



# THE CAREER FARM

GROW YOUR OWN

Leadership in the new hybrid workforce  
– time for authenticity

Jo Owen for Open University Business School

# Today's goals

- Show that the shift to hybrid working is a permanent shift, not a temporary shift
- Explore why leadership and management will be different, and better, in future
- Share global best practices on how you can adapt to the new world

Is COVID the best thing to happen to leadership and management in 200 years?

The pandemic is forcing change which is for good,  
and for better

How many days per week do you want in the office, after the pandemic?

- Five
- Four
- Three
- Two
- One
- None

# Globally, workers want more hybrid working

How often do you want to work from home?	United States	Japan	UK	Europe
Rarely/never	24%	3%	13%	4%
1-2 days a week	20%	31%	34%	43%
3-4 days a week	23%	32%	36%	44%
Daily	32%	24%	17%	9%

WFH is a classic battle between capital (employers) and labour (employees)

# Which is easier from a management perspective:

1) Managing people in the office

1) Managing people remotely or hybrid?

What have been the biggest challenges you faced in managing a remote team? Pick the top three challenges you faced

1. Change: making it happen
2. Communication
3. Goal setting
4. Influencing people, decisions
5. Motivation, morale
6. Problem solving
7. Productivity and performance management
8. Team building, recruiting, training
9. Technology
10. Trust

# Scientific Management: when managing was easy-ish and working was hard



“one of the very first requirements for a man who is fit to handle pig iron as a regular occupation is that he shall be so stupid and so phlegmatic that he more nearly resembles in his mental make-up the ox than any other type”





# Moving to 21<sup>st</sup> century leadership

- 19<sup>th</sup> century: IQ
  - Bosses had the brains and workers had the hands.
- 20<sup>th</sup> century: IQ plus EQ
  - Workers could do more but expected more
  - Treat workers as humans, not unreliable machines
- 21<sup>st</sup> century: IQ plus EQ plus PQ
  - Make things happen through people you do not control, or do not want to be controlled
  - Influence, persuasion, building alliances and networks of trust, selling agendas

# Moving to 21<sup>st</sup> century leadership

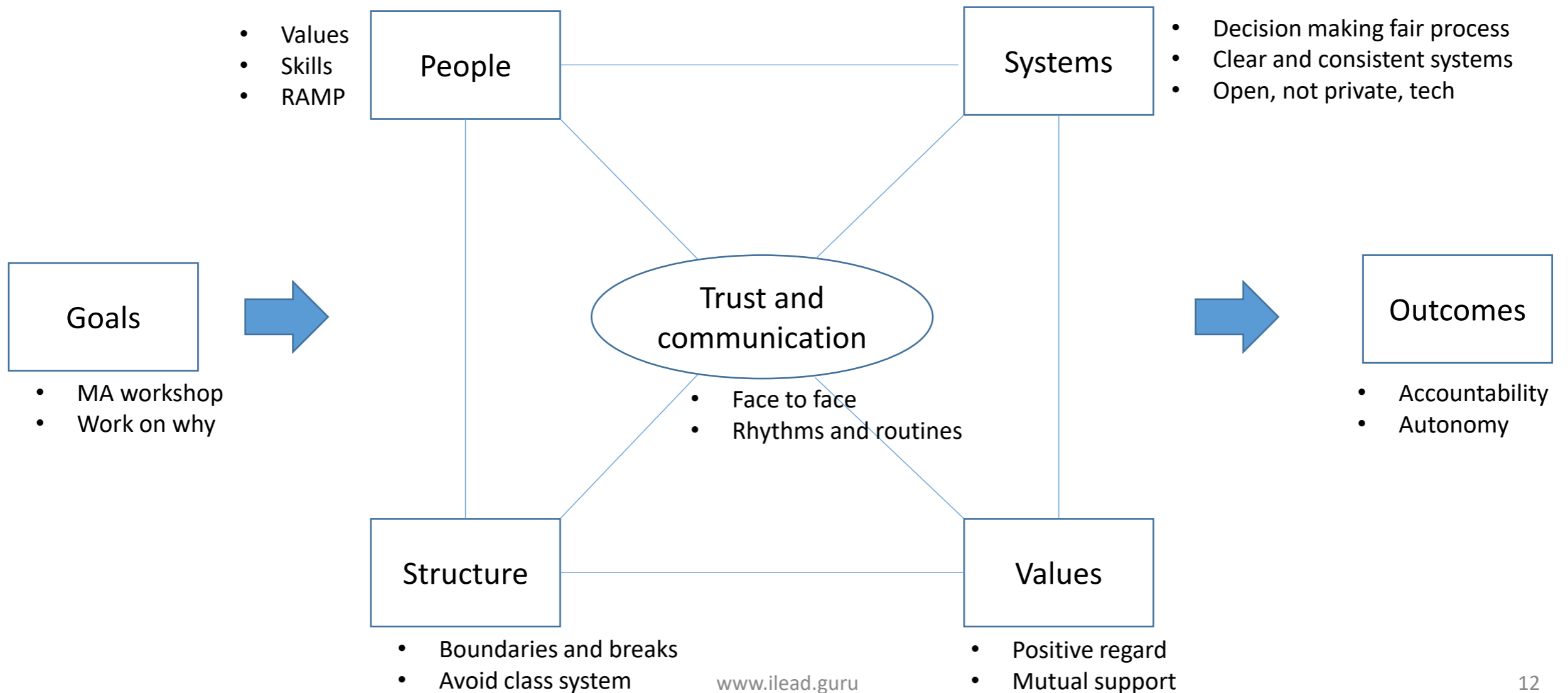
Traditional leadership model	Post pandemic leadership model
Command	Influence and support
Control	Empower, create accountability
Make decisions	Build commitment to way forward
Compliance	Autonomy and accountability
Create clarity and certainty	Manage uncertainty and complexity
Manage risk	Manage ambiguity
Paternalism	Purpose
Conformity	Diversity
Knowledge	Intelligence

Need to re-skill, not just upskill, leadership and management

# Three ways to make remote working work for your team

- Hold a methods adoption workshop
- Use remote working to improve leadership and management disciplines
- Agree how and when you will all communicate: YTB

# So what do the best hybrid teams do?



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**THE CAREER FARM**  
GROW YOUR OWN

## Webinar Programme 2022 - 2023

Please feel welcome to join us for the final two webinars:

**17 May**

1pm – 2pm UK local time

John Blakey

The Trusted Executive: Nine Habits that Inspire Results, Relationships and Reputation

**6 June**

1pm – 2pm UK local time

Jeannette Jackson

Supporting the Mental Health and Wellbeing of your Team

Thank you for joining us today

Please tell us what you think by accessing the feedback link after this session

END

# Good news. Everything is harder when leading a remote team

- Workload management
- Influencing decisions and people
- Motivation
- Team building
- Goal setting
- Difficult conversations
- Idea generation
- Problem solving

Need to upskill leadership and management



# Break out group questions

- 1) Has productivity improved or not with hybrid work? How do you know? What are you doing about it?
  
- 2) Has employee engagement/motivation shifted as a result of hybrid work? Are you seeing differences by demographic group (age, gender, function, seniority etc/)? What are you doing about it?
  
- 3) How are different demographic groups responding to calls to come into the office more often? (Age, gender, tenure, function, seniority etc). What are the challenges this raises and what are you doing about it? (note that I am seeing un-civil war breaking out in some firms between the ins and outs, and that there is a huge gender equality issue emerging here)
  
- 4) How well are managers coping with the new hybrid world in terms of
  - a) trust: are they able to trust their teams and do their teams still trust the manager?
  - b) skills level: are they finding it easier or harder to execute the core skills of management when remote? (goal setting, performance management, communication, motivation etc). Where are the pinch points?
  - c) skills type: are they comfortable and confident in a world tilted more to influence, trust and persuasion and less to command and control?

# How to RAMP up team performance and motivation

- **Supportive relationships**

- Seek support: lone heroes burn out, drop out. Make it safe for people to seek support, and you should not carry all the burdens of the world on your shoulders.
- Give support: listen more, talk less; praise ten times as much as you criticise. Say thank you. Have a remote coffee with each team member.

- **Autonomy**

- Professionals crave autonomy and remote working is an ideal opportunity to delegate more to your team and to trust them more: you can not and should not micro-manage.
- Autonomy flourishes in the context of clear goals, and clear rhythms and routines. Ensure they work in a structure, not in a prison.

- **Mastery and growth**

- Use remote working to let your team build new skills and become more deliberate and purposeful about how they work and manage
- Build your team by holding team workshops to explore how they can better deal with remote working.

- **Clear Purpose and meaning**

- People perform well when part of something bigger than yourself. Show that there is a clear goal. Even a fight for survival can be an energising goal.
- Have clear goals, structure your day, week and month

## Summary: use remote working to raise your leadership game

- Communications and trust
- Making and influencing decisions
- Managing people productively
- Focus on the machinery and mechanics of the team
- Building a sense of common purpose and values

Become the leader people want to follow, not the leader they have to follow

## WFH checklist

- ✓ Right technology
- ✓ Right work environment
- ✗ Breaks and boundaries
- ✗ Goal clarity
- ? Set up your call background

# How to RAMP up team performance and morale

- Supportive relationships
- Autonomy
- Mastery and growth
- Clear Purpose and meaning

# How to make your remote working work for your team

## **Hold a methods adoption workshop**

- Bring the team together virtually to agree the rules of engagement: agree how things will work. Use the remote team checklist as an agenda to work through the standard challenges of all teams, and then add those which are specific to you.
- Stress test each idea by looking at a difficult situation: how will the team respond?
- Review the rules of engagement regularly, because no team will get them all right first time. Use the process to build the team.

## **Use remote working to improve leadership and management disciplines**

Everything on a remote team needs to be done more deliberately and purposefully. But everyone will struggle with a new way of managing. Since people learn most from direct and observed experience, help them learn this way. Set up a series of masterclasses where groups of managers can, in a structured way, identify the management challenges they face and identify how they can address each challenge. Use remote working to help managers raise their management game.

## **Agree how and when you will all communicate.**

A common practice is to hold a YTH meeting every morning. Each team member has 90 seconds to say what they did Yesterday (Y); what they will do Today (T) and where they need help (H). This ensures everyone quickly knows what everyone else is doing; it deals with road blocks fast and lets the team leader manage performance and workloads. You can hold similar meetings on a weekly, monthly and quarterly basis to ensure you keep focus on longer term priorities.

## Second poll question

- What have been the biggest challenges you faced with hybrid working?

Pick the top three challenges you faced.

1. Isolation
2. Stress, mental health
3. Communication
4. Productivity
5. Influencing people and decisions
6. Motivation, morale
7. Finding/giving mentoring and support
8. Building/acquiring team culture
9. Technology
10. Building trust
11. Staying informed, eg opportunities and threats

# COVID forced three positive changes

- We can change further and faster than we ever thought
  - “There are decades when nothing happens and weeks when decades happen” V.I. Lenin
- Everything is harder leading a remote team
  - Leaders and managers have to be more purposeful and deliberate in their practice
- Command and control is, finally, on its way out
  - Welcome to 21<sup>st</sup> century leadership: trust, delegation and influence
  - Be the leader people want to follow, not the leader people have to follow



# Office or remote?

Office	Remote
Mentoring and support new staff	High concentration work
Building the culture	Writing reports and presentations
Managing politics and your career	Reading and researching
Collaboration	Dealing with administrivia and noise
High stakes meetings	Routine meetings
High trust conversations	Transactional conversations
Building trust and influence	Work life balance - maybe