

Balancing a WFH / WFO Hybrid Team

Managing Your Workforce in Challenging Times



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MINDFUL MOMENTS





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A well rounded HR executive and coach, with experience spanning 3 decades and across multiple industries.

Keri is known for her practical and common sense approach to business partnerships and generating creative solutions to complex organizational issues. Certified in both servant leadership and mindfulness, she brings a human approach to consulting and coaching engagements.

As a wife and mother of 2 amazing girls, Keri understands the importance and challenge of balancing a successful career and raising a family.

HR & Coaching Services



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Coaching:

- Leadership Coaching for Individuals
- Leadership Coaching Organizations
- Leadership Coaching for Teams

Consulting:

- HR Functional Audit
- HR Process Development / Projects
- Org Design / Restructure / Reduction
- Job and Role Design
- Problem / Conflict Resolution
- Leadership Team Participation
- Candidate Screening / Selection Process
- HR Interim or OnCall Support
- Engagement Surveys
- Exit / Stay Interviews

Today's Agenda



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- 1) **Current State**
- 2) **Reboarding / Operating a Hybrid Workplace**
- 3) **Establishing a Hybrid Culture**
- 4) **Mental Health Considerations**
- 5) **Onboarding**

Intentionality

Employee Involvement

Communication

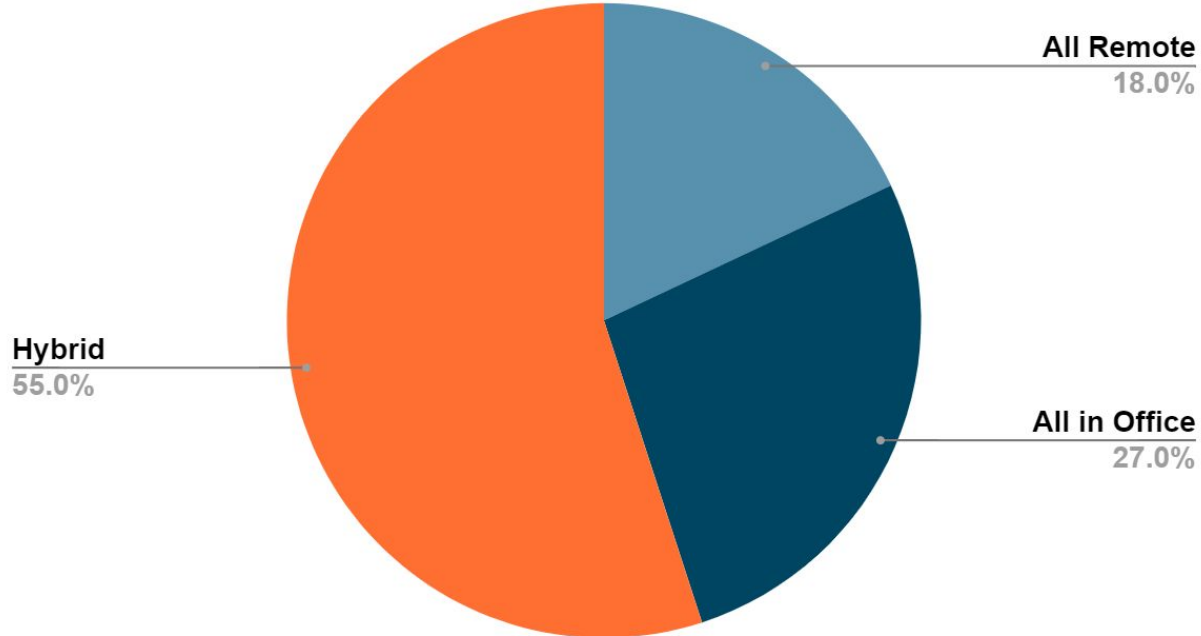
Current State

Remote Work is Here to Stay



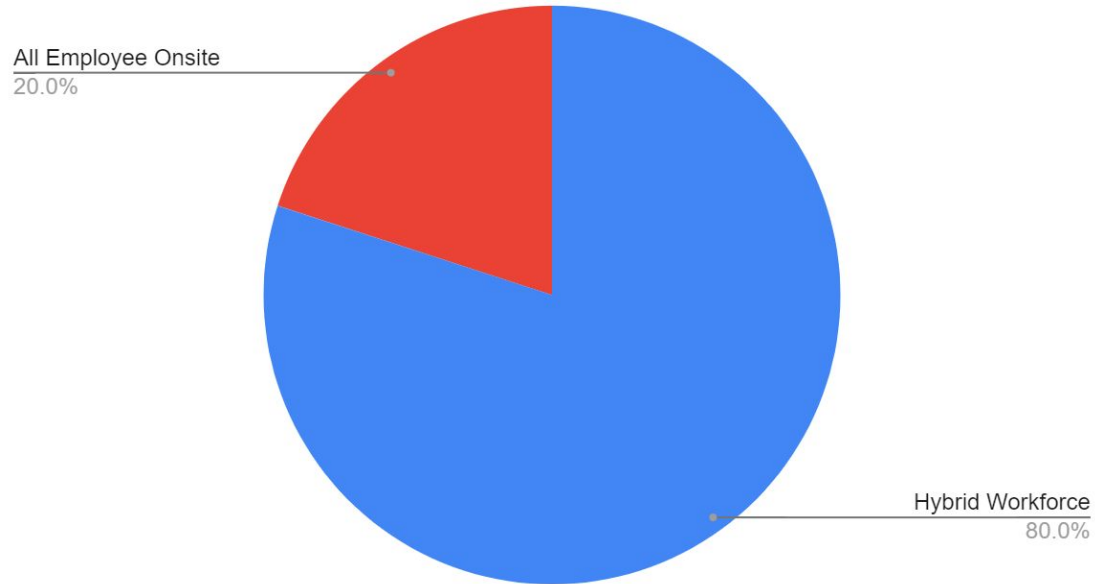
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Future Workplace Models





AMCA Member Organizations Return to Office Plans



Remote Work is Here to Stay



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Approximately 20-25% of workforces in advanced economies will be working from home 3-5 days a week. (McKinsey & Co.)

Fewer than 45% of employees believe they need to be in the office 3 days a week or more

What's Your Current State?



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A solid hybrid culture starts with understanding current state:

What do your employees have to say?

What actions were taken in 2020 / early 2021?

What are your clients, vendors, suppliers and competitors doing?

What's your business case?



Engagement Survey



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Have You Asked Your Employees??

- What's going well?
- What's been challenging?
- What would they like to see short term?
- What family needs are they balancing still?
- What would they like to see long term?
- What are their suggestions and ideas?



Reboarding and Operating a Hybrid Workplace



Encourage / Accommodate Vaccination



Welcome Back to the Office!



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- Safety First
- Housekeeping Second
- Communicate (through multiple channels)
 - Remember there is still quite a bit of anxiety

Where Can There be Flexibility?



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- Offer flexible, not just remote options when possible / Core Hours
- Rotate meetings between times that are convenient and 'inconvenient'
- Encourage (and model) healthy boundaries and work/life balance
- Determine what activities must be completed in the office
- Plan to explain perceived differences / inequities in work from home opportunities

Technology Essentials



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Make sure employees have everything they need to work remotely

Some essentials include:

- Reliable internet connection
- Dedicated space for working
- Phone
- Computer / router / printer
- Office supplies
- Desk / Chair



Consider what technology people have grown accustomed to, and how that might have to be incorporated into physical space

Non-Exempt Employees



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- All time worked is compensable and needs to be recorded
- Consider re-issuing / requiring signature on handbooks and time and attendance policies
- Frequently remind non-exempt employees to report all time worked

Establishing a Hybrid Workplace Culture

There are a lot of positives

Downside of a Hybrid Environment



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Potential downsides to remote and hybrid work arrangements:

- Erosion of trust
- Lack of cohesion
- Lack of shared experiences
- Two divergent organizational structures emerging: one in person, one virtual.
- Disconnected from the business and their colleagues
- Loneliness

Creating the Upside



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Culture defined by Merriam-Webster: “The set of shared attitudes, values, goals, and practices that characterizes an institution or organization.”

Remote work culture: The feeling of connection co-workers experience when they're bonded by similar priorities, interests, and attitudes, that survives when people don't see each other on a regular basis.

Using More Employee Feedback



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- What did your employees like best about your pre COVID work culture?
- What are they glad is gone / hope doesn't come back?
- What do they like best about working remotely / or in a hybrid environment?
- What do they hope continues from the last year?
- What things would they like to change about what's developed over the last year?
- What do your board members, customers, partners say about your culture?



Create a Culture Statement



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Using the feedback from your employees, work together to:

- Compile a list of values and interests your employees share
- Explain how your company helps nurture those values
- Outline expectations on how everyone will
 - work together
 - collaborate
 - share ideas
 - exchange feedback
 - disagree

Disseminate and post the culture statement

Establish / Modify Traditions



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- What were some previous traditions that can be modified?
- What new activities have emerged that are worth keeping?
- What ideas do your employees, peers, vendors, other organizations have?
- What are the expectations for participation?



Integrate Cultural Principles



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Brainstorm with employees on ideas how to integrate culture across the business

Examples:

- Add interview questions targeting work within a hybrid culture
- Include embodiment of cultural values during annual reviews
- Use small reminders and culture quotes to work into emails and newsletters
- Use cultural terms as part of recognition or acknowledgement

Intentional Connecting



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- Instill good meeting prep
- Casual check-ins / Focus on the whole person
- Offer low-bandwidth channels for chats and catch-ups
- Build in social interactions / Share personal stories
- Recognize and appreciate onsite and remote employees

Intentionally Over Communicate



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- Plan to communicate messages more often and using multiple vehicles
- You might have to personalize your message for individual employees
- Communicate ownership



Evaluate Development Plans



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- People may still visualize career growth in a traditional office
- Loss of daily proximity to leaders
- Formal Coaching, leadership dev programs, networking groups
- Train your leaders to lead remotely / hybrid

Protect Against The Turnover Tide



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- Identify and keep top performers engaged
- Listen to employees
- Conduct *external* stay interviews
- Consider how to backfill



Mental Health Considerations

Employee Mental Health



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SHRM:

- Employees who express mental health is good fell from 62% to 28%
- Job satisfaction fell from 57% to 32%

HBR:

- WFH burnout more likely to impact women, people of color, those with caregiver responsibilities
- Working mothers 28% more likely to experience it than working fathers. By the end of 2020 over 2 million working mothers left the workforce

Zoom Fatigue. It's a Thing.



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Why?

- Blue Light
- Excess Non-Verbals
- All eyes on you
- Image Consciousness
- Desk Bound

Tips

- Turn off self-view
- Use an external webcam
- Use speaker view
- Go retro

What can we do for ourselves?



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- Check-in / Respond truthfully to a check-in
- Respond truthfully and with solutions to surveys
- Establish a routine and don't neglect the novel
- Find ways to acknowledge and appreciate co-workers
- Remember our personal values / Create boundaries
- Be present for 15 whole minutes a day with the most important person in our lives



Welcome to the Team

Onboarding Remotely



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- Transitions to remote and hybrid teams have been mostly successful....for intact teams
- The first few days are critical for new hires
- Current processes need to be revamped
- Train your hiring managers

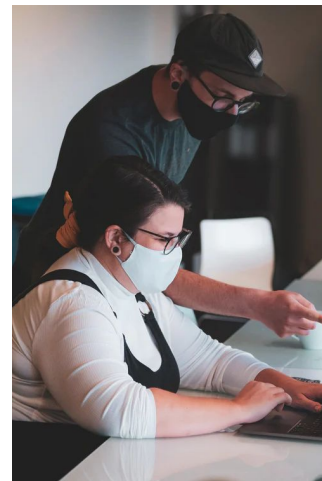


Onboarding Remotely



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- Onboarding starts the minute the offer goes out
- Are you able to get feedback from recent new hires?
- What about your current process works well?
- What from your current process can be made electronic?
- What parts of the new hire process can / should be completed in person?
- Send a welcome package and welcome video



Onboarding Remotely



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- Create an agenda / plan with milestones
- Make sure computer / equipment / accesses are ready
- Make introductions and schedule introductory meetings
- Assign a buddy or mentor
- Establish collaborative learning / carefully select your trainers
- Overview of processes and resources
- Onboarding lasts a long time

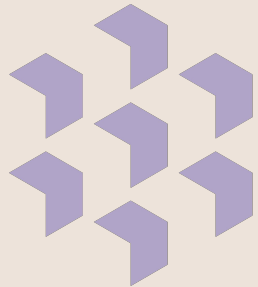
Managing Your Workforce in Challenging Times

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Questions?



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