



## Rethink your Management Style for Hybrid Working

### Considerations for Managers and Leaders

#### *Provide the opportunity for a flexible experience*

When considering the configuration of your team in terms of hybrid working, it is important to think of the work activities to be delivered, the University's needs and protecting the student experience. Remember also that your team members are all different and have an individualised sets of needs that cannot be accommodated by a one-size-fits-all approach.

Plan as best you can to provide flexible experiences aiming for equity by equality of opportunity: providing everyone an equal opportunity to succeed based on their circumstances and the contribution of their role to the priorities of your team.

#### *Rethink success*

When thinking about performance, get into the mindset of outcomes, contribution, and value and rethink how you talk about work in terms of expectations. Let your team know what achievements are necessary at key milestones and include them to the greatest extent possible in agreeing the outcomes which will determine that success.

#### *Display empathy in understanding performance*

Think about how you display empathetic behaviours to help contextualise performance. The hybrid environment can present new struggles for employees, so be aware that you may be in a low-visibility environment in relation to understanding the full picture of what employees are experiencing. As a result, empathy and confidentiality should be key priorities for you as a manager.

#### *Rethink how we collaborate*

Consider how in a more distributed working environment, innovation and creativity can be fostered. Create a shift towards enabling intentional collaboration by driving innovation into how, where and when your team collaborate internally or cross functionally.

#### **Four Collaboration Modes Charted by Location and Time Spend**



Source: Gartner  
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Traditionally, most collaboration happened in a co-location environment in the top half of this grid. When we moved to a remote environment, we primarily invested in the bottom left quadrant.

Understanding that expanding access to, and quality of, all four of these modes is not just essential to innovation, it is also essential to inclusion. Asynchronous modes are just as important as synchronous modes for achieving innovation, allowing employees to dedicate time for deep focus and restorative moments.

Gartner research<sup>1</sup> shows different talent segments thrive in each mode. *'Introverts, for example, who are given opportunities to collaborate outside meetings are 2.15 times more likely to see creative problem-solving from their team compared to extroverts. This makes the bottom right quadrant of the grid incredibly important to empowering them to fully participate in team brainstorming. Observing colleagues interact in the physical space is 25% more important for junior-level employees to complete their work compared to their more senior colleagues, making the top right quadrant of the grid incredibly important to them.'*

Try to become more intentional about where, how and when we use each of these modes to collaborate in the hybrid environment.

#### *Rethink your management style for hybrid working*

Redesigning work for the hybrid world requires that we rethink our management style, even with regard to our recently learnt behaviour as a fully remote workforce. During this trial hybrid period try out some of the suggested approaches, use this time to test these for improved impact regarding performance and well-being in the new hybrid environment.

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<sup>1</sup> Gartner: Redesigning Work for the Hybrid World: Opportunities for Knowledge Workers; Published 21 June 2021 - ID G00751791