

Leading Hybrid & Remote Teams

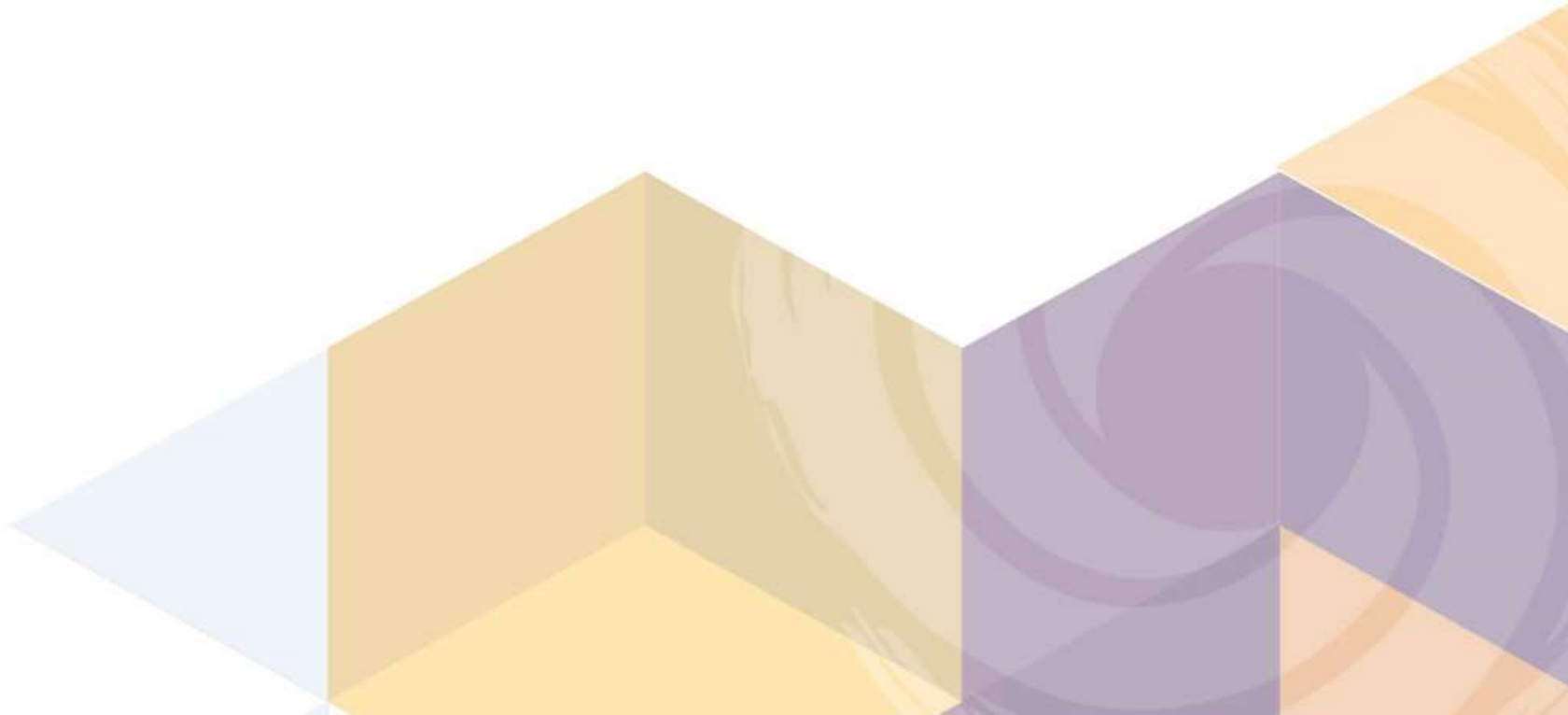
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Ohio GFOA Conference
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Discussion Agenda

- Current Employment Landscape
 - Changes & Trends
 - Workplace Demographics
 - Statistics
 - Policies
 - Remote & Hybrid Workplace Policies
 - Process/Structure
 - Accountability/Expectations
 - Communication
 - Technology Considerations
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Discussion Agenda

- 🌀 Performance Management
 - Goals
- 🌀 Leadership
 - Best Practices
- 🌀 Resources



Employment Landscape

- 🌀 Workplace landscape continues to change & evolve.
- 🌀 Organizations now challenged with decisions to make hybrid work & flexible work schedules while balancing the unpredictability of our current economy.
- 🌀 Multi generational workforce
 - Varied work ethics, motivators & communication styles

Employment Landscape

- 🌀 Leadership required to manage, coach and support teams in different types of work schedules.
- 🌀 Training managers/supervisors to evaluate and lead teams in different work environments.



Workplace Demographics

🌀 Currently 4 different generations in the workforce:

- Boomers
- Gen X
- Millennials
- Gen Z




🌀 What does this mean?

- Unique and differing communication styles and expectations
- Organizations can benefit from employees with diverse backgrounds, but a lack of knowledge about other generations in the workforce can hinder effective teamwork and communication

Statistics

- 🌀 As of 2023, 12.7% of full-time employees work from home, while 28.2% work a hybrid model.
- 🌀 Currently, 12.7% of full-time employees work from home
- 🌀 A significant 28.2% of employees have adapted to a hybrid work model.
 - Combines both home and in-office working, offering flexibility and maintaining a level of physical presence at the workplace.

Remote & Hybrid Policies

- 🌀 Organizations should have defined policies in place for remote & hybrid work.
 - 🌀 Eligibility, employee request, approval process
 - 🌀 Expectations for employee
 - 🌀 Expectations for managers/supervisors
 - 🌀 Accountability
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Remote & Hybrid Policies

🌀 Work Arrangement Options and Expectations:

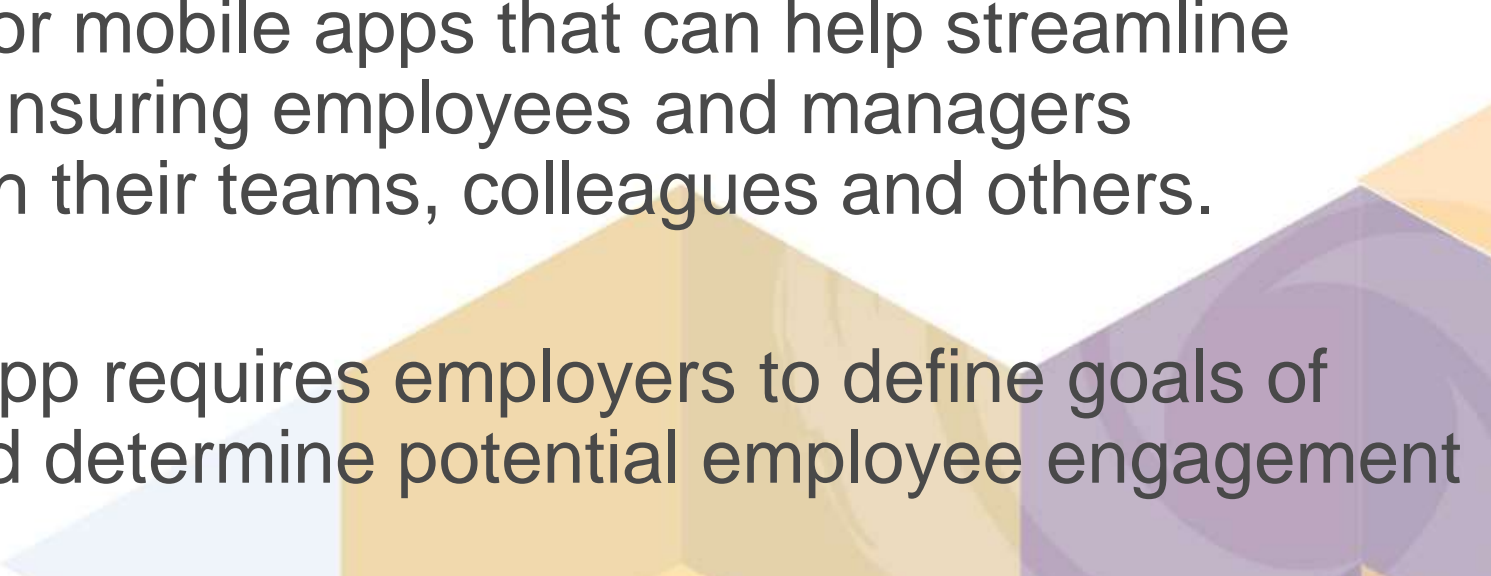
- Does the employee need to come into the office once a week, or only for key meetings?
- Should the person in this position be available during certain hours? Do their available hours need to align with a particular time zone?
- What does “being available” mean?

Remote & Hybrid Policies

🌀 Work Arrangement Options and Expectations:

- How will projects be assigned and deadlines determined?
- Is there a checklist for all the critical tasks associated with this position?
- What is the standard required turnaround time when replying to emails and telephone calls?

Communication & Technology

- 🌀 How can organizations utilize technology for communication with employees?
 - 🌀 Consider options for mobile apps that can help streamline communications. Ensuring employees and managers stay connected with their teams, colleagues and others.
 - 🌀 Finding a best-fit app requires employers to define goals of communication and determine potential employee engagement with platform(s).
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Communication & Technology

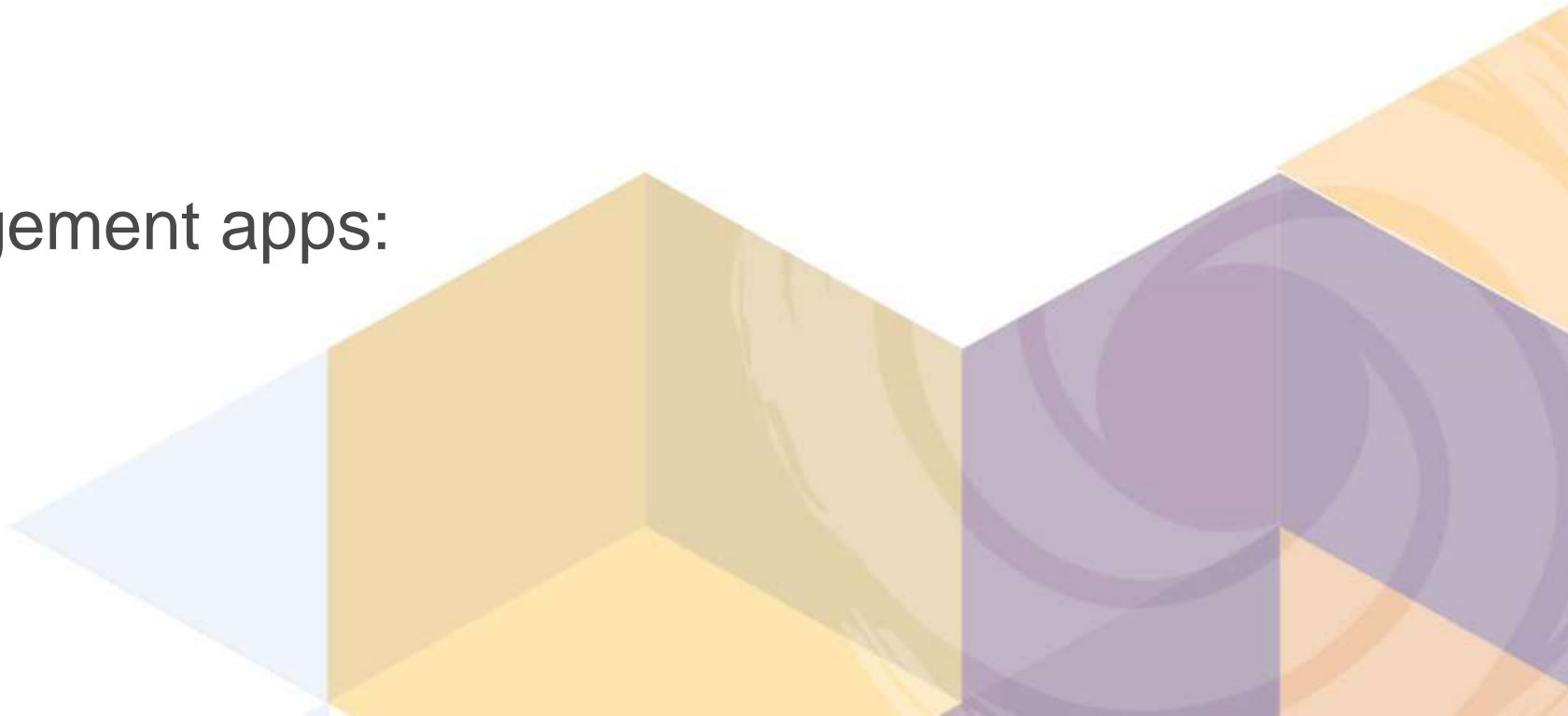
- Technology can impact your organizational culture. Consider the following:
 - How important is it to your company to be able to generate ideas in person or to have face-to-face meetings?
 - Do you need the organic connections formed when workers run into each other in the hallways or after company gatherings to make your envisioned culture come alive?
 - How do these kinds of interactions affect your company's bottom line and ability to perform?

Technology Considerations

- Consider risk with communication and project management apps. Cybersecurity
- Communicating with employees and asking them to engage with the organization via an app may mean people are using their personal phones. This may lead to potential security risks.
- Non-salaried employees: employers should be mindful of whether the use of apps may be perceived as an expectation to work off the clock—for instance, are messages sent after hours?

Technology Considerations

- Top apps include:
 - Slack
 - Zoom
 - Microsoft Teams
- Top project management apps:
 - Trello
 - Wrike
 - Connecteam

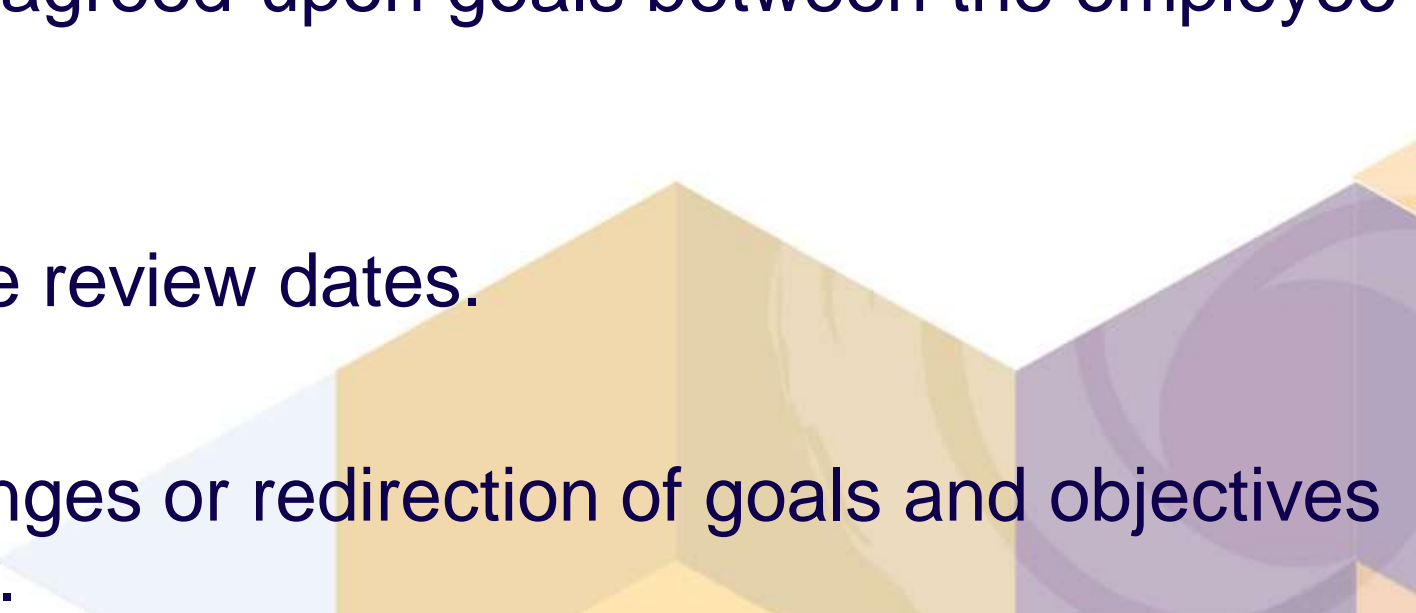


Performance Expectations

🌀 Accountability – ties to performance

- Ensure accountability measures in place for managers and employees.
- Examples:
 - Maintain meetings/discussions as scheduled.
 - Adhere to established timelines and deadlines.
 - What is documentation to ensure these tasks happen?

Setting Goals and Objectives

- 🌀 Align goals and objectives with the organization's business plan.
 - 🌀 Establish mutually agreed-upon goals between the employee and manager.
 - 🌀 Establish milestone review dates.
 - 🌀 Communicate changes or redirection of goals and objectives in a timely manner.
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Setting Goals and Objectives

- 🌀 Define and establish specific goals and objectives for the review period.
- 🌀 Use SMART goal criteria:
 - Specific
 - Measurable
 - Achievable
 - Relevant
 - Time-bound



Leadership Best Practices

- 🌀 Leaders have always played a role in helping employees feel connected to the organization, the team, and their work.
- 🌀 In a remote world, this need becomes even greater as there are so many more challenges and barriers to feeling part of the team.
- 🌀 Make the extra effort to connect with remote employees individually through one-on-one meetings and occasional check in's.
- 🌀 **Be accessible**, deliberate and consistent in communication methods and channels.

Leadership Best Practices

- 🌀 Conducting fully in-person team meetings can help people connect and feel included.
- 🌀 A monthly in-person staff meeting where people have the opportunity to meet, talk, share, and contribute can make a difference.
- 🌀 Encourage open communication and feedback.
- 🌀 Provide employees with purpose of their roles and impact on organization.
- 🌀 Ensure your managers, team leads etc. are trained on best practices for leading these teams.

Questions

Renee West, SHRM-SCP

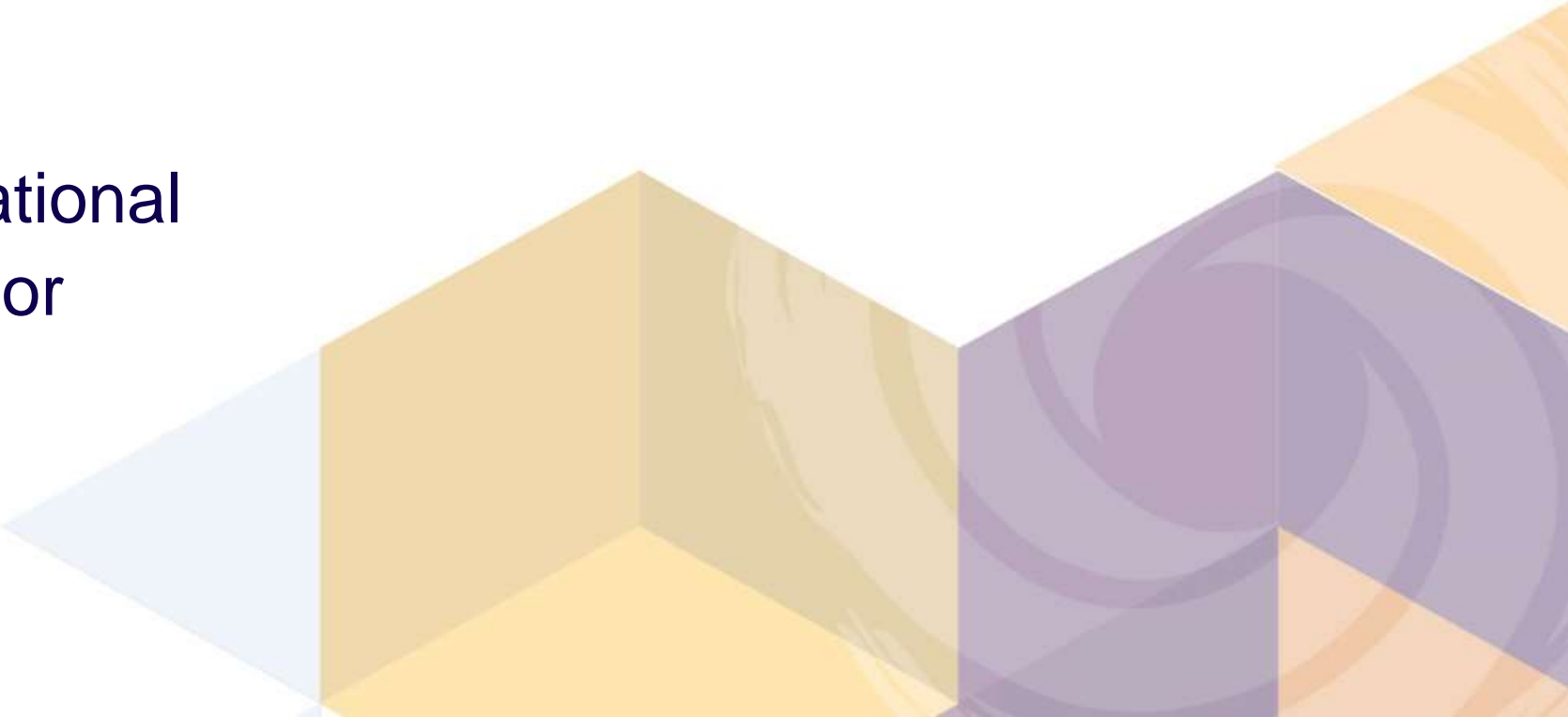
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Content Resources

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Thank you