



Leading Teams in a Hybrid Environment

March 22, 2023



Where are you today? (Poll)

Today, I am:

- At work (office, shop, plant, etc.)
- At home
- At a customer or supplier's site
- In transit (car, plane, train, etc.)
- Somewhere else

Our Agenda for Today



01 Where have we been?

02 Where are we going?

03 How do we get there?

04 What's next?

Where have we been?

The evolution of the worker's perspective...



THE GREAT EXHAUSTION

**During the first wave
of the pandemic...**

According to the US Bureau
of Labor Statistics, US
nonfarm payroll **employment
declined by 9.4 million in
2020¹**

1. [COVID-19 ends longest employment recovery and expansion in CES history](#)

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THE GREAT RESIGNATION

Generating a new coined phrase...

47.8 million US workers left their jobs voluntarily in 2021, the highest number since the Bureau of Labor Statistics started tracking full-year data in 2001.²

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THE GREAT RESHUFFLE

Causing the new migration...

Nearly 3 million fewer Americans participate in the labor force today compared to February of 2020³

65% of U.S. workers are happy with their job, **but only 20% are passionate**.⁴

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2. [The Great Resignation is taking root around the world](#)
3. [Understanding America's Labor Shortage](#)
4. [43 Incredible job satisfaction statistics](#)

Where are we going?

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THE GREAT REIMAGINATION

Setting the stage for what's next...

Key shifts have transformed the world of work and have **created a boundaryless world**.⁴

Jobs ➡ Skills

Employees ➡ Workforce ecosystems

Automation ➡ Augmentation

Employer-led ➡ Worker agency

Flex work ➡ Flex everything

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2. [The Great Resignation is taking root around the world](#)
3. [Understanding America's Labor Shortage](#)
4. [43 Incredible job satisfaction statistics](#)
5. [Deloitte's 2023 Global Human Capital Trends Report](#)

“Work from anywhere” flexibility is likely here to stay



According to the 2022 Deloitte Millennial and Gen Z Survey and the 2022 Deloitte Women @ Work Outlook, hybrid work models are preferred by:

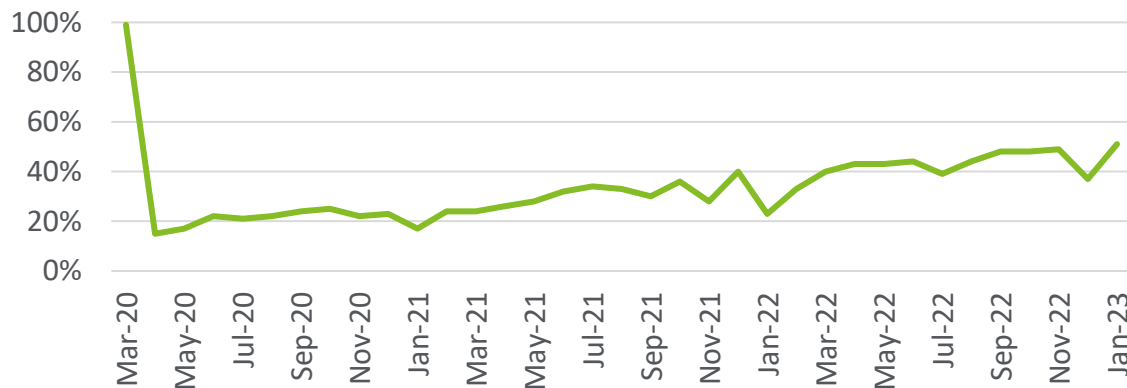
75% of Millennials and Gen Z born between 1983-2003 surveyed

AND 65% of women surveyed

74% of US employers offered hybrid work arrangements as of December 2022¹

Office use has rebounded to its highest level since prior to the pandemic, but is still **half of what it used to be**²

US OFFICE OCCUPANCY RATES³



13% of job postings in January 2023 were for remote workers, down from 20% in March 2002, but still ...

3x the amount from before the pandemic³
AND

52.8% of all applications submitted on LinkedIn were for remote jobs³

What does hybrid look like in your organization? (Poll)

Most of the individuals in my organization are in person:

- Rarely – primarily virtual
- 1-2 times a month
- 1-2 days a week
- 3 days a week
- 4-5 days a week

How do we get there?

Some organizations are targeting several elements in developing their “work from anywhere” strategy

VISION

What is our long-term vision for future ways of working and specific business outcomes we want to achieve?

RETURN TO OFFICE

What is our framework for re-entry and the roll-out of hybrid?

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What are the digital solutions, capabilities and features needed to deliver the desired future state?

PHYSICAL WORKPLACE

What are the range of potential physical workplace solutions that could serve new ways of working?

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POLICY / COMPLIANCE

What revisions to workforce policies are required as a result of hybrid / remote work?

BUSINESS / ORG MODELS

What opportunities to change our structure result from moving towards hybrid work?

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MEASUREMENT OF HYBRID WORK EFFECTIVENESS

How is our current hybrid model serving our goals and aspirations?

How is your organization / team measuring hybrid workplace effectiveness? (Poll)

One metric my organization / team is using to measure hybrid workplace effectiveness is:
(short text write-in answers)

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WAYS OF WORKING

What is the workforce experience we desire and how do we enable it?

What “ingredients” comprise an organization’s ways of working?



**Career
Development**



**Diversity, Equity
& Inclusion**



**Performance
Management**



Productivity



Rewards



**Skills &
Capabilities**



**Teaming &
Collaboration**



**Values &
Behaviors**



Well-being

Who owns an organization's ways of working?

INDIVIDUAL BEHAVIORS



Driven by the workforce



TEAM BEHAVIORS



Supported through teaming



ORGANIZATION BEHAVIORS



Enabled by the organization



What are some key behaviors of successful hybrid team leaders?

- 1 Set clear expectations and establish team norms for when and where work occurs



- 2 Foster team culture to connect team members across modalities



- 3 Create equitable, inclusive, and productive team opportunities and experiences



- 4 Invest in on-the-job mentorship and learning in the flow of work



1. Setting clear expectations and establishing team norms

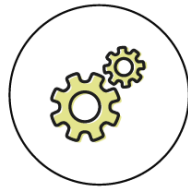
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Elements of Hybrid Team Norms



How the team
communicates

Channels
Frequency
Etiquette
Synchronicity



How the team
operates

Location
Schedules
Authority
Well-being



How the team
works together

Collaboration
Conflict Resolution
Skill Development
Equity



How the team builds
relationships

Internal / External
Personal / Professional
Recognition
Inclusion



How the team
upholds norms

Onboarding
Feedback
Accountability
Upkeep

2. Fostering team culture to connect team members across modalities



How does your organization / team build culture in hybrid? (Poll)

One way my organization / team fosters culture virtually or in-person is:

(short text write-in answers)

3. Creating equitable, inclusive, and productive team opportunities and experiences

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Considerations to help design a more level playing field for all meeting participants include:



Testing conference formats and technology



Encouraging participation across modalities



Sending materials in advance



Employing small group breakouts



Allocating time for combined socializing

4. Investing in on-the-job mentorship and learning in the flow of work



Promote a
learning culture

- *Set expectations*
- *Allocate time*
- *Leverage the tools*
- *Check in frequently*
- *Reward behavior*

4. Investing in on-the-job mentorship and learning in the flow of work



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Coach for impact

- *Know your team*
- *Be intentional*
- *Delegate*
- *Prioritize feedback*
- *Simulate the experience*
- *Implement shadowing*

4. Investing in on-the-job mentorship and learning in the flow of work



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Learn together

- *Pair individuals purposefully*
- *Put it on the agenda*
- *Increase exposure*
- *Form “learning interest” cohorts*
- *Encourage cross-organization collaboration*

What's next?

What's next?

Check out Deloitte Insights' [2023 Human Capital Trends Report](#)



Activating the future of workplace
The workplace evolves to be an input to the work itself



Navigating the end of jobs
Skills replace jobs as the focal point for matching workers with work



Advancing the human element of sustainability
Human sustainability rises to the fore of organizations' sustainability strategies

What can you apply from this session to your organization / team? (Poll)

One thing I learned in this session that I can apply to my organization / team is:

(short text write-in answers)



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