

THE PSYCHOLOGY OF LEADING THE HYBRID WORKFORCE

Building more connected organisations...



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Agenda...

- Introducing OE Cam
- Context
- The five challenges for leaders
- Leading in a hybrid environment
- Summary
- Questions



INTRODUCING OE CAM



Experts in Organisation Development and Talent Management...

OE Cam is a specialist firm of business psychologists and organisation consultants



WHAT IS A HYBRID WORKFORCE?



A definition...



*The combination of working from
home and in a shared location*

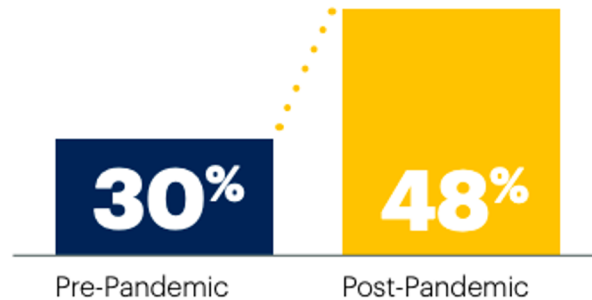
CONTEXT



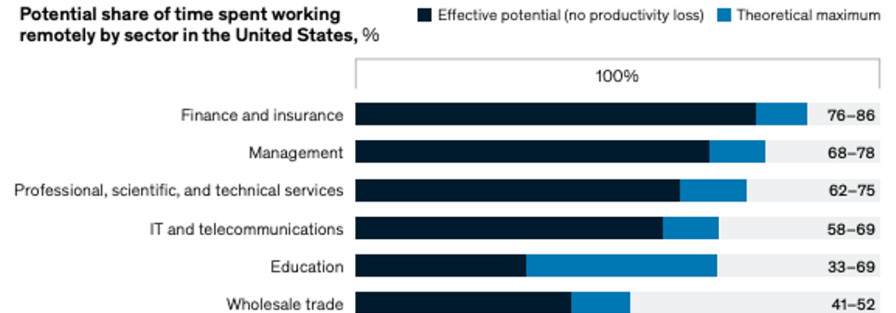
Long-term changes in where work takes place...

What's happening?

Nearly half of employees will work remotely at least some of the time



The Finance and Insurance sector has the highest potential for remote working

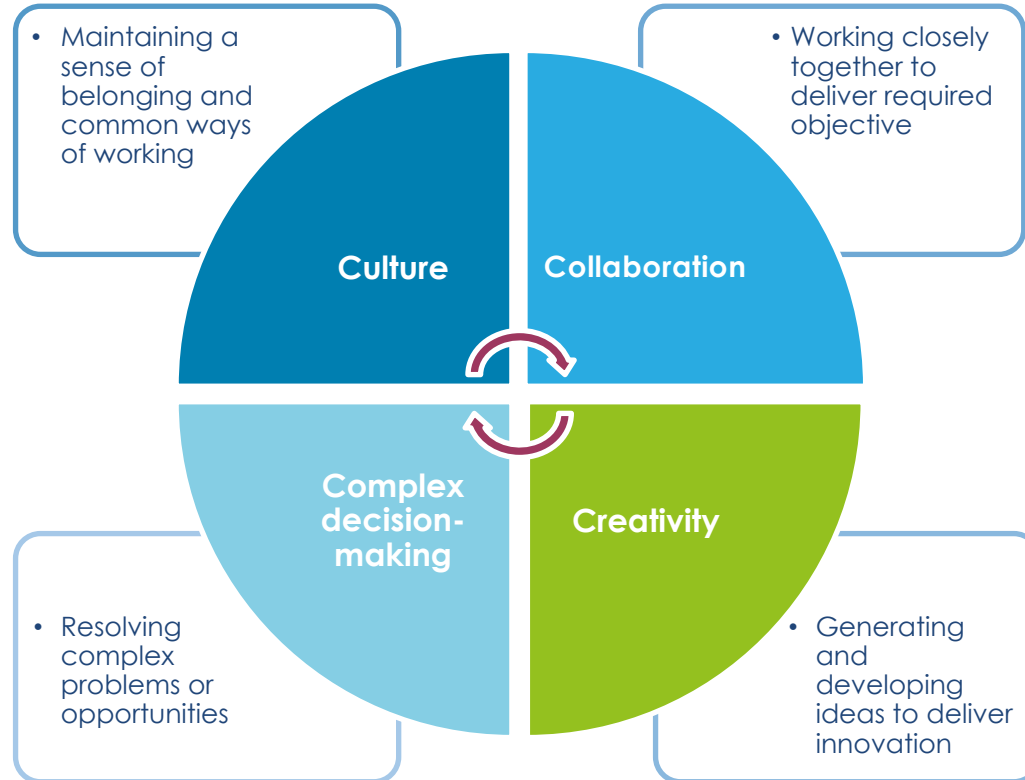


Source: Gartner, Future of Work Trends Post Covid (June 2020)

WHY BRING PEOPLE TOGETHER IN A SHARED LOCATION?



Where there's a benefit from face-to-face working...



POLL - PREPARING FOR HYBRID



Where are you on your thinking?

Where is your organisation in its planning towards bringing in Hybrid Working?

- Advanced planning underway
- Just started to think about it
- Haven't started planning yet
- Not planning any changes in 2021
- Don't know



THE BEST OF BOTH WORLDS?



Hybrid working will bring challenges as well as benefits...

PROs

I can flex when and where I work



Meetings have become more efficient



There is reduced emphasis towards those
with power in the room



I feel more independent



I make more productive use of my time



CONs

I am missing out on being involved in some bigger
decisions

I miss the casual, spontaneous conversations

When remote, I feel more isolated

I feel less connected to the organisation

I find it harder to develop beyond what I am currently
doing

I am mentally exhausted...

THE FIVE CHALLENGES FOR LEADERS



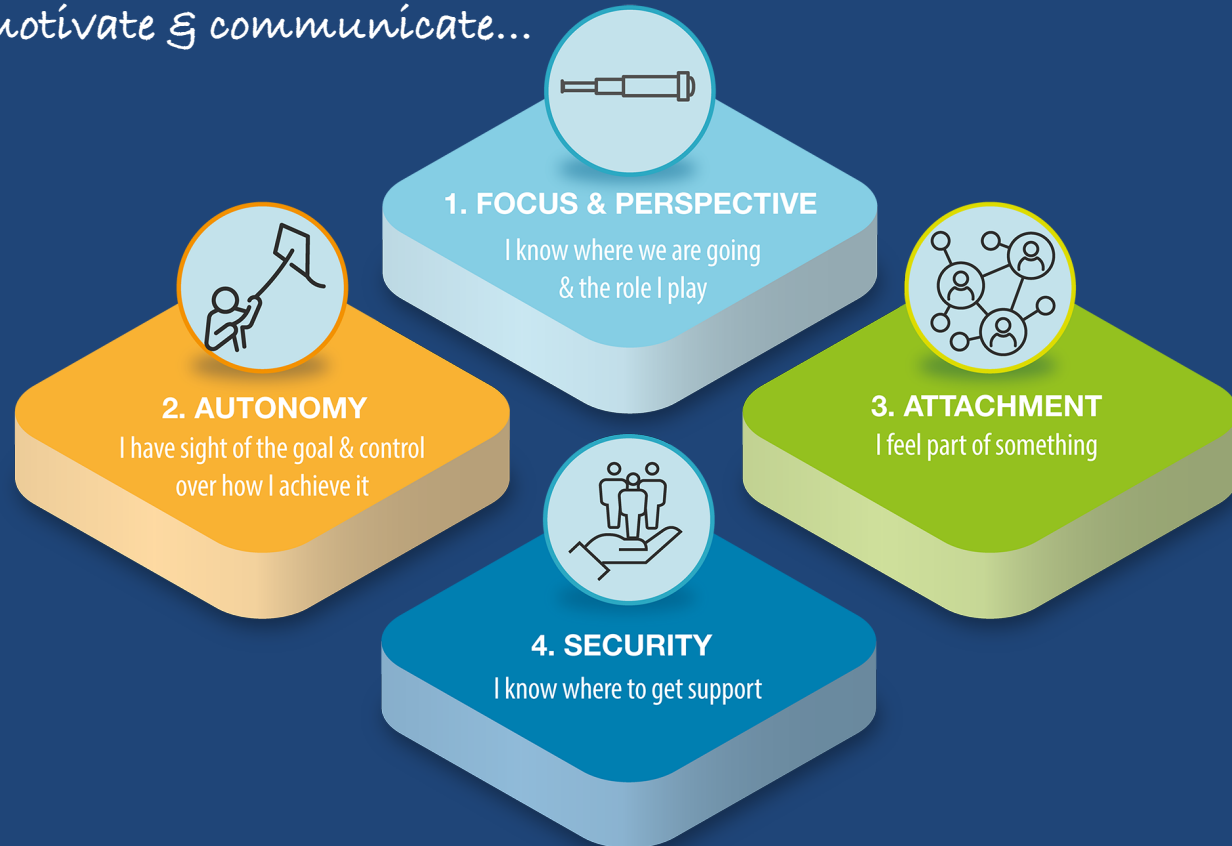
As leaders, how can you...

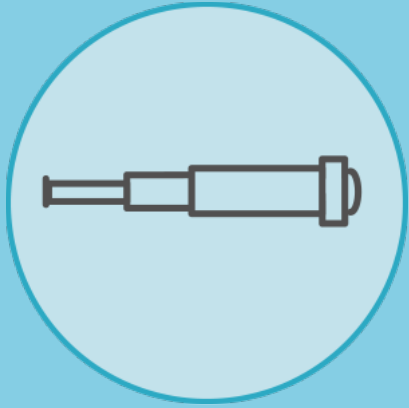
1. Effectively motivate and communicate with hybrid teams?
2. Apply organisation design to support the effectiveness of hybrid teams?
3. Find the balance between more traditional 'command & control' and the increased empowerment of a hybrid workforce?
4. Overcome your unconscious biases about in groups and out groups?
5. Help your team members come through the emotional fall-out of Covid?

LEADING IN A HYBRID ENVIRONMENT



Effectively motivate & communicate...





FOCUS & PERSPECTIVE

Clearing the way

1. FOCUS & PERSPECTIVE



I know where we are going and the role I play...

Communicate purpose & direction

Adapt roles to minimise number of hand-offs
/ interfaces

Build effective interfaces to make decisions





AUTONOMY

Shifting the mindset of the leader

2. AUTONOMY



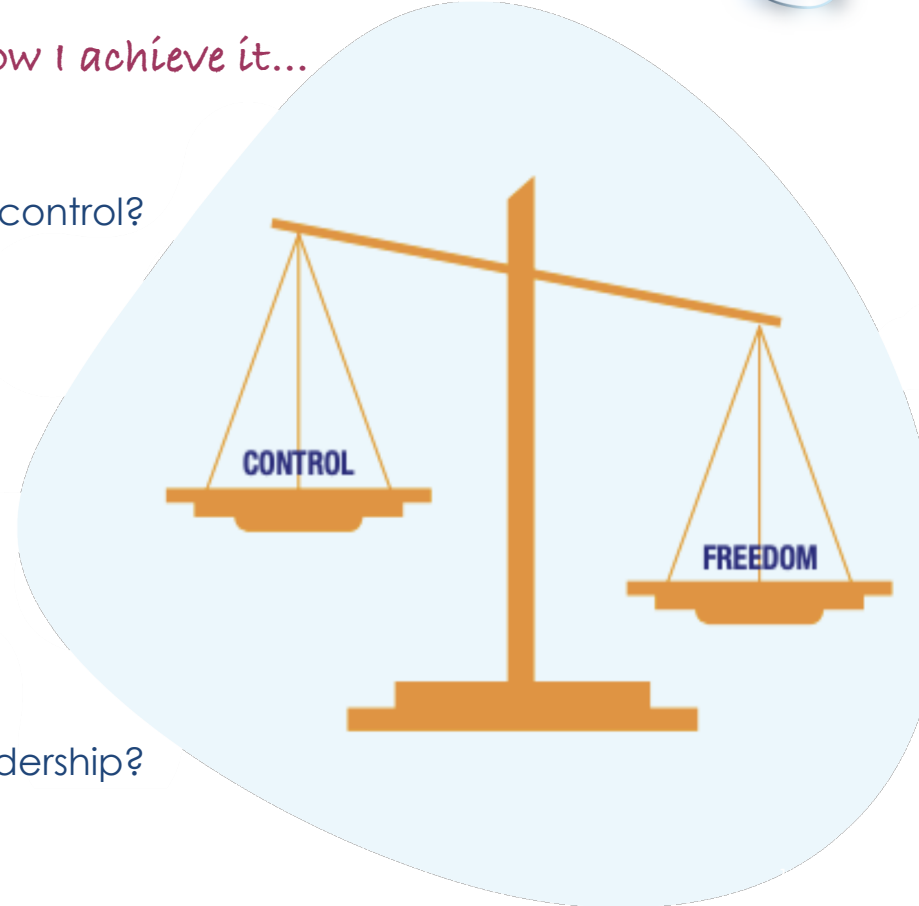
I have sight of the goal & control over how I achieve it...

How do I provide more context and less control?

What can I delegate?

How do I keep connected?

How do I adapt to a more coaching style of leadership?





ATTACHMENT

Keeping the 'One Team' feeling

3. ATTACHMENT

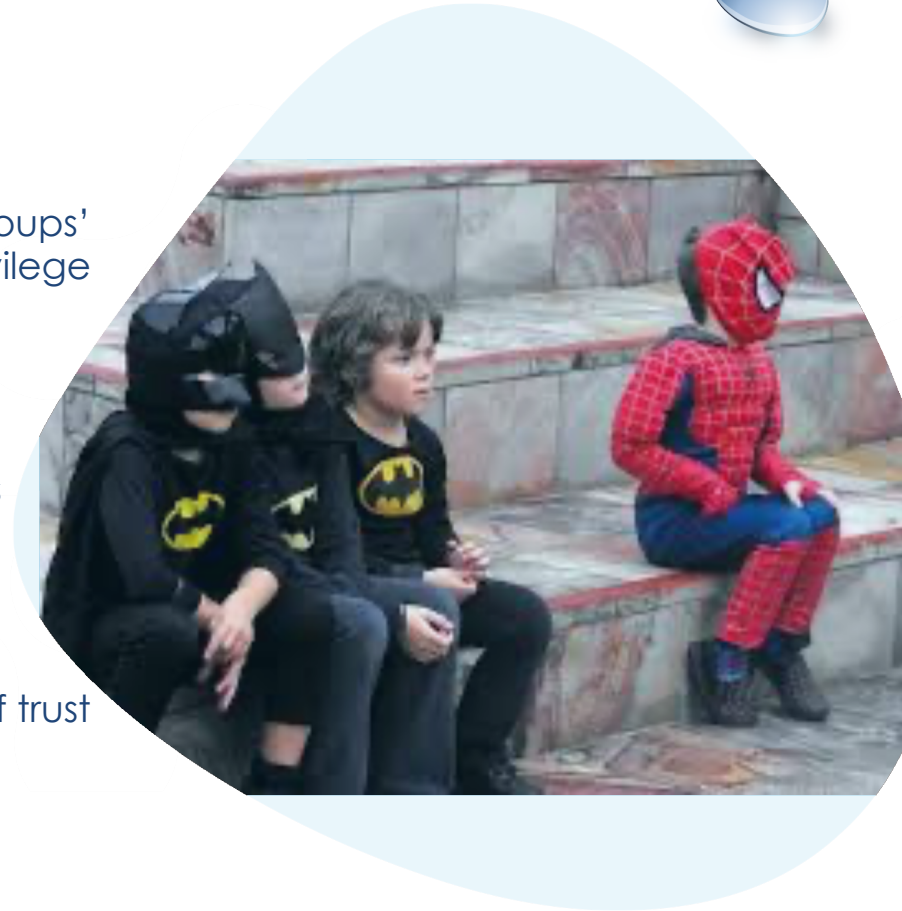


I feel part of something...

Mitigate the formation of 'in groups' & 'out groups'
and Present Privilege

Be aware of any unconscious bias

Stop the deterioration of trust





SECURITY

Maintaining the mental health of
your team

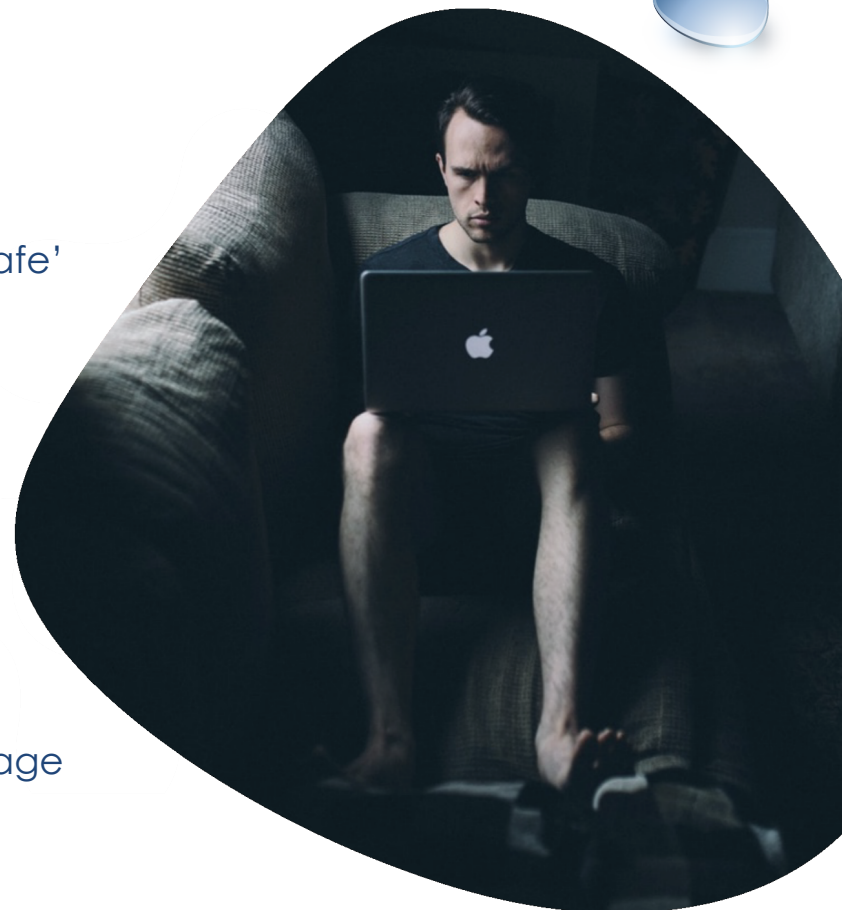
4. SECURITY

I know where to get support...

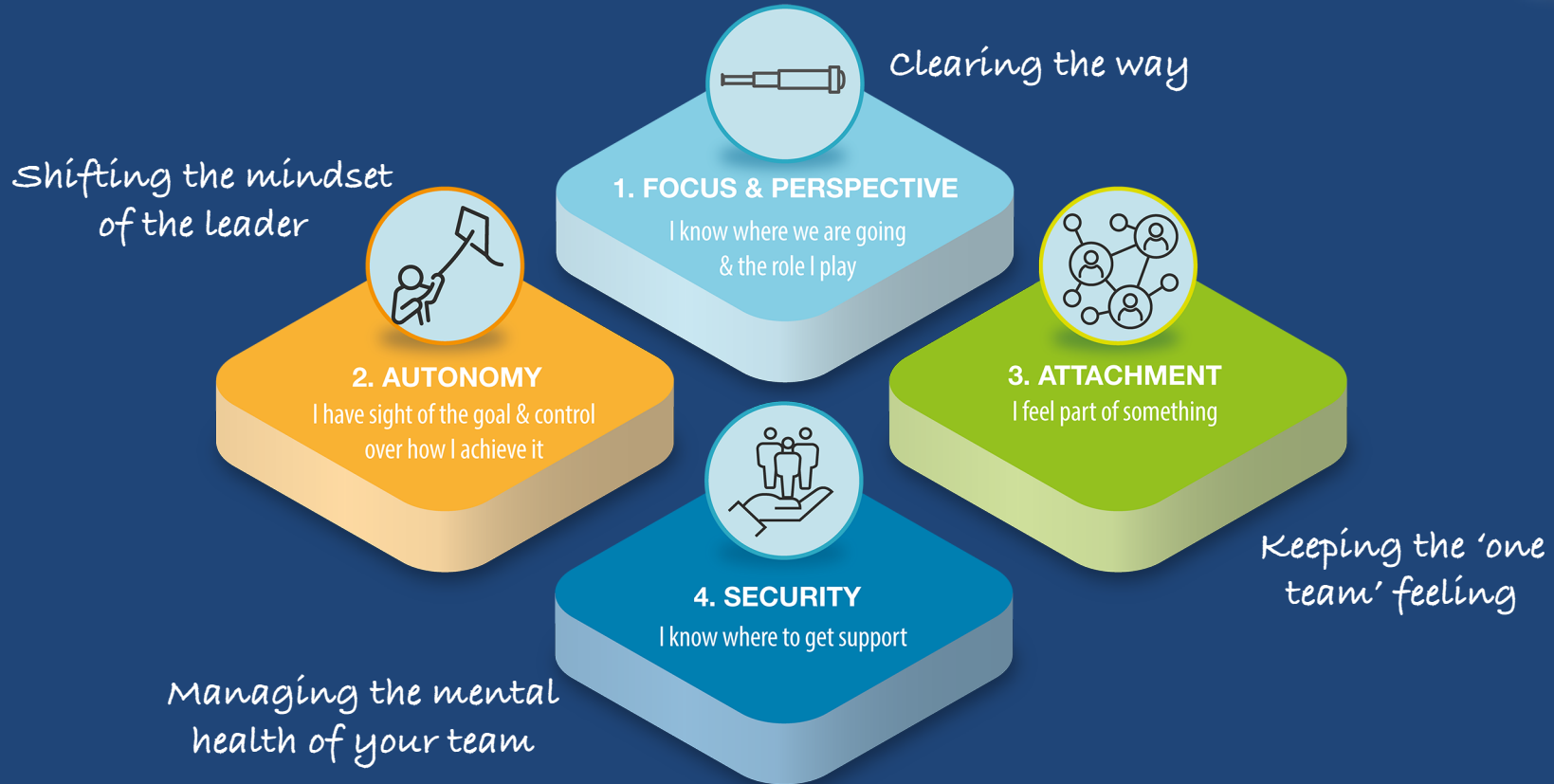
Establish an environment that is psychologically 'safe'

Mitigate employee's self-limiting beliefs

Use 'positive bias' language



SUMMARY & REFLECTIONS



POLL - REFLECTIONS



Where are you on your thinking?

*Of these four areas, which is the **most important** for your organisation to address over the next few months?*

1. Focus & Perspective
 2. Autonomy
 3. Attachment
 4. Security
- or a combination of the above



QUESTIONS ?



TO CONTINUE THE CONVERSATION



Building on today's material...

- Please **visit our website** for a recording of this webinar
- Our **management journal**, *The OE*, will be on this topic and is due to come out in February
- Do **stay in touch** – find us on LinkedIn



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- Financial Services Club Member, **Bridgeworks**, has won six IT industry awards in 2020 for its innovative WAN Acceleration solutions. Bridgeworks is a proud sponsor of UK STEM initiatives, sponsoring and supporting students in schools, colleges, and universities to develop the IT talent of the future. For more information: <http://bit.ly/3icKvCq>



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