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4 STRATEGIES FOR LEADING SUCCESSFUL HYBRID TEAMS

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Center for Creative Leadership

January 2022



A DAY IN THE LIFE OF A HYBRID TEAM

*How Does Your
Experience Compare?*



What We'll Share With You Today

- The emergence of hybrid teams
- What's different about hybrid teams
- High-performing hybrid teams framework
- Hybrid team agreements
- Building connections outside the team

Pre-Session Poll Results

What best describes your organization's current approach to teaming?

5% Most team members working on-site

26% Most team members working remote

24% Team members split time between on-site/remote

45% Mix of on-site, remote, and split location

Pre-Session Poll Results

What best describes your organization's current approach to teaming?

- 5% (4%) Most team members working on-site
- 26% (50%) Most team members working remote
- 24% (17%) Team members split time between on-site/remote
- 45% (29%) Mix of on-site, remote, and split location

Pre-Session Poll Results

Do you currently lead a hybrid team?

44% Yes

56% No

Hybrid Team Unknowns

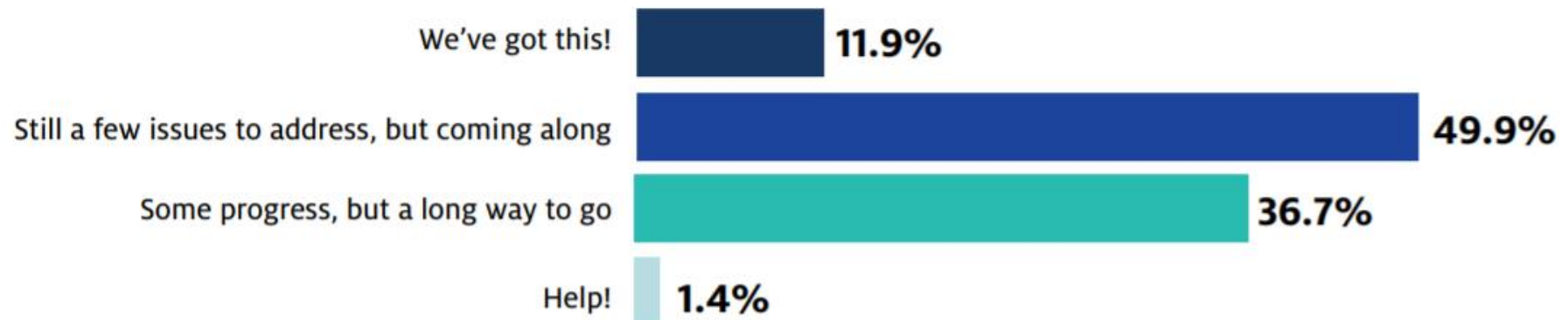
- **Out of sight, out of mind?** Nearly 60% of professionals surveyed were concerned that admitting to their boss that they would prefer to stay working remotely would hurt their chances of career advancement. (Korn/Ferry)
- **Are there inequitable outcomes?** 34% of male parents reported receiving a promotion while working from home compared with only 9% of female parents. (Qualtrics, theBoardlist)
- **Should I stay or should I go?** 58% of workers say they would “absolutely” look for a new job if they weren’t allowed to continue working remotely in their current position. Another 31% aren’t sure what they would do, and only 11% say not being able to continue working remotely is not a big deal to them. (FlexJobs)
- **Let me get back to you on that.** As of May 2021, 68% of organizations said they had no detailed vision or communicated a plan for hybrid work. [Employee perceptions matched this.] (McKinsey)

Hybrid Team Unknowns

Organizational Readiness is a Concern

How ready is your organization to implement hybrid teams?

765 Total Votes



CCL Survey, August 2021

What's Different About Hybrid Teams?

New Challenges That Have Arisen

- Culture
- Well-being
- Communication & Collaboration
- A common underlying theme: Trust

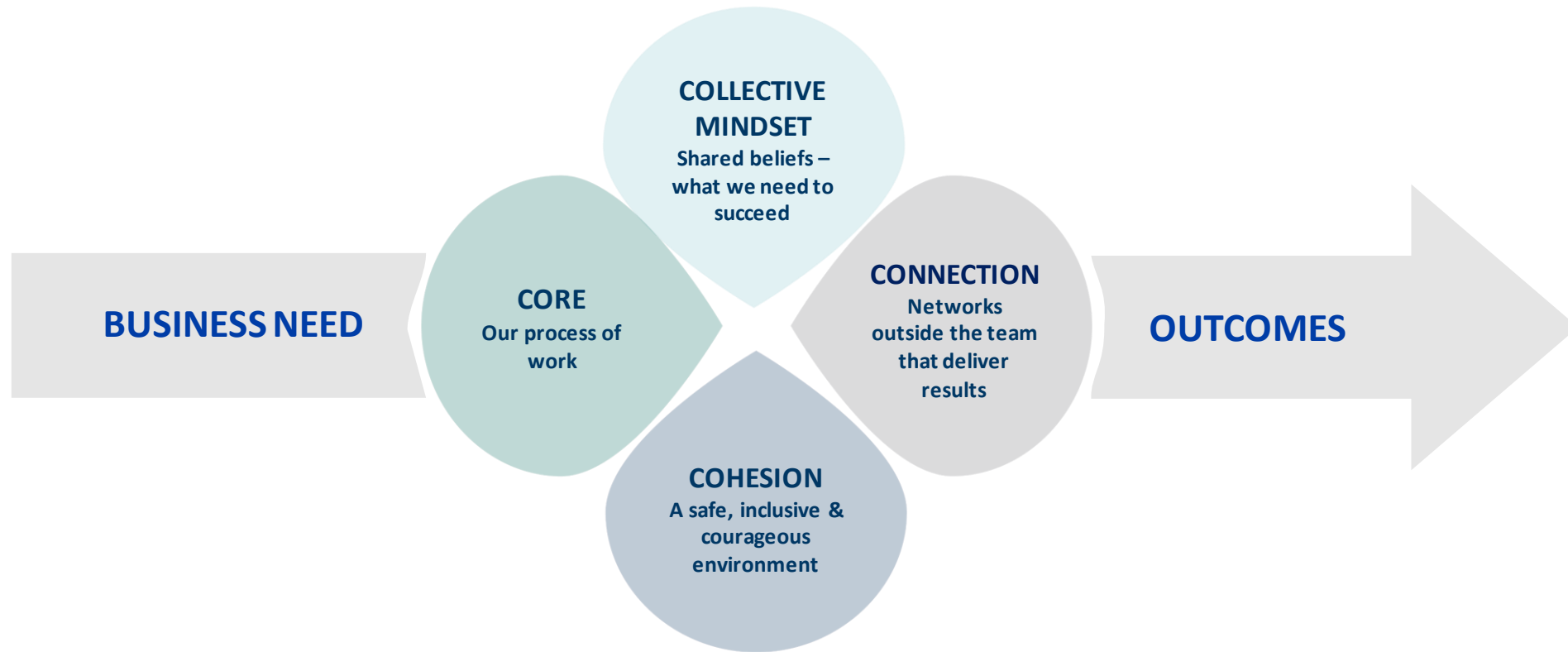
Participant Poll



Which of these differences is the most challenging for you to navigate?

- Culture
- Well-being
- Communication & Collaboration
- Trust

CCL's Hybrid Teams Framework



Hybrid Team Agreements

Task & Relationship



Task Orientation

- **Pre-meeting agenda:** Strive for focused and productive meetings - have a stated purpose and agenda.
- **Ease of accountability:** Document next steps in shared site. Confirm alignment by each person.
- **One Tool Only!** Identify single source of information.



Relationship Orientation

- **What's the feeling?:** Engage in brief emotional check-ins at the beginning and end of the week.
- **Quick connect:** Create space for social sharing (kick-off early or wrap-up late).
- **All the voices:** Provide equal time for all to share/add to the discussion.



Hybrid Team Agreements

Formal & Informal Communication



Formal Communication

- **Single source:** Clarify what is the single, shared source for team information/communication.
- **Challenge it:** Consider whether a formal meeting is necessary (no dialogue = no meeting).
- **7 Touches:** Identify 7 ways to get the message out to stakeholders.



Informal Communication

- **Love it:** Give short, positive e-mail appreciation/feedback.
- **“Now or never”:** Commit the team to say it now and not regret it later.
- **Rule of 3:** Pick up the phone/video and call if an e-mail goes back and forth 3 times.



Hybrid Team Agreements

Verify & Trust



Verify

- **Tell me:** Teammates commit their outcomes and tools for tracking/updates of others.
- **Asynch update:** Teammates post updates in teams collaboration site as pre-reads for meetings.
- **Check-in on check-ins:** Establish How much support/direction is needed?



Trust

- **Your Way:** Trust how people get their work done and the process they use (i.e., you get it done the way you want).
- **Burn Bright:** Allow individual team members freedom to create their own work-life balance plan.
- **Assume positive intent** and commitment to group goals.



Hybrid Team Agreements

Advocacy & Inquiry



Advocacy

- **Say it:** Everyone states their perspective with confidence (no wavering).
- **Make it clear:** Are you stating facts or an opinion?
- **Accept others truth:** And state yours.



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Inquiry

- **Lead with the question.** Ask the team what questions they have about X.
- **Shhh.** Listen without interruption & rephrase what you have heard.
- **Over there:** Call on those who are remote first.



Which of the following tensions does your hybrid team need to improve?

- Task & Relationship
- Formal & Informal Communication
- Verify & Trust
- Advocacy & Inquiry

Establishing Team Agreements

Recommended Best Practices

- Give time for everyone to have input.
(all voices are heard)
- Look for the themes.
(collective voice)
- Commit to review and improve.



How Is Your Team Connected?



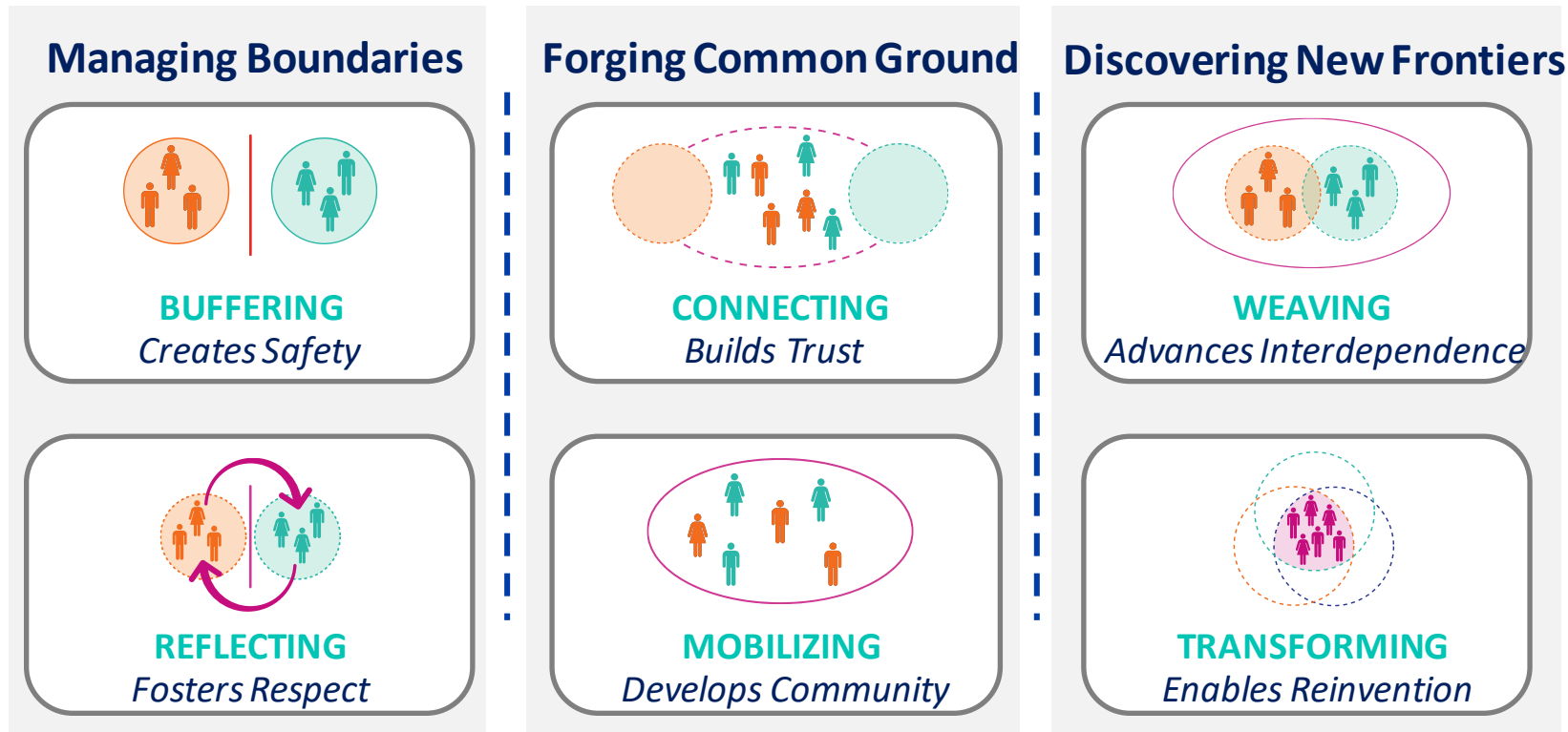
Connecting Outside the Team

Questions to Consider

1. Which teams should be included in your network map?
2. Who needs to provide information to whom?
3. Do network connections and communication reflect the diversity of the team(s)?
4. How strong are your connections (communication frequency, trust)?
5. Are the connections having shared direction, alignment of work, and commitment to overarching objectives?
6. What might be barriers in team-to-team communication?

Six Boundary Spanning Practices

Tactics Create Direction, Alignment, and Commitment Across Boundaries



Participant Poll



What mindset will be most critical for you and your team to transition to hybrid?

- Experimenting / Innovating
- Resilience
- Courage / Risk taking
- Learning agility / Growth mindset

Closing Thoughts

- The “new normal” will continue to evolve
- Attend to trust
- Make sure all voices are heard
- Focus attention inside and outside the team
- Adopt a productive mindset



What's *Your* Hybrid Team Story?

Share it with us!



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Questions?