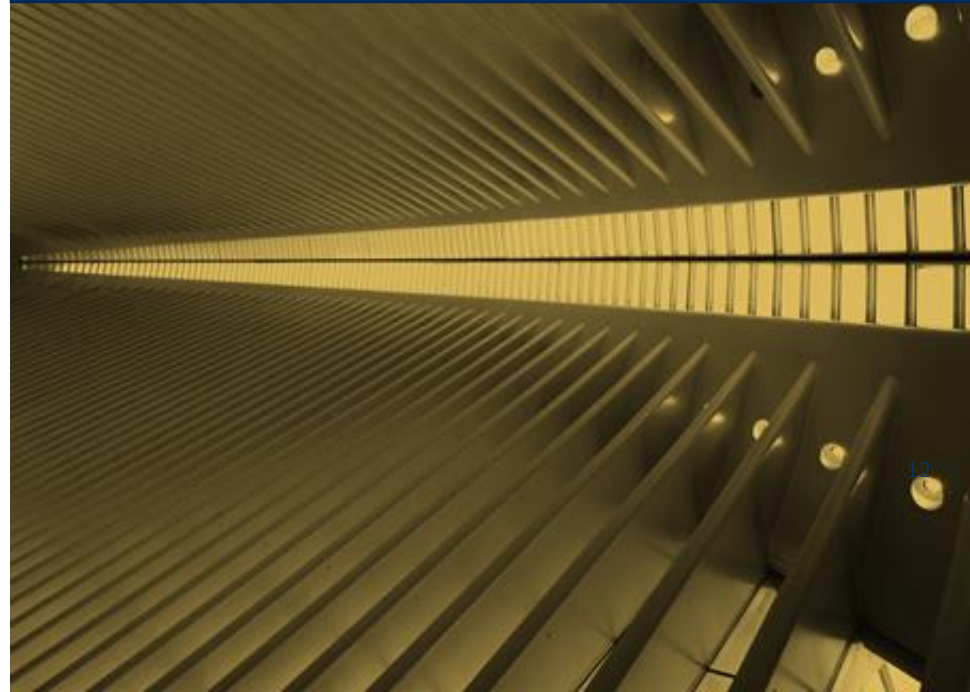


**Being deliberate means doing things outside your comfort zone to facilitate relationships, manage accountability, maintain motivation, and solidify process**

## 2 Be Equitable

- » Studies suggest proximity influences performance reviews, promotions, feedback, and access to projects
- » Leadership activities occur more easily with those nearest you
- » Meetings can become awkward in hybrid environments

It is more important to  
ensure consistency in  
your leadership practices



# 3 Be Authentic

- » Authentic leadership matters now more than ever
- » Employees are redefining their sense of purpose in hybrid work environments
- » Less frequent interaction leads to fewer opportunities to motivate and inspire
- » Changing work dynamics creates additional stress and impacts motivation



**The highest performing leaders possess a solid sense of purpose, understand the purpose of each team member, and connect that purpose to the purpose of the company or team**

# Best Practices



Create a sense of purpose and community



Spend more time recognizing good work



Make “care calls”



Provide the autonomy to determine the best way to get work done



Create opportunities for virtual team members to build relationships



Role model behavior and seek out feedback

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