



LEADING IN A HYBRID WORLD

Rumeet Billan, PhD

VIEWPOINT LEADERSHIP
VIEWPOINTLEADERSHIP.CA

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Let's get to know each other...



<https://www.menti.com/al7ndsnivd97>

2

Work isn't somewhere you go,
it's something you do

Source: <https://www.lifeatspotify.com/being-here/work-from-anywhere>

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The Distributed-First Mindset

*“Does everyone in the room and on-screen have
an opportunity to speak?”*

Source: <https://newsroom.spotify.com/2022-09-01/distributed-first-contributes-to-spotifys-strength/>

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Optimizing for those who join **virtually** online.

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virtually

/ˈvɜːtʃuəli/

adverb

adverb: **virtually**

1. nearly; almost.
"the disease destroyed virtually all the vineyards in Orange County"

Similar:

2. by means of virtual reality techniques.
 - by means of a computer; computationally.

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Employees with full autonomy to choose where they work are happier with their jobs.

- Hybrid Ways of Working | 2022 Global Report

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Source: <https://www.jabra.ca/hybridwork/2022>

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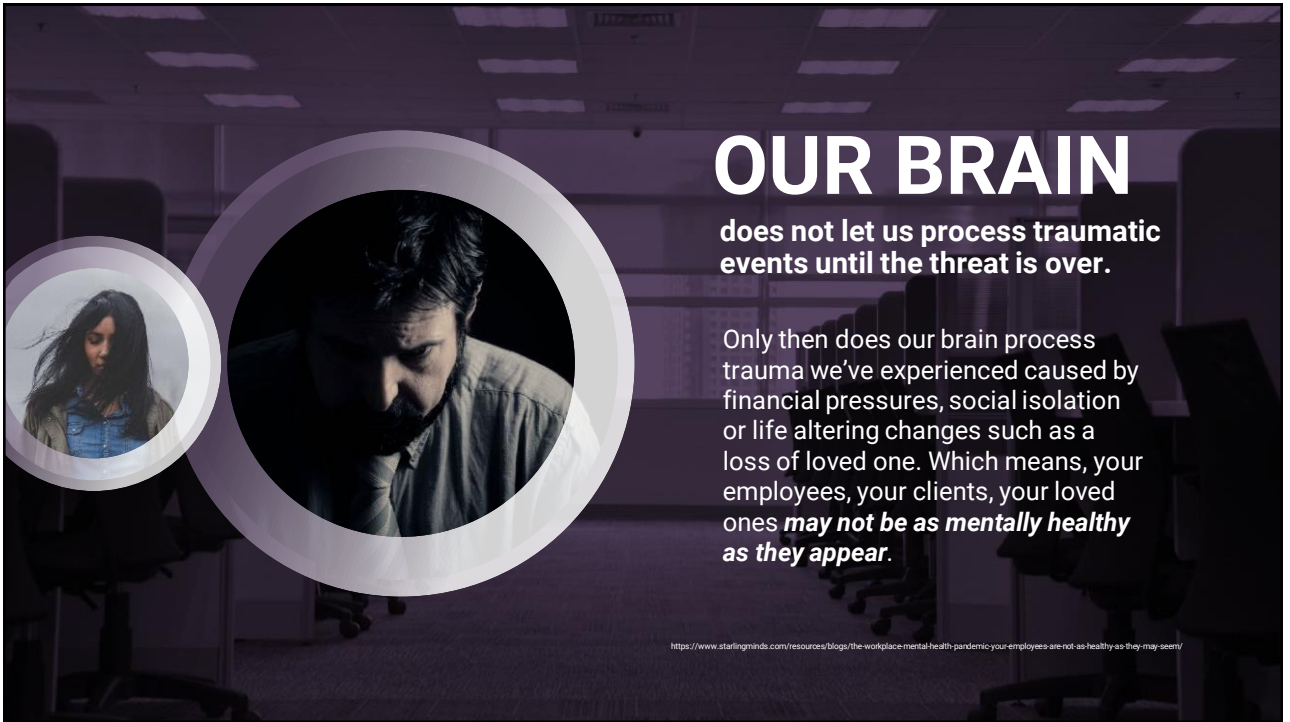


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Question

What is something happening in the world (outside of work) that is impacting you right now?

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OUR BRAIN

does not let us process traumatic events until the threat is over.

Only then does our brain process trauma we've experienced caused by financial pressures, social isolation or life altering changes such as a loss of loved one. Which means, your employees, your clients, your loved ones ***may not be as mentally healthy as they appear.***

<https://www.starlingminds.com/resources/blogs/the-workplace-mental-health-pandemic-your-employees-are-not-as-healthy-as-they-may-seem/>

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Balance?

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Work-Life

- **Work-life interface:** The intersection of work and personal life. It is bidirectional; work can interfere with your personal life, and your personal life can interfere with work. This has become increasingly boundaryless.
- It can be adverse (work-life conflict) or beneficial (work-life enrichment)
- **Work-life balance** is the equilibrium between personal life and career work.
 - **Equilibrium:** “a state in which opposing forces or influences are balanced.”
- **Work enrichment model:** experience in one role (work or family) will enhance the quality of the other.

Source: https://en.wikipedia.org/wiki/Work%E2%80%93life_interface and Oxford Dictionary

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Work–family enrichment occurs, when ones involvement in work provides skills, behaviors, or positive mood which influences the family life in a positive way. Family-work enrichment occurs when ones involvement in the family domain results in positive mood, feeling of success or support that help individuals to cope better with problems at work, feel more confident and in the end being more productive at work (Wayne, et al., 2004).

”

Source: https://en.wikipedia.org/wiki/Work%E2%80%93life_interface

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Question

Is work-life balance the goal or is it work-life enrichment?

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Hybrid

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64% of Gen Z says that they consider their “office” to be their laptop, headset, and wherever they can get a strong internet connection.

Hybrid Ways of Working | 2022 Global Report

”

Source: <https://www.jabra.ca/hybridwork/2022>

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...but this doesn't mean they feel connected or like they belong.

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CONSIDER

Artefacts: Personalized spaces (pictures, favorite mug, etc.) are rapidly disappearing from offices and “hot-desking”. Employees may have hidden attachments.

How do we recreate artefacts? What does personalized technology look and feel like?

Source: <https://hbr.org/2022/05/balancing-autonomy-and-structure-for-remote-employees>

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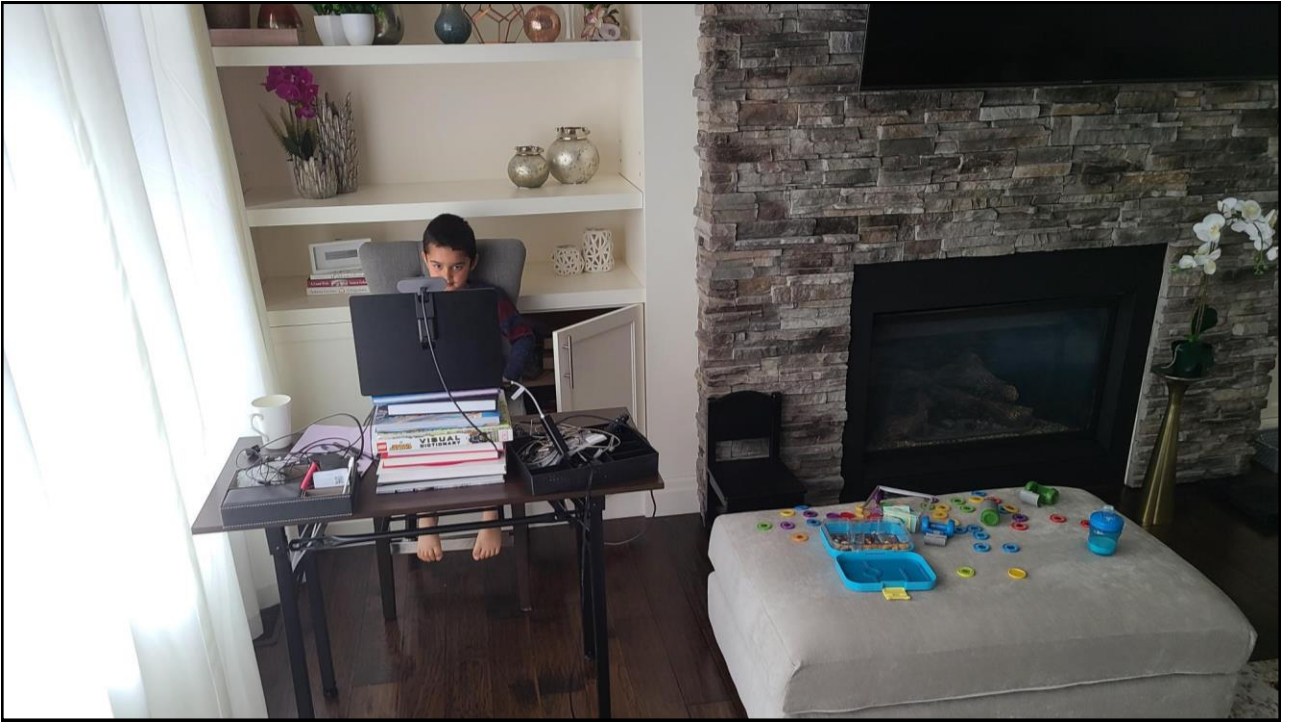
>> Nam: AND ASK FOR HELP IF YOU NEED A HELPING HAND.

RELEARNING HOW TO SOCIALIZE
Strategies for Some Merriment

OAKVILLE, ON

two

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OUR BRAIN

Faces four key challenges:

1. It is easily distracted by stimuli. We are constantly scanning for something new in the environment.
2. We are wired to prefer easy tasks.
3. We suffer from cognitive overload.
4. We neglect our natural rhythms (ie. sleep cycles).

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Question

How many of you are good or very good at multi-tasking?

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Multi-Tasking

We are unable to multi-task, but what we can do is task-switch from one task to another!



COMMENT & OPINION

Women Are Not Better at Multitasking. They Just Do More Work, Studies Show

LEAH RUPPANNER, THE CONVERSATION 15 AUGUST 2019

Women 'better at multitasking' than men, study finds

By James Morgan
Science reporter, BBC News

Women aren't better at multitasking after all, study says

By AJ Williams
Published 3:19 PM EDT, Wed August 14, 2019

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Task-Switching

- Task-switching steals from productivity.
- It costs 20-40% of time to switch from one to the other and impacts well-being.
- Tactics:
 - Set blocks of time
 - Manage distractions
 - Set small goals
 - User a timer
 - Stop and take a break



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CONSIDER

Are employees able to access spaces that reduce disturbances and maximize the utility of virtual tools (ie. acoustic privacy)?

Example: "Acoustic privacy lends itself well to increased concentration as well as to virtual collaboration environments where audio quality oftentimes poses quite an issue for many."

Source: <https://hbr.org/2022/05/balancing-autonomy-and-structure-for-remote-employees>

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"Does everyone in the room and on-screen have an opportunity to speak?"

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Question

What typically happens if in the middle of a meeting you ask the question,

“What’s not being said that should be said here?”

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Soliciting Input in Meetings

“37% of employees globally say they often feel left out of the conversation in hybrid meetings.”
– Hybrid Ways of Working | 2022 Global Report

“When we do our research, we show that even in a remote meeting of 12 people, only four people feel that they’ve been fully heard in that meeting.”

Source: <https://www.jabra.ca/hybridwork/2022>

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Example: Remote Meetings

What if...

- You sent them into a breakout room,
- Turned that into an 'assignment,'
- Open a shared document (or mentimeter, kahoot!, jam board etc);
- Have each person contribute to what's not being said that should be said.

You've now reinvented the dialogue.

Source: <https://hbr.org/2022/03/keith-ferrazzi-on-how-the-pandemic-taught-organizations-to-be-crisis-agile>

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LET'S GET REAL

Employees felt like they belong in the workplace when they are included, involved, and accepted (**real inclusion**).

When employees are asked for their input only because they were supposed to, or sought their opinion as someone who can represent their social group (**surface inclusion**), they felt like they belonged less.

This reduced sense of belonging works against inclusion efforts.

Source: <https://hbr.org/2020/08/are-your-di-efforts-helping-employees-feel-like-they-belong>

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Center for Talent Innovation

THE ELEMENTS OF BELONGING

Belonging at work means you feel seen for your unique contributions, connected to your coworkers, supported in your daily work and career development, and proud of your organization's values and purpose. We constructed a ten-point scale that measures belonging, rooted in four elements.



When you are seen at work, you are recognized, rewarded, and respected by your colleagues.



When you are connected at work, you have positive, authentic social interactions with peers, managers, and senior leaders.



When you are supported at work, those around you—from your peers to senior leaders—give you what you need to get your work done and live a full life.



When you are proud of your work and your organization, you feel aligned with its purpose, vision, and values.

Source: https://www.talentinnovation.org/_private/assets/PowerOfBelonging_KeyFindings-CTI.pdf

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Strategies for Leaders

Do:

- Find out how people are feeling (anonymously, if needed).
- Consider transition time when things change.
- Acknowledge, reward, and recognize.

Don't:

- Assume people are going to tell you how they're feeling.
- Neglect to communicate the why behind the decisions being made.
- Make promises you can't keep.

Source: <https://hbr.org/2021/07/help-your-employees-who-are-anxious-about-returning-to-the-office>

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Trust

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When leaders give employees the freedom to choose where and when they work, it signals that they trust them to do the job they were hired to do.



Source: <https://hbr.org/2022/05/balancing-autonomy-and-structure-for-remote-employees>

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TRUST & TRANSPARENCY

MYTH: More transparency = more trust

Transparency reduces the ***need*** for trust.

Trust is a confident relationship with the unknown.



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HOW TO LEAD FOR TRUST

Recognize excellence.

“Neuroscience shows that recognition has the largest effect on trust when it occurs immediately after a goal has been met, when it comes from peers, and when it’s tangible, unexpected, personal, and public.”

Give people discretion in how they do their work.

Being trusted to figure things out.

Source: <https://hbr.org/2017/01/the-neuroscience-of-trust>

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HOW TO LEAD FOR TRUST

Intentionally build relationships:

#1 predictor of long-term health + happiness (Waldinger, 2015).

Social connectedness can be defined as the experience of belonging to a social relationship or network (Lee and Robbins, 1995)

Creating communities of belonging.



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HOW TO LEAD FOR TRUST

Show vulnerability.

Asking for help stimulates oxytocin production in others, increasing their trust and cooperation.

"We create belonging moments by allowing vulnerability moments." - Pat Wadors

Source: <https://hbr.org/2017/01/the-neuroscience-of-trust>

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High-trust companies hold people accountable but without micromanaging them. They treat people like responsible adults. – Paul Zak

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THANK YOU

RUMEET BILLAN

-  viewpointleadership.ca
-  rbillan@viewpointleadership.ca
-  [linkedin.com/in/rumeetbillan](https://www.linkedin.com/in/rumeetbillan)
-  [@RumeetBillan](https://twitter.com/RumeetBillan)

www.rumeet.com



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