



Developing Your People

Driving Performance of Remote and Hybrid Teams

Presenters



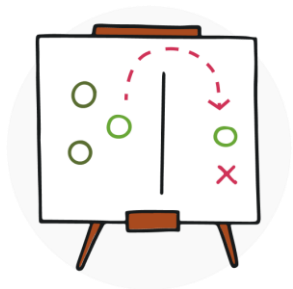
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How is the employee experience changing?

- Interactions are less tangible
- Adjustments to roles and responsibilities
- Shift in daily work routine
- Different ways of developing on the job and managing performance



What are the challenges?



The world is changing what does that mean, what is it becoming, and how can I talk/strategize about it better?

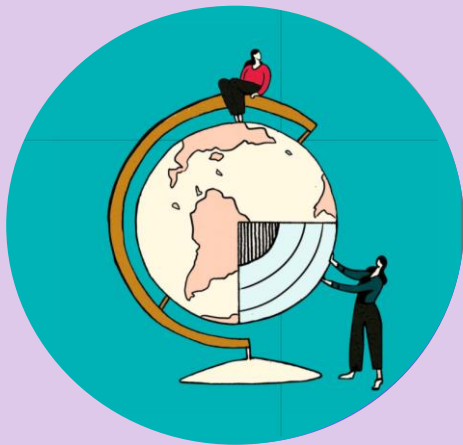


How do I make sure I remain a high performing company in this new world?



How do I make sure that employees want to come along for this ride and hold onto critical talent and keep turnover and associated costs down?

Agenda



1

Ways of Working

Understanding the different work arrangements possible for your employees



2

Experience & Culture

Creating and evaluating the employee experience in these new ways of working



3

Performance

Setting goals to drive employee performance in remote and hybrid teams

The leading **People & Culture Platform** that helps companies take action to improve employee engagement, retention and performance.

Your culture

Engagement

Candidate, onboard, exit

Diversity & Inclusion

Wellbeing & COVID Response

Your people

Performance reviews

360°s

Goal tracking

Continuous feedback

Pop Quiz



What percentage of employees say that their team/department would benefit from some degree of remote working in the future?

Pop Quiz



Q

What percentage of employees say that their team/department would benefit from some degree of remote working in the future?



A

88%

Source: [Returning to the Workplace Survey Insights](#)
Culture Amp, 2021)

Ways of Working Defined

Ways of Working Terms to Know



Fully in-person/ Co-located

All employees work in shared physical locations



Office-first

Policies and practices assume the majority of employees work in shared physical locations with some employees working remotely



Hybrid / Flexible work

Policies and practices assume varying proportions of employees will be co-located or remote at any point in time



Fully remote/distributed

All employees work remotely



Remote-first

Policies and practices assume the majority of employees work remotely with an optional physical location

Hybrid working is not binary - it's about *flexibility*

Hybrid working *is not*:

- *Binary* - where employees are either in the office or not

Hybrid working *is*:

- *Flexible* - it allows the employee to choose when and where they work, usually within some pre-set parameters
- *The best of both worlds* - it combines predictable structure with independence and autonomy



The working landscape is changing



Pre-covid

<5% most/all employees remote

During Covid

75% most/all employees remote

Post Covid

50% most/all employees remote

Source: [How companies are embracing a new future: Organizational responses to people issues raised by COVID-19](#) (Culture Amp, 2020)

6 Steps to Enhancing Experience in Remote & Hybrid Teams



Be honest with yourself and others



Be explicit about your expectations



Boost confidence and build connections



Be deliberate with your systems & processes



Be accountable to your goals



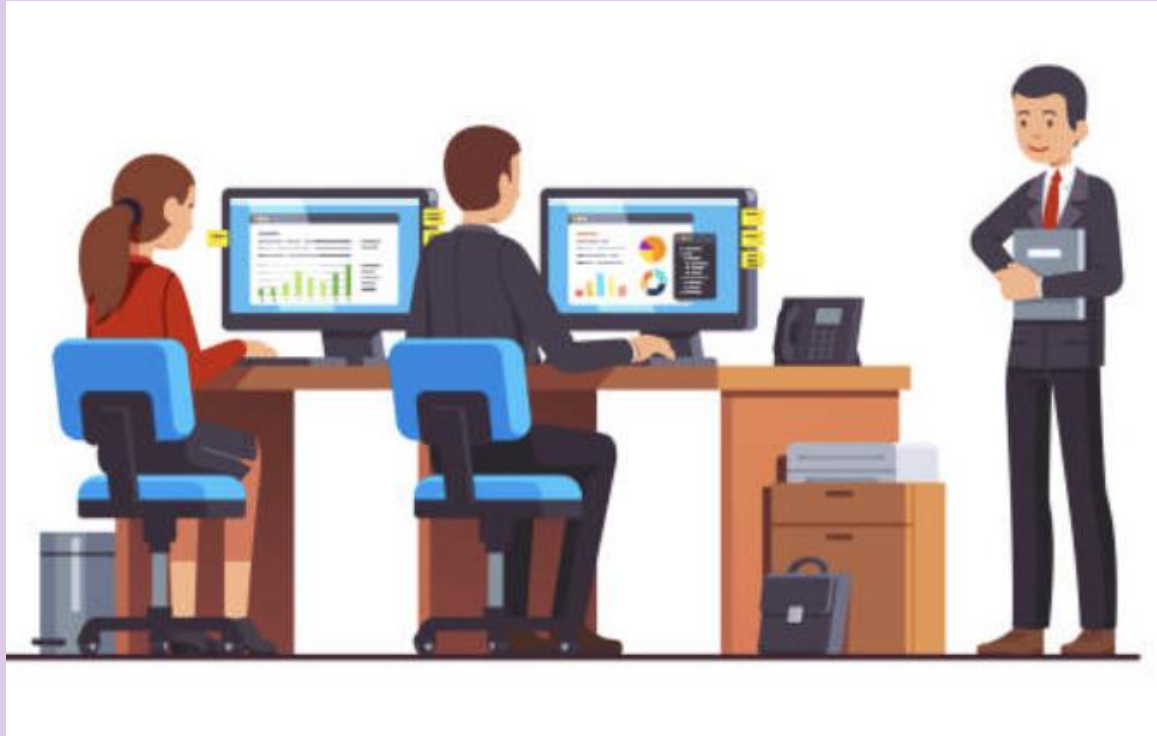
Be inclusive with all of the above

1

Be honest with yourself
and others



Work without vulnerability



Creating Honest and Safe Meeting Spaces

1. Adjust your approach based on your audience (e.g. colleagues vs. customers)
1. Help diffuse predictable distractions if possible
1. Proactively mention potential distractions and encourage others to do the same
1. Accept and resolve distractions with grace
1. Turn distraction into human connections



2

Be explicit about your expectations



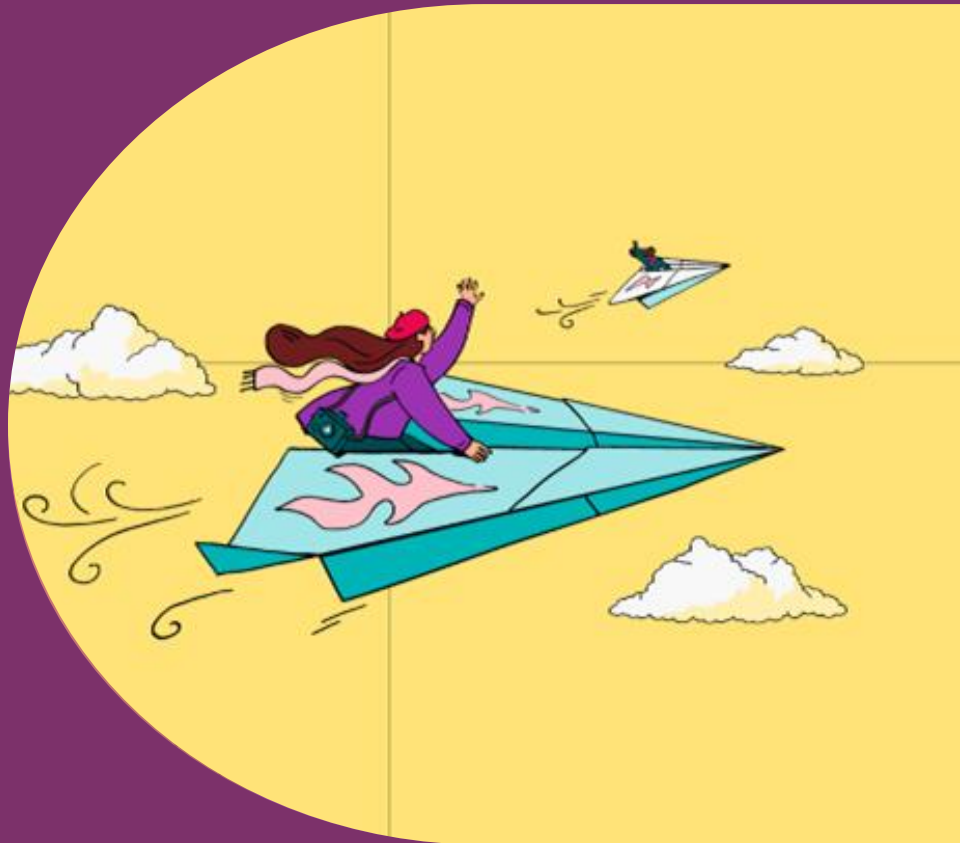
Making Expectations Explicit

1. Creating virtual team agreements
1. Outlining communication norms
1. Establishing a shared view on priorities and urgency
 - Response expectations
 - Project deadlines
 - Planned check-ins



3

Boost confidence and build connections



What is the purpose of 1:1 conversations?



4

Be deliberate with your
systems & processes

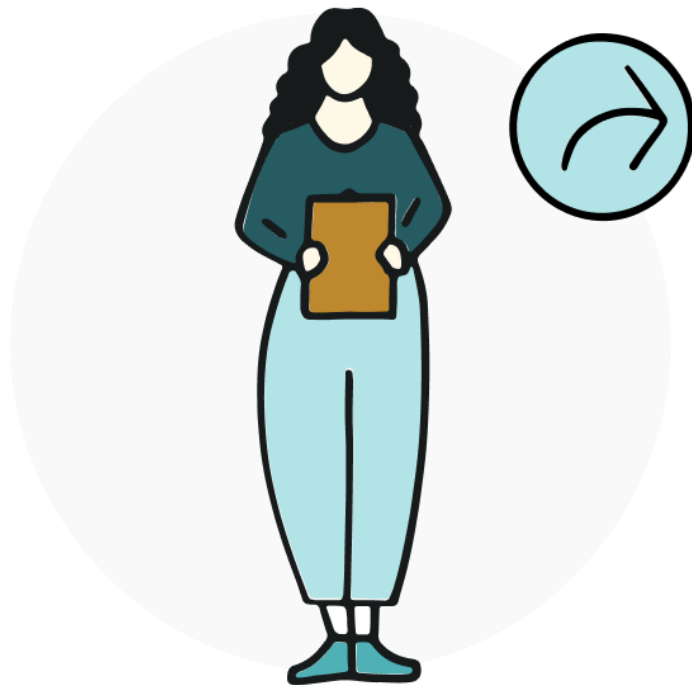


Practical solutions for being deliberate in your work and wellbeing

Walk the talk of self care - Follow your own advice to enable a better connection with the team

Make it ok to share - Create an environment where employees feel psychologically safe

Check for your own blindspots - Gather data and use feedback to check in on yourself and build self awareness



5

Be accountable to your goals



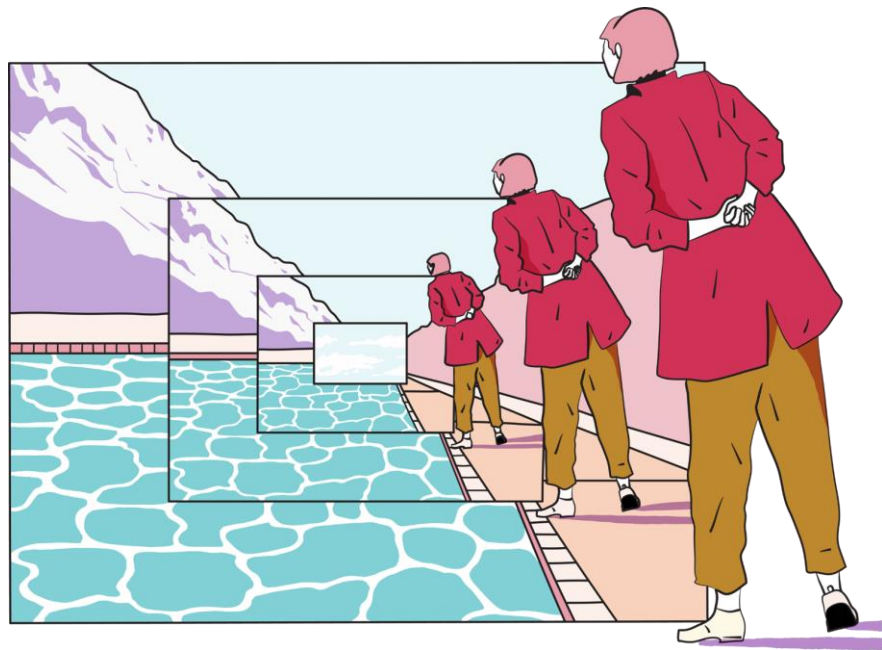
Get comfortable with not seeing everything

What stopped us getting here sooner, won't help us get where we need to go

Classic fallacy: if I don't see my team working then they either

- may not be working
- might be doing it *wrong* (aka - my way)

Reframe: we should have been evaluating on outputs anyway (to overcome proximity bias) - this can help us all get there



6

Be inclusive with all of
the above



Be inclusive

With remote and hybrid teams belonging, inclusion, and a sense of community can be challenges

When making any decision keep these concepts top of mind:

- Team cohesion and connection points
- Equal access to resources, information, and people
- Be intentional when key conversations are had (e.g. decisions made, updates, knowledge sharing/transfer, norm setting, etc.)
- Design processes that will mitigate challenges for those that need the most support
- Create outlets for feedback and space for vulnerability



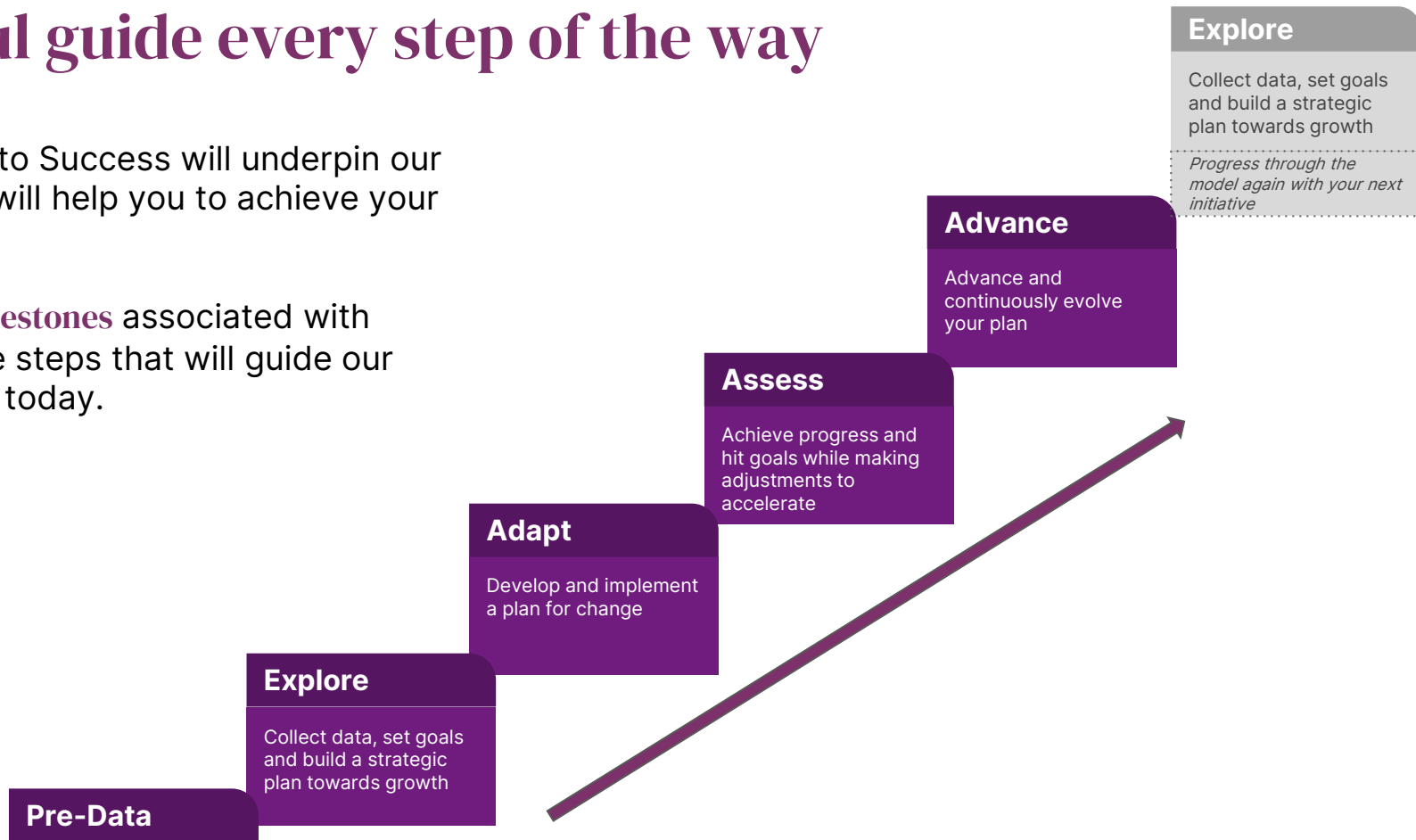
How do we know what is working?



A helpful guide every step of the way

These Steps to Success will underpin our support and will help you to achieve your goals.

There are **milestones** associated with each of these steps that will guide our conversation today.



What is an employee listening strategy?

An integrated approach to understanding the employee experience by collecting employee feedback across the employee lifecycle with the goal of impacting and responding to key business and people objectives



Source: [Building Your Employee Listening Strategy](#)
(Culture Amp Masterclass, 2021)

Performance

Adapting performance for remote & hybrid teams

Goals



Development Conversations



Goal setting for Remote & Hybrid Teams



The benefits of goal setting in remote & hybrid teams



Motivation



Clarification



Evaluation

Goal setting motivation

Goals can **motivate** your direct reports to put additional effort into their tasks and be more accountable than they would without goals.

Performance Goal

“Facilitate 3 webinars that each reach over 500 people”

Learning Goal

“Research and assess 5 ways to reach over 500 people in the next quarter”

Goal setting clarity

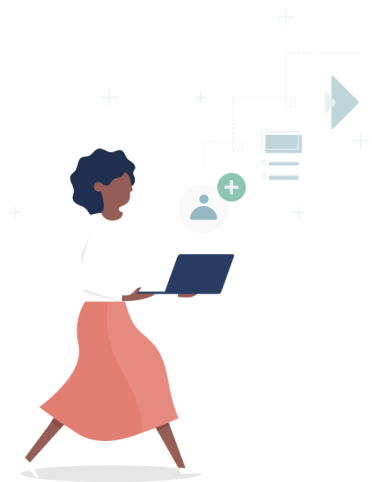
Goals create a **shared understanding** of what needs to get done, whether it's at the individual level, or if it applies to the whole team.

As a result of clear goal setting, we see:



Goal setting evaluation

Goals make it easier for you to **evaluate** and give feedback on a direct report's performance based on goals that were previously committed to.



Proximity bias

The tendency to place higher value on work we physically see someone doing, while discounting work that is done out of sight

Remote Development Conversations



The benefits of performance development conversations



Employees who report their managers hold development conversations are **40% more motivated**

When employees receive useful, consistent feedback, they are **2.1x more likely to go above and beyond**

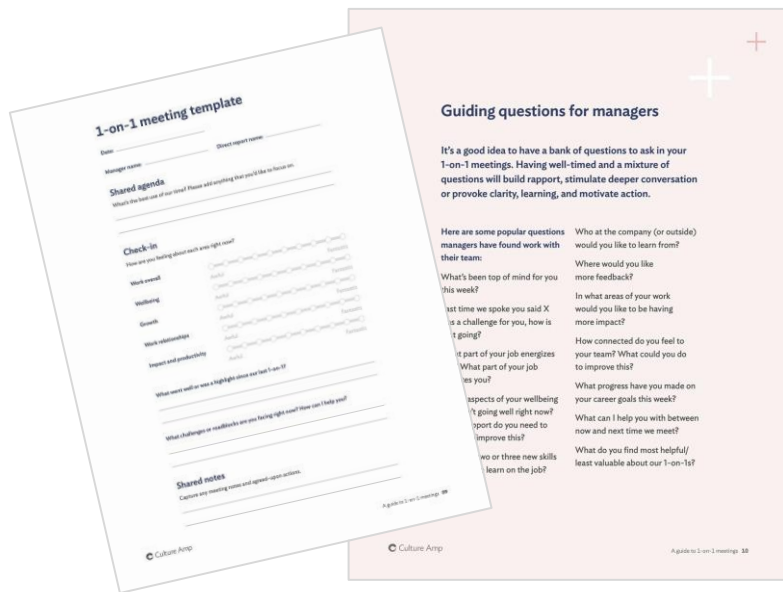


Employees who report their managers hold development conversations are **35-45% more engaged**

Source: [Engagement and Performance by the Numbers](#)
(Culture Amp, 2020)

What should remote 1:1's cover?

- Productivity
- Wellbeing
- Team inclusion and relationships
- Development and career aspirations
- Other commitments
- Tech setup
- Their positives



What questions to ask during remote 1:1's?

- What is your work setup like?
- What challenges do you feel remote workers have compared to those in the office?
- What are some things that can be done to make work meetings more remote friendly?
- Who are the people you connect with most often at work?
- How do you feel about how often you visit the office?
- What do you want to learn more about?



Thank you

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