

Skills of a Hybrid Leader



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Objectives

- **Context for why this is important today**
- **The Three Skills**
- **Shifts from a traditional to hybrid leader**

New ways of working require new ways of leading

71%

of companies have
employees working
remotely at least
some of the time
([Littler](#))

52%

of employees working
in a hybrid environment
feel their leader can't
engage or inspire them.
[Capgemini](#)

20%

of leaders rated
themselves as very
effective at leading
virtual teams.
[DDI](#)

58%

of leaders worldwide now
work in a hybrid or remote
role.
[DDI](#)

Leaders are struggling to keep up

84%

of employees **believe**
that **leaders need to**
build a culture of trust.

50%

of employees **don't believe**
that **leaders have the**
skills needed to do so.

Leadership skills gaps negatively impact employee engagement, resulting in:

Burnout

Disengagement

Isolation

Lack of vision

Quitting



Can we Develop capabilities unique to a Hybrid Workforce?

To answer this question we:

- Created a **working group of 50 Chief Learning Officers & Chief Human Resources Officers** to understand critical leadership capabilities
- Partnered with **PhD researchers**
- **Leveraged research** conducted by The Conference Board, The RBL Group, and the ROI Institute
- **Tested the approach with 100 learners** from multiple companies
- **Conducted 2 ROI studies**



Three Skills of the Hybrid Leader



Connect



Coach



Create

Successful leaders need to develop these skills and practices

- **Connect**

- Demonstrate **empathy**
- Personal Culture

- **Coach**

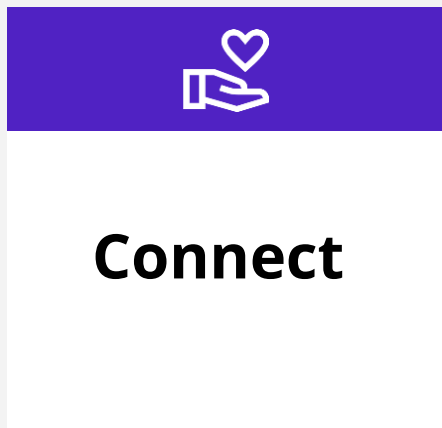
- **Identify skills development** for the team
- Keep 1:1s: check in, development

- **Create Inclusive Experiences**

- **Measure and Review** success
- Embed **Diversity, Equity, and Inclusion (DEI)**



Three Skills of the Hybrid Leader



“ Empathy is the ability to understand, recognize, and share the thoughts and feelings of another. ”

Elizabeth Pierce



Use Empathy Statements

- “It sounds like... (summarize their feeling), because... (reason).”
- “It must be... (feeling) when... (reason).”
- “I can understand that... (reason) would make you... (summarize their feeling).”

Personal Culture as Our System

Your why: Purpose

Your what: Goals

Your how: Values, behaviors, and practices



Three Skills of the Hybrid Leader



Skills Development: AI Team Case Study

- Commit the time to learn generative AI skills — as a team
- Prepare people to succeed
- Celebrate wins



Udemy July Check-In Questions

- 1. To what extent are you on track to meet your OKRs?** *(Where are you on track? Where are you falling short? What barriers exist, and what help do you need from your manager?)*
- 2. What are the 1-2 key learnings you've had from working on your OKRs so far this year?** *(What knowledge have you gained? What didn't go as well, that you have learned to do differently next time?)*
- 3. When reviewing the Career levels framework, choose one category which would help you further your learnings named in question 2.** *(What area is most important to your success in the next 6 months? What area are you most interested in gaining more experience?)*

Three Skills of the Hybrid Leader



Create

BEDI 2023 & Beyond Pillars

Leadership Succession Planning	Processes, Policies & Practices	Hiring	Upskilling	Belonging
Pipeline building for eStaff/VP level of talent from diverse backgrounds (New)	Develop, implement and reinforce processes, policies and practices that promote equity for all employees	Attract a diverse workforce and design an equitable and inclusive hiring process	Upskilling employees on their knowledge of belonging, equity, diversity and inclusion	Increased efforts and programs that improve belonging sentiment of our employees

Value-Based Behaviors

Behaviors are actionable and observable regardless of level or team. Behaviors are positive attributes.

<i>Vision: To Improve Lives through Learning</i> <i>Mission: Provide flexible, effective skill development to empower individuals and organizations</i>				
Earnestly Authentic	Individually Humble, Collectively Proud	Always Learning	Courageously Experimental	Results Driven
We ask questions to understand the uniqueness of each other and the world around us.	We collaborate as one team and approach our work holistically.	We learn habitually, committed to continuous improvement with each other.	We move quickly towards innovative solutions.	We own our results by being accountable for identified success metrics.
We invest the time to create an inclusive environment that calls for diversity.	We make space for everyone's voice to be heard.	We engage in constructive debate to make better decisions.	We take risks and celebrate failures in service to future excellence.	We clarify responsibilities to ensure cross-functional follow-through.
We integrate reflection and development into our flow of work.	We recognize one another's accomplishments and attempts.	We leverage our platform and solutions to learn together.	We adapt and iterate based on what we learn.	We focus on what's important and take action to get it done.

Key Shifts of a Hybrid Leader



Functional
to
Strategic



Long-Term Change
Management
to
Agile Leader



Knowledge is Everything
To
Context is Everything



- Leading Horizontally and Vertically
- Matrixed, relationship-based structures
- Influence

Strategic



- Managing change over time vs. large change initiatives
- Pivoting/Iterating where necessary
- Check-Ins vs. Annual Processes

Agile



- Expert to Curator
- Share transparently to share contextually
- Learning and working within the right context (collaboration in person vs. discussions virtually)

Context is Everything



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THANK YOU

ReCulturing

Designing Intentional Cultures

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The Invested Leader at Udemy