Leading In A Hybrid Environment

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Hybrid Work is Here to Stay

The Numbers:

- 1 in 3 employees say They’ll quit if they are not allowed to work at home – Ring Central
- 87% of people want to work from home at least 1 day a week – Pulse of American Work survey
- 25% of workers want to work from home full time – Stanford’s How Working From Home Works Out survey
- 78% of HR professionals say flexible schedules and remote working are effective ways to retain workers without spending money – Crain’s Future of Work survey
Hybrid Work is Here to Stay

The Fujitsu Story

• 74% of all employees considered the office to be the best place to work pre-pandemic

• March 2020 survey found:
  • 15% of employees felt office was the best place to work
  • 30% felt home was the best
  • 55% favored a hybrid model
# Benefits of Hybrid Work

<table>
<thead>
<tr>
<th>Employer</th>
<th>Employee</th>
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<tbody>
<tr>
<td>• Increase in productivity</td>
<td>• Allows for increased work/life balance</td>
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<td>• Empowered employees increase motivation and engagement</td>
<td>• Reduced distractions</td>
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<td>• Increases quality of hiring pools without increasing overhead</td>
<td>• Decreased commute times</td>
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<td>• Increases employee retention</td>
<td>• Flexibility to determine when, where, and who you work with</td>
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Challenges to Hybrid Work

• Communication, team engagement, and coordination issues can be a problem
• Us vs them mentality can develop
• Not all jobs are conducive to hybrid work
• Not all employees have the home infrastructure to handle hybrid work
• Finding a balance between employee wants and company wants
• Antiquated views of hybrid work by upper management
“A leader is best when people barely know he exists. When his work is done they will all say:

“We did it ourselves.””

LAO-TZU – CHINESE PHILOSOPHER
10 Principles of Servant Leadership

1. Listening
2. Empathy
3. Healing
4. Awareness
5. Persuasion
6. Conceptualization
7. Foresight
8. Stewardship
9. Commitment to staff growth
10. Building Community
Listening, Empathy, & Healing

Listening:
• Requires effective, active listening

Empathy:
• Purpose should be to understand the employee needs

Healing:
• Understand and accommodate employee preferences whenever possible

Transitioning successfully to a hybrid model requires leaders and managers to design hybrid work arrangements with the individual human in mind.
Awareness & Persuasion

Awareness
- Self-Awareness
- Institutional culture and vision
- Attitudes of individuals up and down the organizational structure

Persuasion
- Present information and communications designed specifically for the individual

Balance employee circumstances and needs with leadership expectations and goals
Conceptualization & Foresight

Conceptualization
• Have clear understanding of Institutions vision
• Navigate daily activities with vision in mind
• Align employee strengths

Foresight
• Understand likely outcomes of decision
• Reflect on past experiences and outcomes to inform future decisions

Focus on “where’s the work?” not “Where are the people?”
Stewardship

• Ensure you are being ethical and authentic

• Lead by example

• Build trust across the organization

Key Elements to Trust

• Dependability
• Consistency
• Congruency
• Reciprocity
• Confidence
• Accountability
• Transparency
• Collaboration Tools
• Interpersonal Relationships
• Commitment
Commitment to Growth of People & Building Community

• Continue to focus on talent development
• Leverage employee strengths
• Selectively relinquish power
• Build community and team cohesion
• Reward and engage your team

If a manager is not spending at least 25 percent of his or her time developing future leaders, then "you're really not fulfilling your responsibilities as a leader."
“A Leader is like a shepherd. He stays behind the flock, letting the most nimble go out ahead, Whereupon the others follow, not realizing that all along they are being directed from behind”

Nelson Mandela
Further Reading

The Art of Servant Leadership. Mark Tarallo, SHRM.
How to Manage a Hybrid Team. Rebecca Knight, Harvard Business Review.
Hybrid Work by the Numbers. Kevin Casey, The Enterprisers Project.
10 Tips to Thrive in a Hybrid Work Environment. Rachel Pelta, Flexjobs.
How the Coronavirus Outbreak Has and Hasn’t Changed the Way Americans Work. Kim Parker, Juliana Menasce Horowitz, and Rachel Minkin, Pew Research Center.
It’s Time to Reimagine Where and How Work Will Get Done – PwC’s US Remote Work Survey. PWC.
95% of Remote Workers Don’t Want to Go Back to the Office, Sungard Availability Services Study Shows. Sungard AS.