

Developing Hybrid Teams

Combining Office
and Remote Work

Thank You to Our Sponsor



The Report

Visit www.td.org/research



The Report

133 unique organizations with hybrid teams participated

A **hybrid team** is one where a manager oversees employees who work from a central office or location as well as employees who work remotely at another location (for example, a home office or in the field).

A hybrid team can also include employees who rotate between being in the central office or location and another location (for example, employees who work in the central office three days a week and remotely two days a week).

What are High Performers?

Defining High Performers

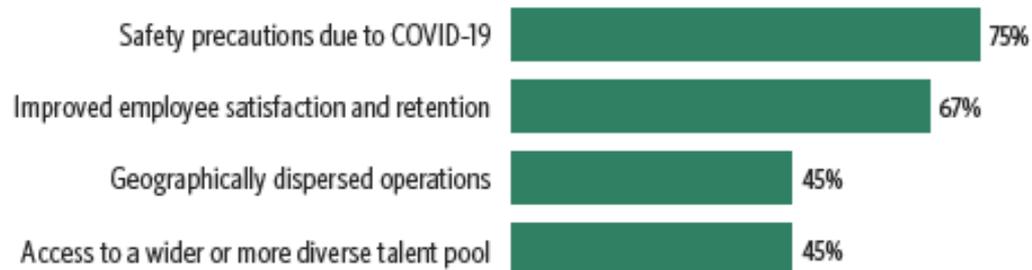
This report identifies practices associated with being a high performer. Organizations were considered to be high performers if they met two criteria:

- They were performing as well as or better than their competitors in financial performance, customer and client satisfaction, employee engagement, and growth potential for the next five years.
- Their talent development functions helped them achieve their business goals to a high extent.

Why Use Hybrid Teams?

Top Drivers

In situations where your organization chooses to use a hybrid team over a fully traditional or fully remote team, what are the most common reasons?



(Only the top four responses are shown.)

What are the Biggest Barriers?

Top Barriers

*What are the top barriers your organization faces to expanding the number of hybrid teams?
(Select all that apply.)*



(Only the top four responses are shown.)

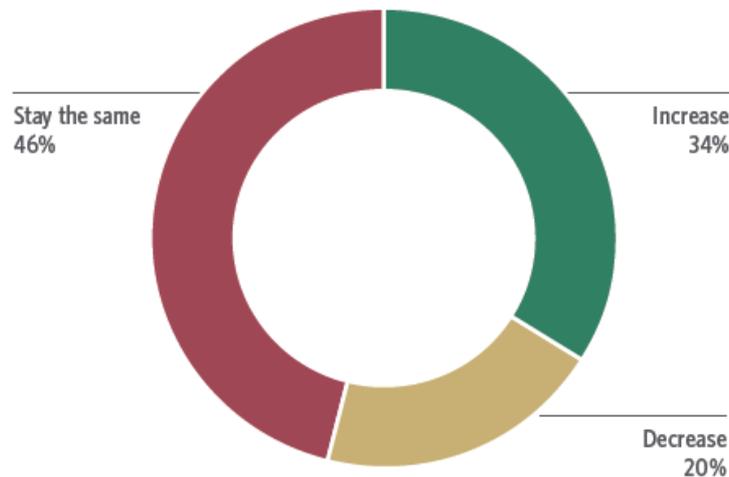
Impact of COVID-19

At the average organization, 69 percent of managers oversaw hybrid teams. Before the COVID-19 pandemic, this figure was only 20 percent.

Hybrid Team Use Will Continue and Grow Post-Pandemic

Hybrid Teams in the Future

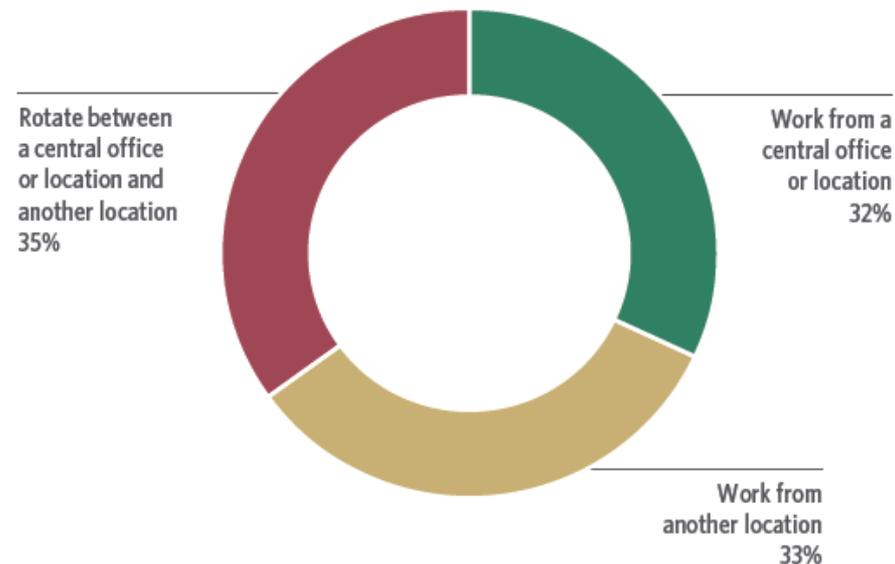
Do you expect the number of hybrid teams at your organization to increase, decrease, or stay the same five years from now?



Where do Hybrid Team Workers Work?

Work Locations Now

What percentage of your organization's workers fall into each category now?

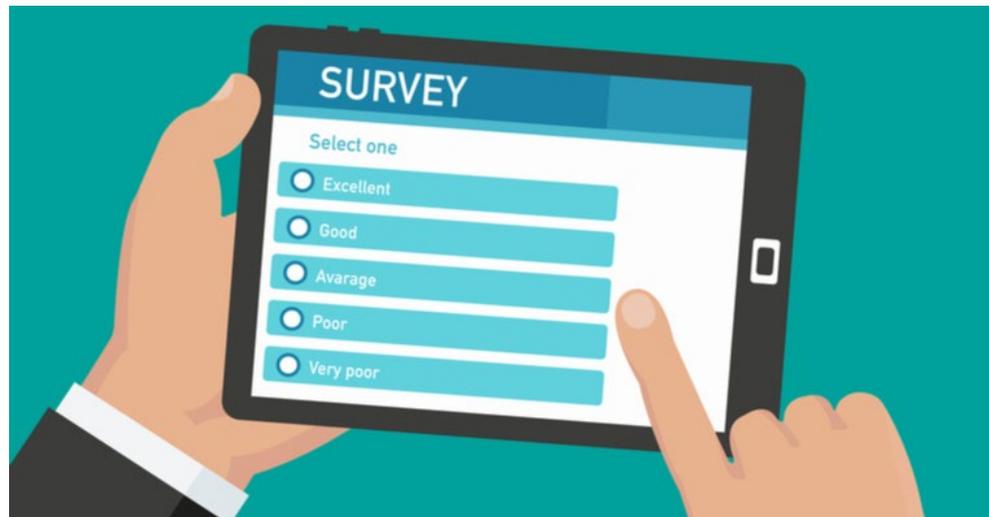


Examples of Rotating Arrangements

- Everyone on a team must be in the office for meetings on a fixed day, then work remotely the rest of the week
- Workers can choose where they work the other three days and are in the office 2 days per week
- It is up to the manager which days an employee comes in, but employees should aim to spend 50% of time during the year in the office

POLL: Does your organization have teams with rotating arrangements?

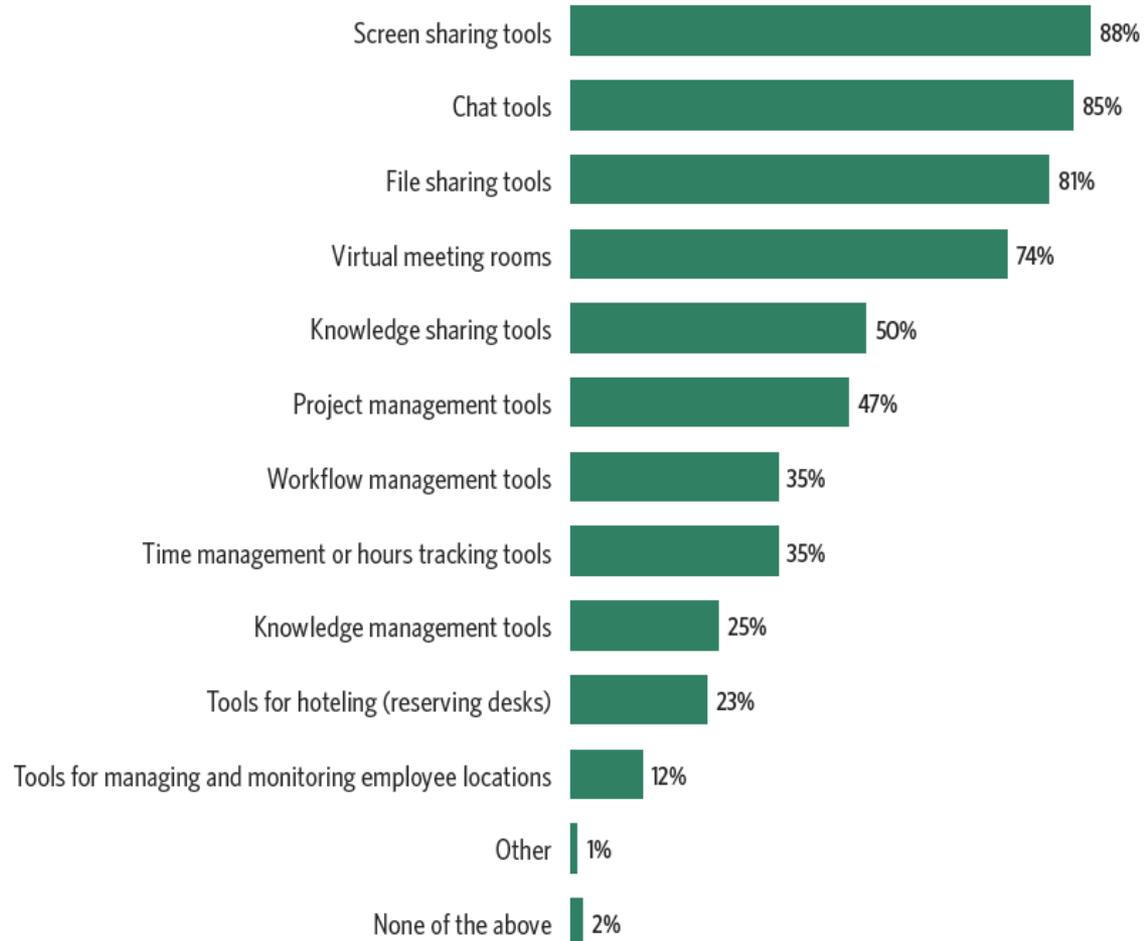
- Yes, we have them in place right now.
- No, and we don't plan on adding them.
- No, but we plan on adding them in the near future.



Software Tools

Software to Support Hybrid Teams

Does your organization provide any of the following to support hybrid teams? (Choose all that apply.)



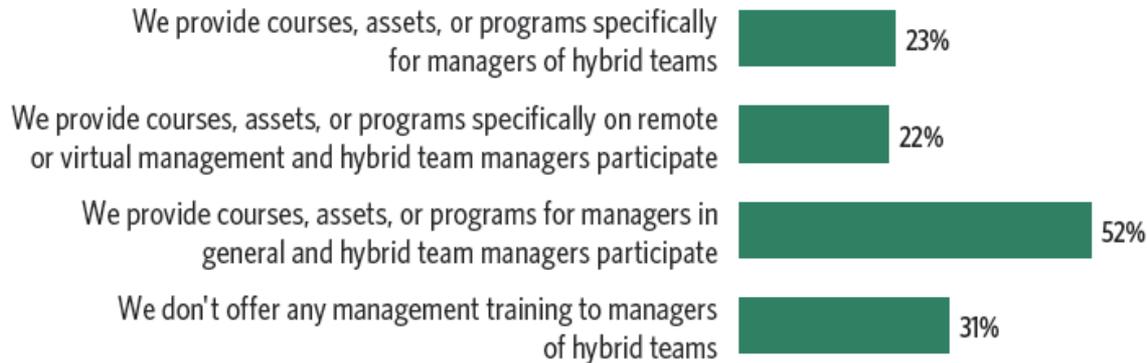
Best Practices

- ✓ Provide employees with virtual meeting rooms
- ✓ Provide knowledge management software
- ✓ Provide project management software

Manager Training

Manager Training

Does your organization provide any of the following to managers of hybrid teams? (Choose all that apply.)



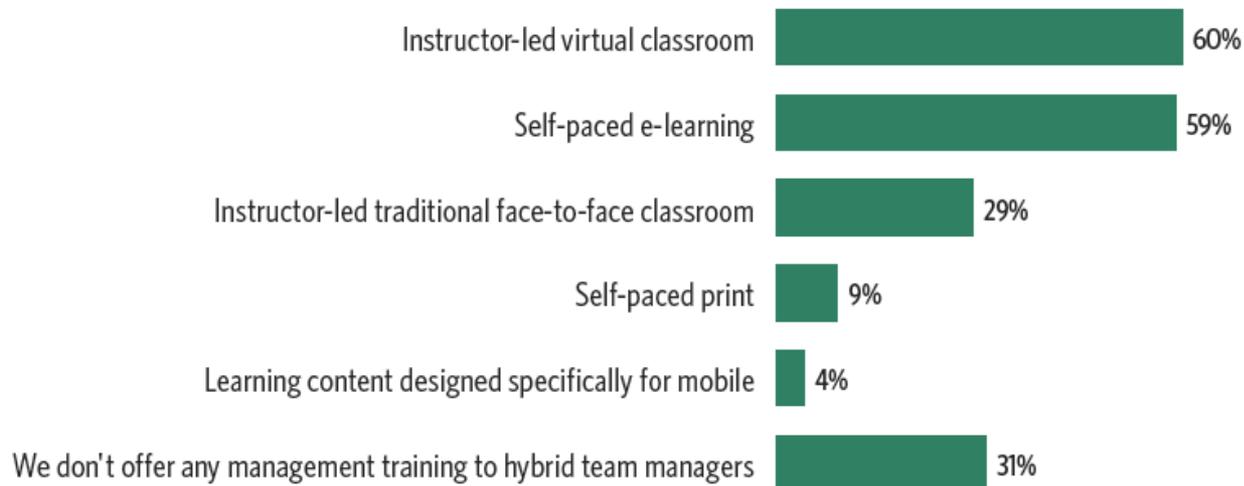
Best Practices

- ✓ Offer managers training specifically on managing hybrid teams
- ✓ Focus on team-building in a hybrid setting
- ✓ Focus on how to use technologies to manage
Examples include:
 - Leverage the features of technology like virtual meetings (use of polls? chat? breakout rooms?)
 - Choose the right technology for a task (is this a conversation to have using a virtual meeting room? a chat? or an email?)

Manager Training: How is it Delivered?

Delivering Manager Training

Which of the following does your organization use to deliver management training to hybrid team managers? (Choose all that apply.)



Simulations and Scenarios

- Experts also recommend using simulations and scenarios
- Tips for facilitators training hybrid managers & teams:
 - Give a team a made-up situation, like creating a communications plan to respond to a crisis, or delivering a presentation for a client
 - If the team rotates between office and remote, give the team 1 hour in person to work on the task and 1 hour virtually
 - Debrief and review afterward

Best Practices

- ✓ Keep asking questions and be flexible
- ✓ Don't leave teams to figure out technology on their own
- ✓ Focus on team building skills

Audience Questions



Thanks Again to Our Sponsor



Notes from the Participant Chat

(Live Webinar Audience on April 19)

Participants in the webinar made suggestions about several technology tools:

- A great hybrid meeting tool called OWL
- Project management tools: Asana, Trello, WRIKE; and another participant noted that Microsoft Teams has a great app built-in called “Tasks by Planner”

Participants in the webinar made suggestions on best practices for when to have cameras on/vs when cameras are off in meetings:

- “Camera off Fridays”
- Camera off for presentations, but on during breakout groups
- Cameras optional for meetings, but required for training
- Cameras on encouraged for certain situations such as break out rooms, virtual orientations, etc.
- We encourage cameras on at the beginning of the meeting and any time you're speaking

Notes from the Participant Chat

(Live Webinar Audience on April 19)

- One webinar participant noted having found a [website](#) for ideas on team building activities for remote teams
- Another webinar participant noted this idea: “I heard of a buddy system where all virtual members have a ‘buddy’ who is onsite and can remind onsite people that virtual members have something to say”
- Jennifer (the webinar presenter) noted this book: [*The Unashamed Guide to Virtual Management*](#), published by ATD Press, is a helpful resource.