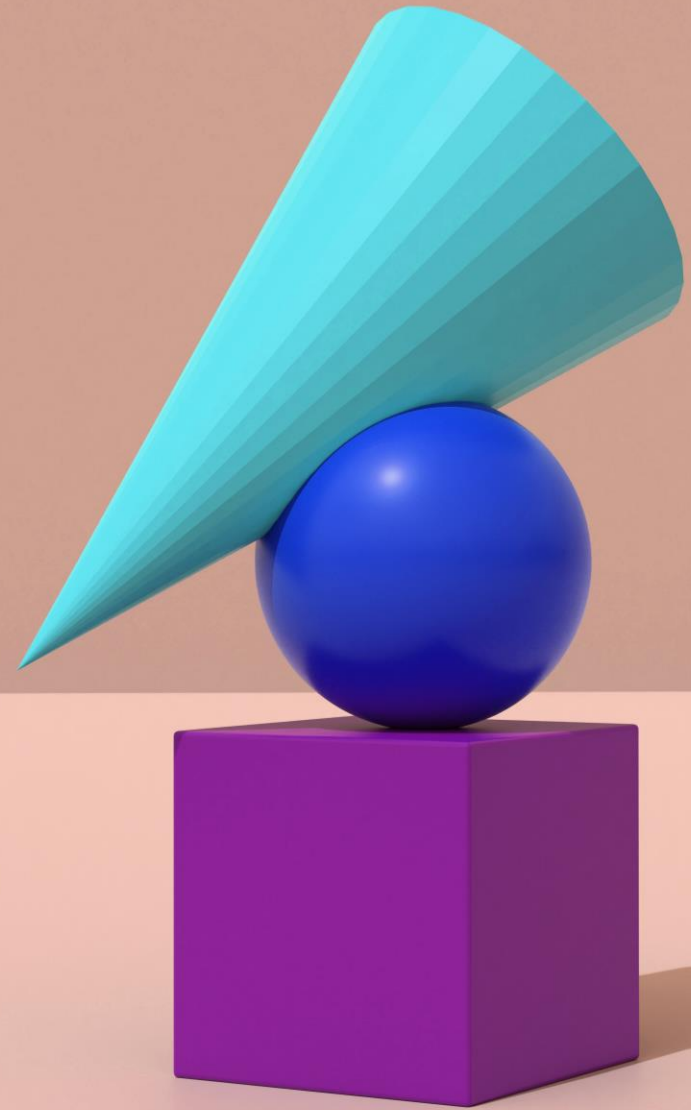


Leading in a Hybrid Workplace:

How to Succeed in a New Reality

NOCA

31 August 2023



Poll 1:

“Which of the following best describes your workplace model?”

1. Our hybrid policy specifies which days all employees must be in the office
2. Our hybrid policy requires employees to be in the office for a certain number of days, but it's up to employees to decide which days
3. We leave it up to managers to decide when and if their teams need to come into the office
4. We have a loose hybrid policy where people can work remotely or in the office based on their needs and preferences

Agenda

1. Current Pain Points of Hybrid Work
2. The Ongoing Puzzle Facing Leaders of Hybrid Teams
3. What Changed with Hybrid and What It Means for Leaders
4. A Strategy for Redeveloping Leaders of Hybrid Teams

Part 1: The current state of hybrid and RTO policies

Hybrid Pain Points

Leaders are under pressure

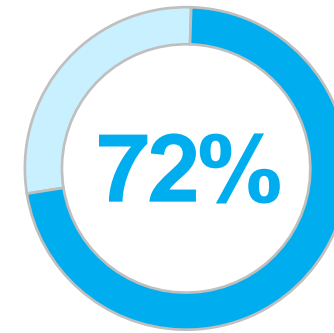
The workforce is stressed and burned out

Productivity concerns with hybrid model persist

Concern for cohesion and social connections continues

Innovation may be slowing

Proximity bias threatens efficient use of human capital



of leaders report they often feel “used up” at the end of the day.¹

¹ DDI, 2023

Hybrid Pain Points

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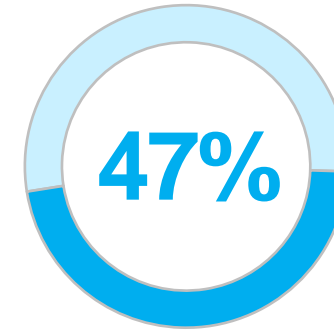
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47% of EU workforce report they feel stressed or burned out at least weekly – or far more often.¹

¹ Harvard Corporate Learning survey, 2023

Hybrid Pain Points

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1 Nick Bloom, Stanford, 2023.

Hybrid Pain Points

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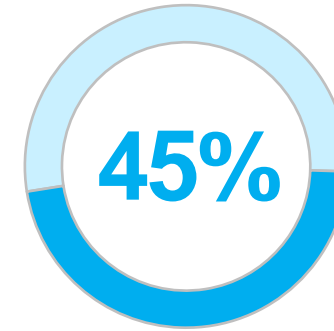
Productivity concerns with hybrid model persist

Concern for cohesion and social connections continues

Innovation may be slowing

Proximity bias threatens efficient use of human capital

¹ Harvard Corporate Learning survey, 2023



of EU workforce express concern about limited connection with their colleagues.¹

Hybrid Pain Points

Leaders are under pressure

The workforces is stressed and burned out

Productivity concerns with hybrid model persist

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¹ MIT Sloan, 2023



Reducing face-to-face meetings by one quarter is estimated to result in an **8% reduction in patent citations.**¹

Hybrid Pain Points

Leaders are under pressure

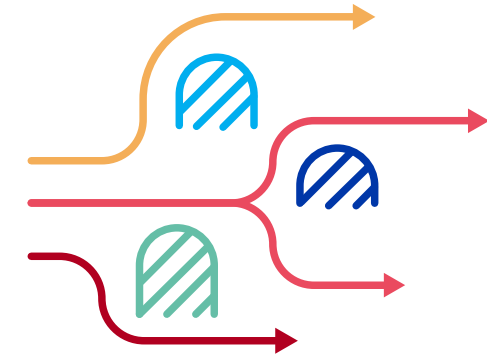
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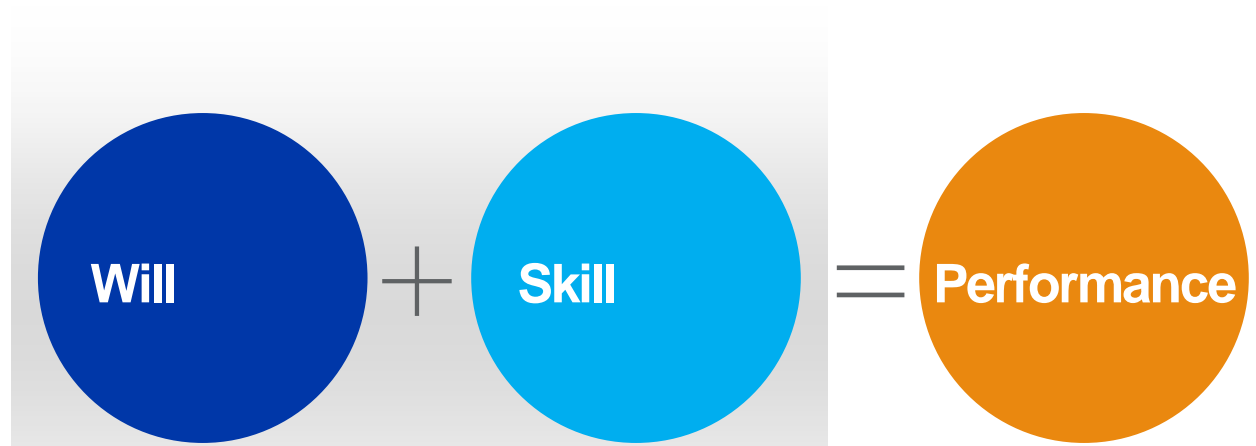


Executives value putting in face time with management at **1.6x the rate of non-executives.**¹

¹ Future Forum Pulse Report Winter, 2023.

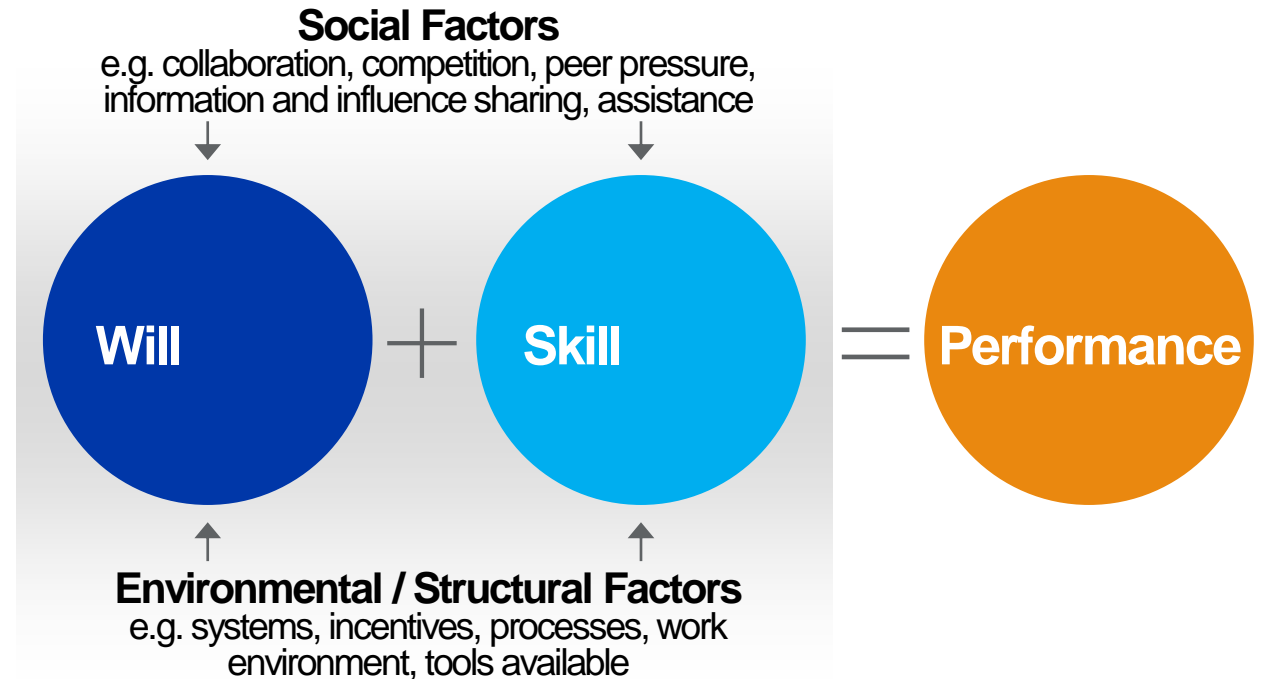
Driving performance in hybrid is more complex

- Individual's motivation — **Will**
- Individual's ability — **Skill**



Driving performance in hybrid is more complex

- Individual's motivation — **Will**
- Individual's ability — **Skill**
- But **environmental/structural** and **social dynamics** also affect each – and they have changed with hybrid/remote work.^{1,2}



1 Adam M. Grant and Marissa S. Shandell, "Social Motivation at Work," *Annual Review of Psychology*, 2022

2 Joseph Grenny et al, "How to Have Influence", *MIT Sloan Management Review*, 2008

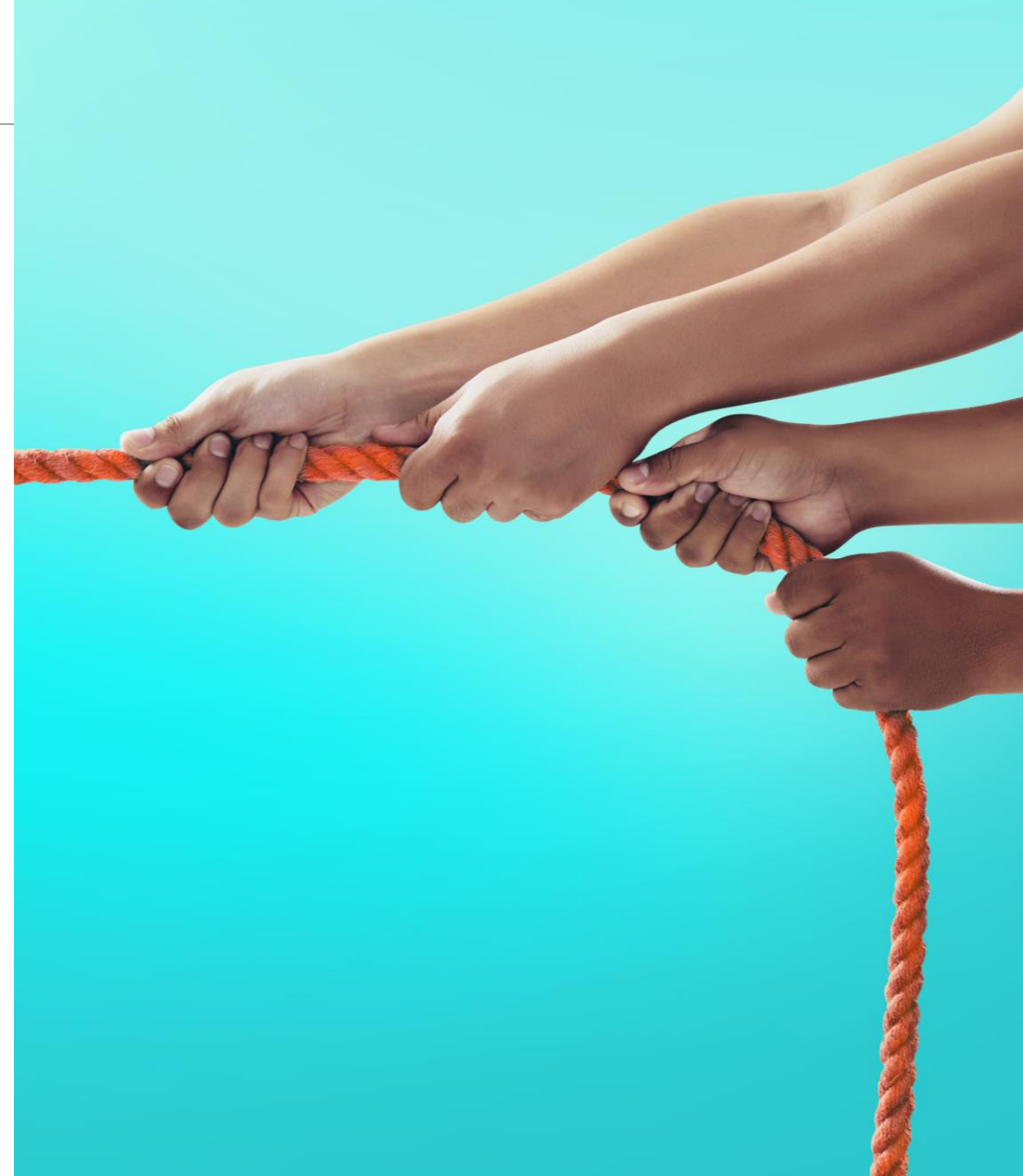
The ongoing RTO tension and continuing evolution of hybrid

Is there a “final design” for hybrid work?

What is the enforcement policy?

Consequences for non-compliance?

Are there unintended consequences?



The ongoing RTO tension and continuing evolution of hybrid

Is there a “final design” for hybrid work?

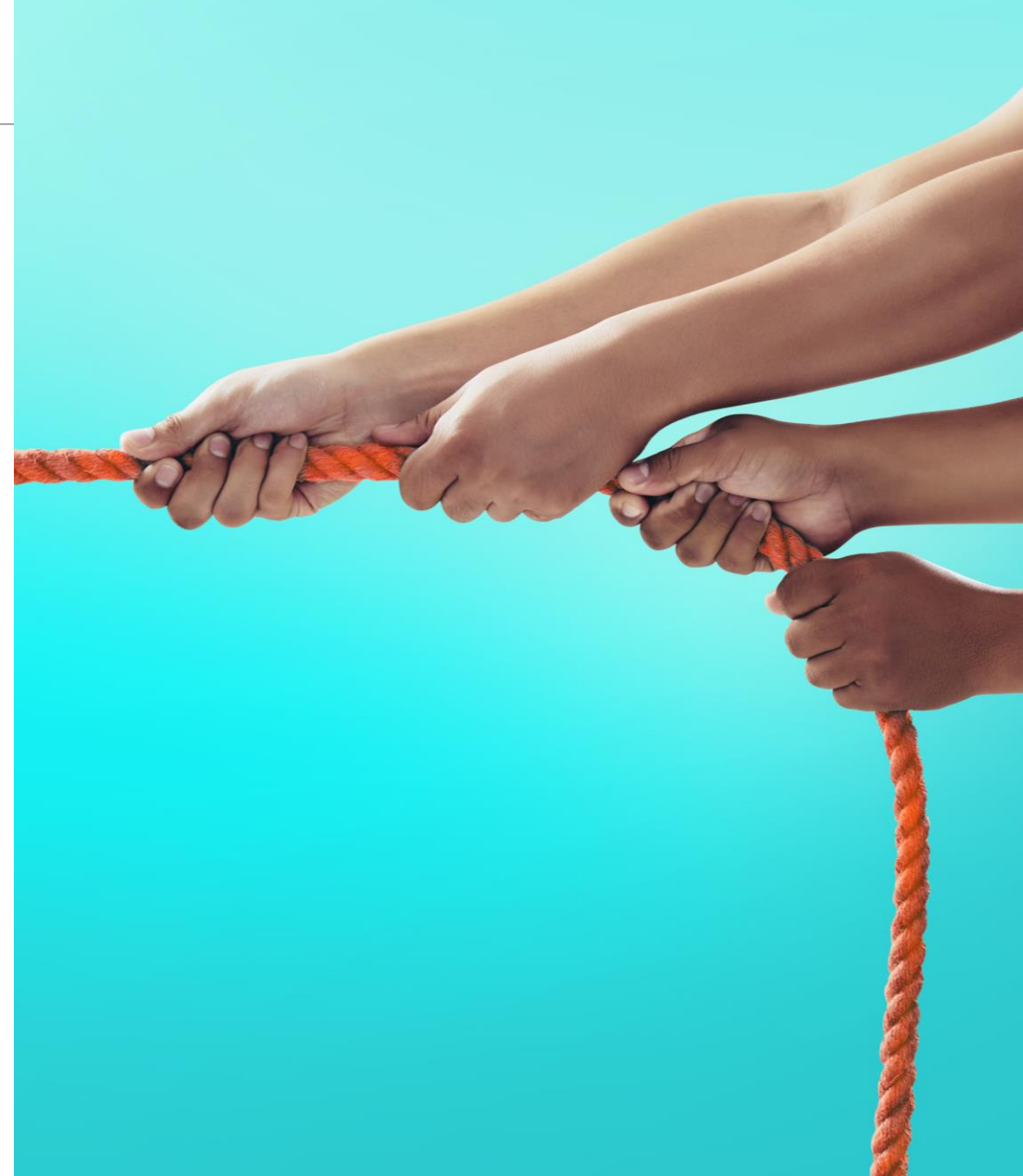
What is the enforcement policy?

Consequences for non-compliance?

Are there unintended consequences?

- Of the 72% of companies globally with mandated office returns, 42% report a higher level of employee attrition than anticipated.¹

¹ Unispace Global Workpace Insights, May 2023.



Part 2: What changing dynamics in hybrid work means for leaders

Changing dynamics mean challenges for leaders of hybrid teams

1

Facilitating positive, transparent discussions of hybrid schedules that result in commitment, not just compliance.

2

Competently using appropriate virtual work tools and communication techniques to support team effectiveness.

3

Intentionally building social capital and sense of belonging within their teams and across the organization.

4

Maintaining insight into the inputs and employee efforts involved in achieving outputs.

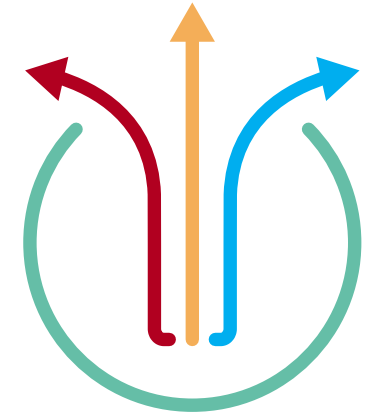
How are leaders handling discussions about hybrid?

The best:

- Understand individuals' needs and preferences
- Guide team discussions to evaluate the key considerations and gain input
- Facilitate commitment among team members rather than rely on compliance with a policy

Others:

- Rely on authority of their position
- Use up their own social capital
- Avoid full implementation of the policy
- Make one-off exceptions that can result in diminished trust, feelings of unfairness, and negative impact on corporate culture, people and their performance.



Optimizing a hybrid work model: a complex, ongoing puzzle



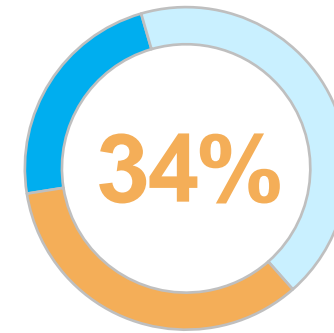
1 HBR.org, 2021

- What schedule and location best supports the levels of energy, focus, coordination, and cooperation of each **job/task** to be done?
- What are people's **personal preferences**: where and when each team member feels most energized, whether they have a well-functioning home office, etc.?
- How must our **projects/workflows** integrate with others' work in the organization?
- Are there varying degrees of flexibility and freedom? If so, are they creating feelings of **unfairness**?

Getting the most out of tools for virtual work

Research shows that using old techniques with virtual communication channels often yields poor results.¹

Perceptions of authenticity are impacted by choice of communication channel.²



of EU workforce rate tools & technologies fair, poor, or very poor.³

¹ Scientific American, 2022, ²HBR.org, 2021, ³ Harvard Corporate Learning survey, 2023

Maximizing opportunities for contact and connections

Cross-Silo Leadership techniques include:

- Developing employees who **excel at connecting across divides**
- Encouraging people to ask questions in an open-ended, unbiased way that **genuinely explores others' thinking**
- Getting people to **actively take other points of view**
- **Broadening employees' vision** to include more-distant networks²

Just 1 in 4

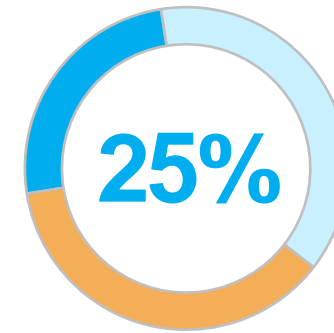
of EU hybrid & remote respondents say their managers does very well in supporting relationship building and fostering a sense of belonging and connection.²

¹ HBR.org, 2019 ² Harvard Corporate Learning survey, 2023

Understanding inputs and effort

Good Performance Management in a Hybrid Model:

- **Defines performance** in meaningful ways
- Involves **regular goal-setting and feedback** through frequent, honest conversations conducted with empathy and psychological safety
- **Shares the PM responsibility** by providing visibility into milestones and achievements of everyone on the team



of EU respondents who say their manager's understanding of time and effort they put into achieving outcomes is very good²

¹ HBR.org, 2019 ² Harvard Corporate Learning survey, 2023

Changing dynamics mean challenges for leaders of hybrid teams

1

Facilitate transparent discussions of hybrid schedules using logical criteria – **and do it with empathy and psychological safety.**

2

Competently use appropriate virtual work tools – **with an awareness of how choices impact perceptions of authenticity.**

3

Build social capital – **helping teams develop their networks and skills in the process.**

4

Understand input/employee efforts – **staying in touch with how work is done to provide support AND avoid burning out best contributors.**

Poll 2:

Which of the following are your leaders doing well right now?

1. Facilitating positive, transparent discussions of hybrid schedules that result in commitment, not just compliance.
2. Competently using appropriate virtual work tools and communication techniques to support team effectiveness.
3. Intentionally building social capital and sense of belonging within their teams and across the organization.
4. Maintaining insight into the employee efforts/inputs involved in achieving outcomes.

Humanizing Leadership for the Digital Age

It's time to [re]develop
leaders to succeed in a
hybrid model.



Competencies that matter for humanizing leadership



Lead Authentically

Do employees feel leaders speak and act in truly **authentic** ways?

What is the current level of **trust** on teams? With leaders?

Are leaders **genuinely** connected to your organization's purpose?



Nurture & Develop

How well do people feel they are **developing** their skills, networks and careers?

Are remote, hybrid and in-person employees all getting comparable opportunities?

Do they feel they are receiving appropriate workplace **recognition**? Support for taking on new challenges?



Champion Inclusion

Do all employee groups report **psychological safety** and a **sense of belonging**?

Are diverse perspectives and ideas sought out, **valued, and respected**?



Communicate

How do employees rate leaders' **interpersonal** and **facilitation skills**?

How skilled are leaders in communicating with **empathy**? Resolving **conflict**?

Do employees feel leaders are **self-aware** and willing to admit their own mistakes?

Helping leaders of hybrid teams make your hybrid strategy work

What to focus on:

1. Identify unintended consequences of your hybrid strategy
2. Ensure your leaders are best in class in their execution of your hybrid policy
3. Focus on the four leadership strategies and identify ways to improve them
4. Evaluate gaps and develop the crucial human-centered leadership skills

Cultivating leaders who can thrive in any environment

The best minds in leadership

We empower leaders with unrivaled expertise and thought leadership that fosters the deeply human skills they need to lead their teams, their organizations, and themselves to deliver.

Built for you, with you

We expertly craft learning environments—in-person, digital, and blended—for engagement and immediate application across different leadership levels, geographies, and learner preferences.



Humanizing leadership throughout the organization

Business Challenge

- Develop the capabilities and behaviors needed to build leaders who can lead strategically, execute and deliver, and inspire and nurture diverse, globally dispersed teams

Learning Experience

- *Harvard ManageMentor*®
- *Harvard ManageMentor Spark*®
- *Harvard ManageMentor Spark* language pack
- Harvard Business Publishing moderation

Audience

- 2,000+ current and aspiring people managers

Impact

- Increased competence and confidence in key leadership behaviors
- Greater collaboration among culturally diverse and regionally dispersed colleagues, leading to broader networks and more global mindsets
- Higher-performing teams with respect to decision-making, agility, and the ability to deliver results



Thank you

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