Member Webinar

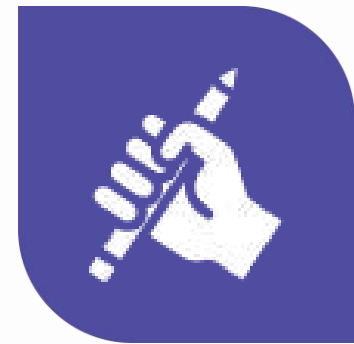## Remote & Hybrid Team Management

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Goals

By the end of this session you will . . .

Have an awareness of unique challenges faced with leading hybrid & remote teams

Gain insight, skills & tools to build and maintain effective remote & hybrid teams

Leave with a toolkit of easy to apply leadership skills and tools to manage performance and communicate effectively

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What We Will Cover

❑ The New World of Work & Leadership

❑ Effective Teams

❑ Effective Communication

❑ Team Charters

The New World of Work & Leadership

35% of the Irish workforce is engaging in remote or hybrid work arrangements

Worldwide, 91% of workers have a "positive" view of remote working

47% indicated that they would change job for remote or hybrid working even if it reduces their career opportunities

92% of people indicated that remote/hybrid working would be a key factor in their decision to change employer

- **45% prefer working 1–2 days in the office per week.**
- **30% prefer 3–4 days in the office.**
- **Only 9% want to be in the office full-time.**

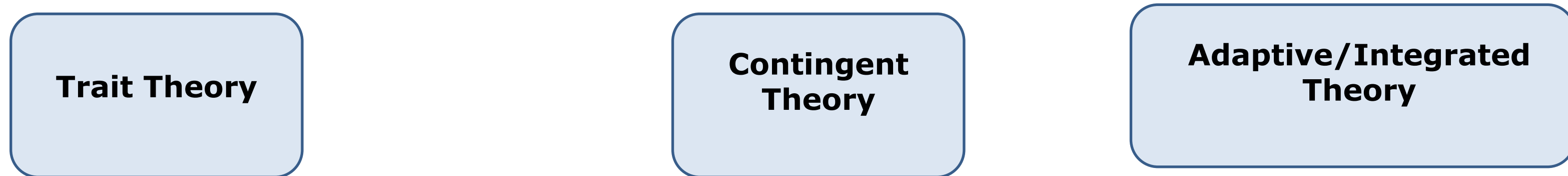# Reeling in the Years . . .

1920's

1980's

2000

2025

The Evolution of Leadership

Transactional Theory

Behavioural Style Theory

Transformational Theory

| 1940 | 1950 | 1960 | 1970 | 1980 | 1990 | 2000+ |

Trait Theory

Contingent Theory

Adaptive/Integrated Theory

- The world we live in has changed dramatically in the past twenty five years with huge innovation in technology.

- The internet has made the world more accessible, and we live in a far faster paced way of living and doing business.

- Leaders have had to change and develop in order to meet this new world of connectivity.

- Leadership has shifted from an autocratic style and towards a more collaborative approach, fostering greater teamwork, productivity, innovation and creativity.

- We still need leaders who have a clear vision, who can communicate that vision in an inspiring and memorable way, who work hard and who act with integrity, honesty, and transparency.

- The commercial environment has changed so radically that we've had to adapt how we lead in order to keep pace.

The Leader of Today

Innovative & Creative

Soft Skills

People Orientated

Collaborative

Approachable & Open

Adaptable

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How We Work in 2025

Here are some different types of hybrid work policies companies are using:

❑ **Hybrid at-will:** Employees can choose which day(s) to come into the office

❑ **Hybrid split-week:** The company assigns specific days for on-site and remote work by team or function

❑ **Hybrid manager-scheduling:** Managers choose which day(s) their team comes into the office

❑ **Hybrid mix:** A combo of all three options

❑ **Fully Remote:** By policy or by preference

Share **your** thoughts

❑ Communication

❑ Team Morale

❑ Performance Management

❑ Focus & Engagement

❑ Commitment & Accountability

❑ Retention

Poll

What style of hybrid or remote working is your company using or considering?

What is your biggest challenge/concern?

Building Trust & Respect

Dependability

Be reliable. Set an example and lead. Say what you mean and do as you say.

Show to your team they can depend on you and you depend on them.

Create a 'All for one' approach

Consistency

Be predictable and be consistent.

All team members are treated with the respect they deserve, workflows are consistently applied, and protocols are applicable to everyone without any exceptions.

Reciprocity

Be a team player. We all know that there is no "I" in team; the team succeeds as a group.

Building Trust & Respect

Confidence

Demonstrate confidence in all team members.

Trust will be lost if confidence is lost.

Praise and reward achievements from individual members with a focus on how these milestones play a critical role in group success.

Accountability

Share demonstrable progress from members and give under-performing members individual coaching to help them get back on track.

No team member wants to feel they are carrying the heaviest load because another member is shirking responsibilities or taking advantage of the system.

Transparency
Share information openly with the team.
Work schedules, project progress, and task status should be available to all members at any time.

Building Trust & Respect

Collaboration tools
Select the correct applications to support the team. This is crucial to effective remote & hybrid working.

Remote teams need an infrastructure that allows them to focus on achieving their goals. Shared folders, collaborative documents, etc. play a key role in this.

Interpersonal relationships
Take time to socialise virtually. Virtual teams need to have a channel that replaces the social interactions in a physical environment.

A leader can encourage personal connections by encouraging team members to share more personal updates

The quality of the relationships between the team members can make the difference between goals being reached and goals being exceeded.

The 'Virtual Kettle Hub'

The 5 C's

Communication

Collaboration

Culture

Connectivity

Continuity

Effective Communication

Communicating Remotely

To effectively communicate in hybrid and remote settings, prioritise consistent and transparent communication, utilising a mix of synchronous and asynchronous tools.

Establish clear expectations for communication channels, response times, and availability.

Foster a sense of community through virtual team-building activities

Encourage open, honest communication

Establish Clear Communication Channels & Expectations

Define communication protocols

Specify which tools are to be used and when – modes of communication matter!

Set expectations for response times

Clearly communicate how quickly team members can expect to receive responses to emails or chat messages.

Boundary setting is important here

Offer flexibility & consider communication preferences

Document communication standards in line with your organisation

Create a shared document outlining communication expectations for hybrid and remote teams, ensuring everyone is on the same page.

Prioritise Consistency & Transparency

Regular meetings

Schedule reoccurring meetings and build them in to the daily/weekly routine.

Make sure they are facilitated well and are not just 'for the sake of it'

Transparent Communication

Encourage team members to share updates on client and customer calls/meetings.

Create a 'Live Document' that can be utilised by everyone

Encourage Clear & Direct Communication

Avoid jargon and ambiguity

Ask all written communication amongst the team to be to the point and consistent in style and tone

Inclusion & Technology

Foster a sense of community

One on one check ins

Remote training

Networking events

Get togethers

Weekly challenges and achievements

Use tools and applications effectively

Tools and software applications can be great if used well and effectively.

Take time and consideration before adopting the to your team

Too many modes can cause mis communication, confusion and conflict!

Team Charter

A team charter is a great tool to implement into new or existing team

It creates a framework on the culture, communication and purpose of a team

It supports and enhances strategic thinking and team collaboration and understanding

A team charter comes in many different formats – just google it and see!

A team charter only works if it is created by EVERYONE on the team TOGETHER!

Creating a team charter can be a great team building exercise

Team Charter

Common Goal/Purpose

Roles & Responsibilities

How We Communicate

Strengths & Areas for Improvement

How we Deal with Problems & Conflict

Key Considerations . . .

❑ Leadership requires a different approach and perspective.

❑ A good leader must be adaptable, open, willing to learn and be part of the team.

❑ Trust & Respect is at the very core of effective teams especially in a remote or hybrid environment

❑ One on one catch ups work well but only if everyone is using them and given the same opportunities and time

❑ Make sure team meetings – remotely and in-house are facilitated well and have purpose

❑ Use technology wisely and effectively

Key Considerations . . .

❑ Don't forget about the 'Human Connection'

❑ Respect everyone's 'working hours'
Set boundaries for yourself, allow your team to set boundaries and stick to them

❑ Team Charters are a great tool to build and maintain effective teams supporting strategic alignment, effective communication and shared responsibility

Recap – Main Points

Hybrid and remote working modules may have their challenges but also have plenty of opportunities. Embrace the change and accept – make yourself future proof for the world of work!

Trust & Respect is the foundation of any effective team and comes from good leadership and effective communication.

Team Charters are a great tool to build and maintain effective teams supporting strategic alignment, effective communication and shared responsibility

QUESTIONS & ANSWERS?

Ask Away.

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Resources

Books

'The 7 Habits of Highly Effective People'
-Stephen Covey

'Emotional Intelligence: Why it matters more than IQ'
-Daniel Goleman

'The Future Leader: 9 Skills and Mindsets To Succeed in the Next Decade'
-Jacob Morgan

Remote Not Distant: Design a Company Culture That Will Help You Thrive in a Hybrid Workplace
-Gustavo Razzetti

Resources

Websites

Master Virtual Meeting Facilitation
https://riverside.fm/blog/virtual-meetings

How to Facilitate a Virtual Meeting: Roles, Tips & Responsibilities
https://extraordinaryteam.com/how-to-facilitate-a-virtual-meeting-roles-tips-responsibilities/

Team Charters
https://www.workhuman.com/blog/what-is-a-team-charter//
https://asana.com/resources/team-charter-template

Statistics
https://westerndevelopment.ie/publications/2023-remote-working-in-ireland-survey/

https://www.morganmckinley.com/ie/article/what-data-says-hybrid-work-key-employee-satisfaction

Resources

https://www.workhuman.com/blog/remote-collaboration-tools/

https://www.digicom.ie/top-virtual-collaboration-platforms-for-remote-and-hybrid-teams/

https://slack.com/intl/en-ie/

https://www.workhuman.com/platform/social-recognition/