

Hybrid and the Future of Work

A presentation of the
Twin Cities Telework
webinar series



by **Commuter Services**



About Twin Cities Telework

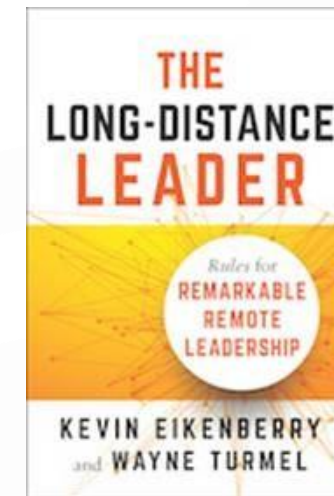
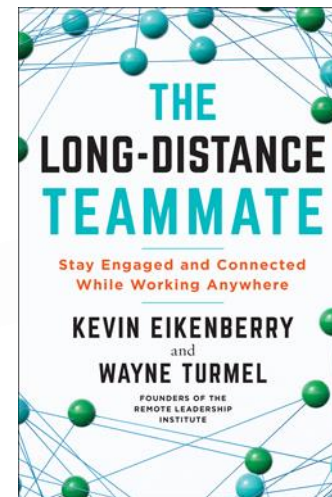
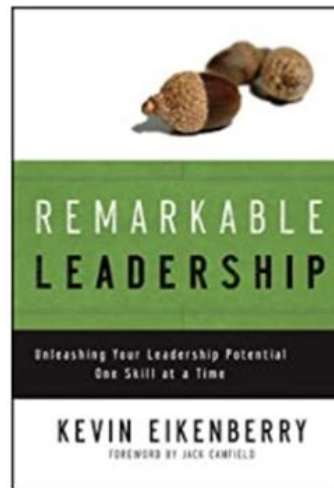


Free telework resources available for:

- Employers
- Managers
- Teleworkers

Made possible by an appropriation from the 2021 Minnesota State Legislature.

About Kevin



- Chief Potential Officer, The Kevin Eikenberry Group
- Co-founder of the Remote Leadership Institute
- Author: *The Long-Distance Leader*, *The Long-Distance Teammate*, *Remarkable Leadership*, many others
- Led a remote/hybrid team for a decade
- Clients around the world
- Lives in Indianapolis, IN



Kevin@KevinEikenberry.com



/KevinEikenberry

Engage with Me!

- Open the chat window
- Ask questions/share experiences
- Participate!
- Ask yourself how you will apply these ideas



Why You Care...

- You want work to work
- You want to lead better
- You want to help other leaders lead better
- You know change is around us and so leaders must change

**You are in the right
place!**



What is your biggest concern about a post-pandemic working world?

Where We are Headed

- Different Hybrid Models
- Best practices and latest thinking
- How leaders can be confident in the future of work
- The power of expectations
- Some specific ideas
 - Co-worker resentment
 - Productivity dashboards
 - Home office stipends
- Answering your questions
- Your action plan



Why it Matters

- The right skills
- Applied in the right ways
- Teams that are successful in the future of work
- A thriving culture
- High retention
- Ever improving results

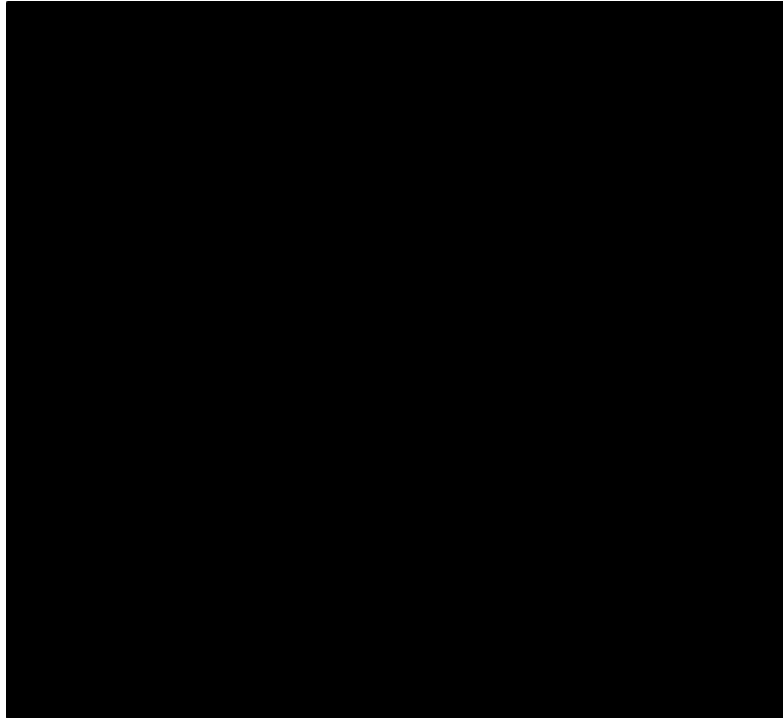


The Truth

- Being a leader is hard
- It's about to be harder



Complexity Level – Then and Now



The Big Differences

- Complexity – there is more than one final answer
- New situation – plenty of unknowns
- We can't go back



What is a hybrid anyway?



A Hybrid is...

1. the offspring of two plants or animals of different species or varieties, such as a mule (a hybrid of a donkey and a horse).
2. a thing made by combining two different elements; a mixture.

So, a Hybrid Team Is...

- Full-time co-located workers and full-time remote teammates
- Teammates who may be co-located one day and on flexible arrangements as needed
- Teammates who are co-located on specific days
- Can include other flexible schedules (time of day)
- Might include hotelling



Lessons from Popcorn

- New is different
- Goal – new is better
- Many tests
- More than one right answer



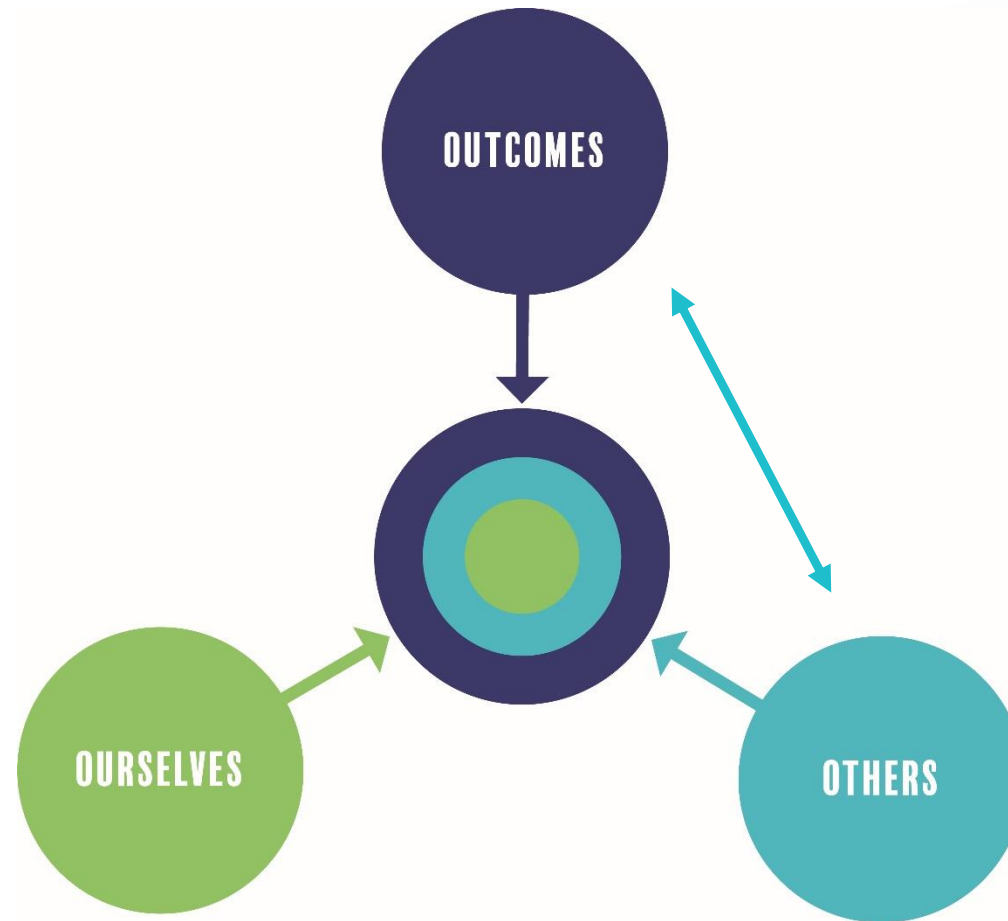
**Your right answer is
determined by the work, the
expectations, and the
desired culture**



**This is a moment
that matters**



The Nature of the Leader's Role



**How do you define
success in a job?**



**Success = delivering on
the right expectations**



The Importance of Expectations Now

- Less clear than ever
- Lack of clarity creates many challenges
- More expectations are needed than ever



Why Clear Expectations Matter

- Greater confidence
- Greater trust
- Less conflict
- Less rework
- Less micromanagement
- Better results



Areas for Expectations

- The “what” of the work
- The “why” of the work
- The “how” of the work



Areas for Expectations

- The “what” of the work
 - Quality
 - Timing
 - Specifics



Areas for Expectations

- The “what” of the work
- The “why” of the work
 - For whom?
 - Purpose?
 - Use?



Areas for Expectations

- The “what” of the work
- The “why” of the work
- The “how” of the work
 - Communication
 - Collaboration/Inclusion
 - Process



Once Expectations are Mutually Clear

- Create metrics
- Report and measure
- Update and improve during 1:1's



Six Skills Leaders Need Now

- Leading great 1:1's
- Empathy
- Relationship building skills
- Productivity
- Leading change
- Building hybrid teams



How strong are these skills?



Some Specific Topics ...

- Co worker resentment – starts with removing the homefield advantage



Home Field Advantage?



Ways “Home Field Advantage” Manifests

- Not focusing on the whole team
- Leaders managing by line of sight
 - Opportunities
 - Promotions
- Shadowing and orientation focused on those co-located
- Formation of cliques
- Unintended exclusion
- No webcams for people in the office
- Not agreeing on when/how to meet
 - Allowing disparities in time and opportunity



Avoid “Mom Likes You Best”



Who Has the Advantage?

- Hybrid meetings
- Information sharing
- Delegation/new opportunities
- Visibility
- Technology
- Onboarding
- Access and availability
- Relationship building



**Our job is to level
the playing field**



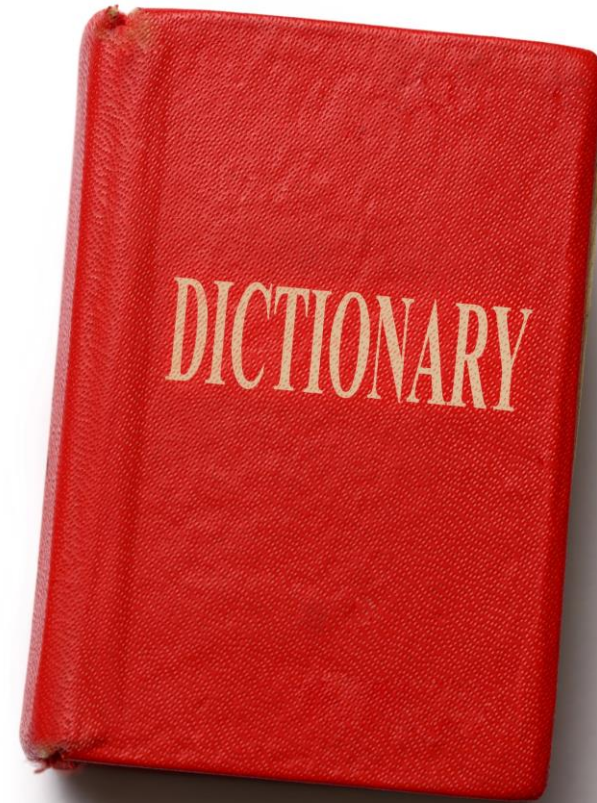
Some Specific Topics ...

- Co worker resentment – starts with removing the homefield advantage
- Productivity dashboards – starts with understanding productivity



Productivity

Yielding
results,
benefits,
profits



Productivity

- Outcome/unit time
 - Results/hour
 - Output/day
- NOT about hours
- **More** of the **right things** done!
- Maintaining balance



**Productivity is a
measure of
accomplishments, not
activity**

Some Specific Topics ...

- Co worker resentment – starts with removing the homefield advantage
- Productivity dashboards – starts with understanding productivity
- Home office stipends – totally organizationally dependent



Back to your concerns



Questions/Ideas?



Now What?

What Will You Do First?

Contact Me



[KevinEikenberry](#)



Kevin@KevinEikenberry.com



[Remote Leadership Institute](#)



[@KevinEikenberry](#)

[RemoteLeadershipInstitute.com](#)

[KevinEikenberry.com](#)

Free resources through Twin Cities Telework

Twin Cities Telework website: www.tctelework.com

- Commuter telework resources
- Manager telework resources
- Employer telework resources
- Ask an Expert
- Twin Cities Telework webinar series
- Twin Cities Telework newsletter
- Telework Trends articles and updates
- Coming in 2022: Telework Focus Groups



Your telework policy should describe what types of jobs are a good fit for telework, the job actually involves a computer, and the employee will be set up telework and flexible work arrangements.

Telework is all about work. Period. Not where the work is done. Prior to the COVID-19 pandemic, there was a great split for the number of days an employer should telework to maximize productivity, teamwork and business continuity, and that was a predictable one to two days per week.

We think that can easily become two to three days per week going forward with the right foundations.

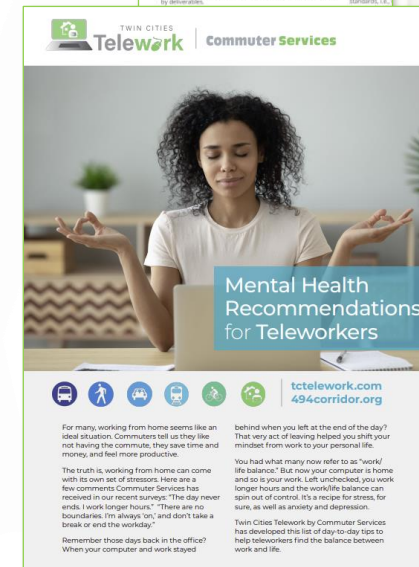
Successful telework and hybrid work arrangements include:

- A formal telework/flexible work policy
- A telework application
- A pre-telework evaluation
- A memorialized telework agreement
- Ergonomic and home office recommendations
- Training for managers and teleworkers

Telework succeeds when the job is right, the employee is self-motivated, the technology is in place and the manager manages by objectives.

Do not send your teleworker secret working things. Telework is not a reward but a benefit that work in a good way.

Managers need to be able to see what is needed to make telework successful. It's not.



For many, working from home seems like an ideal situation. Commuters tell us they like not having the commute, they save time and money, and feel more productive.

The truth is, working from home can come with its own set of stressors. Here are a few comments Commuter Services has received in our recent survey: "The day never ends, I work longer hours," "There are no boundaries, I'm always on," and "don't take a break or end the workday".

Remember those days back in the office? When your computer and work stayed behind when you left at the end of the day? That very act of leaving helped you shift your mindset from work to your personal life.

You had what many now refer to as "work/life balance." But now your computer is home and so is your work. Left unchecked, you work longer hours and the work/life balance can spin out of control. It's a recipe for stress, for sure, as well as anxiety and depression.

Twin Cities Telework by Commuter Services has developed this list of day-to-day tips to help teleworkers find the balance between work and life.



Want to more effectively manage your teleworkers?

Many employers find managing teleworkers more challenging than onsite employees, often wondering how it's possible to manage workers they can't see (and employees be sending check-in emails while watching Netflix?).

Let us help you manage your teleworkers more effectively. Telework is a great way for an organization to build trust and teamwork. Fortunately, there are some proven research-based steps that employers can take to improve the communication and results of their remote teams.

Thank you

For more information about Twin Cities Telework,
contact

Melissa Madison

melissa@494corridor.org

952-405-9425 (office)

Kate Meredith

kate@494corridor.org

952-405-9425 (office)

612-750-4494 (cell)