

Participant Guide

Leading Teams in a Hybrid Environment

Human Resources | Organization and Employee Development
Spring, 2022

Course Overview

This course is designed for CU Boulder supervisors and managers who are responsible for leading hybrid teams, where employees and teams may be working a combination of on-campus and remote modalities.

Course Outline:

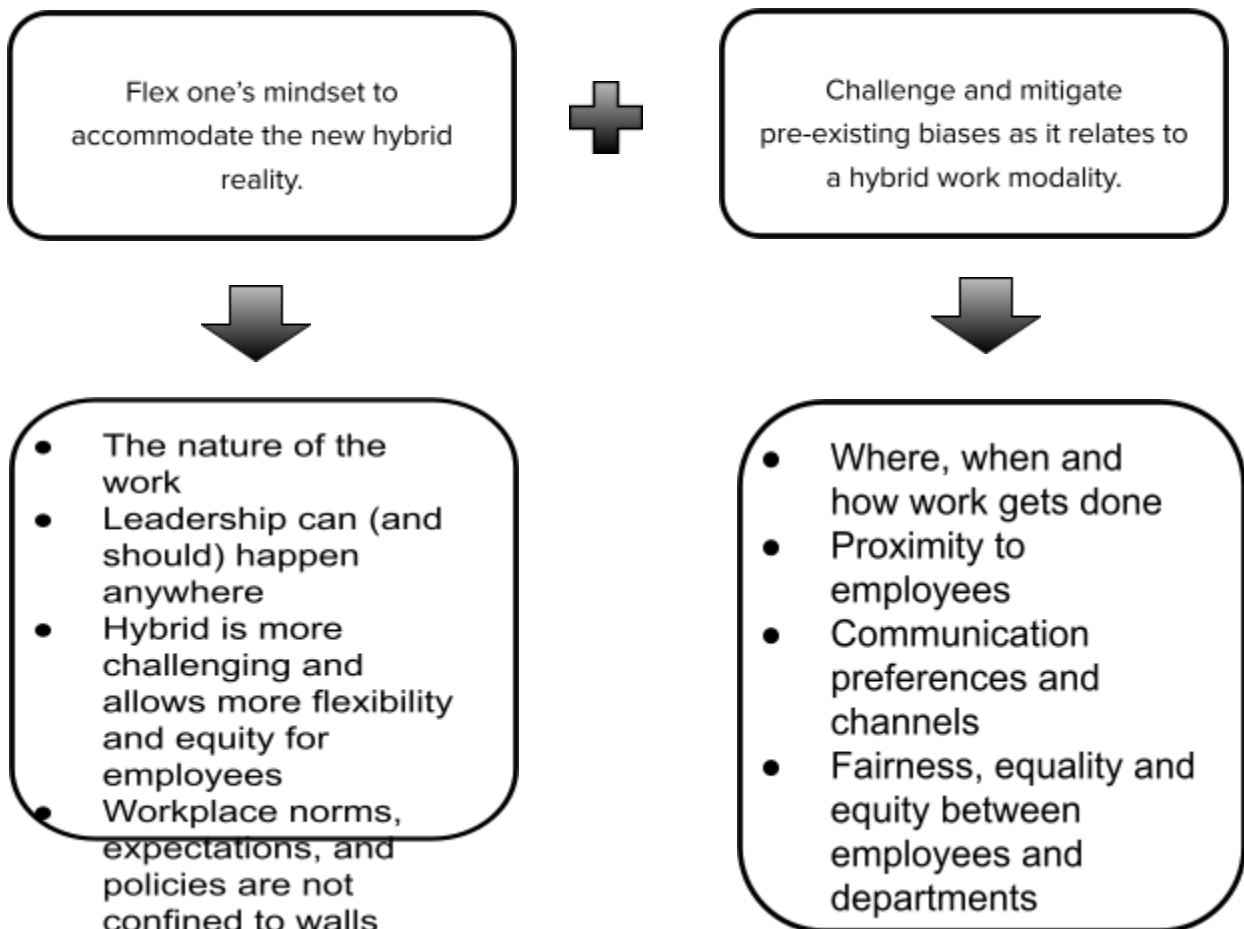
1. Operating as a hybrid leader
2. Cultivating psychological safety
3. Minimizing strategic, operational, and affinity distances
4. Applying synchronous and asynchronous technological tools

Operating as a Hybrid Leader

The Long Distance Leader: "The skills you need to communicate, influence, build strong working relationships, and engage people can be learned, developed, and replicated throughout the organization, but only if you understand the dynamics at work and identify the skill gaps to mindfully address them."



Two pillars to being an effective hybrid leader





Strategies to mitigate biases

Cultivating Psychological Safety

Psychological Safety: A condition where one feels included, safe to learn, safe to contribute, safe to challenge the status quo without fear of embarrassment, being marginalized, or punished.

~ Timothy Clark, “The 4 Stages of Psychological Safety”



To better understand the elements of psychological safety, we will unpack the 4 stage model from, “The 4 Stages of Psychological Safety: Defining the Path to Inclusion and Innovation”. Additionally, we will look at the ideas of compassion, equity, flexibility and trust to better create the condition where all employees can thrive in a hybrid environment.

The 4 Stages of Psychological Safety Model

Stage	Definition of Respect	Definition of Permission
Inclusion safety	Respect for the individual's humanity	Permission for the individual to interact with you as a human being
Learner safety	Respect for the individual's innate need to learn and grow	Permission for the individual to engage in all aspects of the learning process
Contributor safety	Respect for the individual's ability to create value	Permission for the individual to work with independence and their own judgment
Challenger safety	Respect for the individual's ability to innovate	Permission for the individual to challenge the status quo in good faith

Notes:

How are each of these areas impacted by the hybrid workplace?

Inclusion Safety	
Learner Safety	
Contributor Safety	
Challenger Safety	

Minimizing Distances: Strategic, Operational, & Affinity

The Hybrid Challenge: One of the most critical components to monitor and tend to are the exaggerated distances that show up in a hybrid space. A leader's ability to monitor and close these distances is a major indicator of hybrid success.

	Definition
Strategic Distance	The gap between what a team is doing and what matters for the organization.
Operational Distance	The efficiency of a team's operating processes to get work done and the cadence of outputs/results.
Affinity Distance	The gap in connectedness among members of the team.

Analyze your team's strategic distance:

1. Why does your team exist? How does your team help accomplish the goals of the University? Can everyone on your team articulate this?

2. Are your employee's performance goals defined, talked about, and aligned? When was the last time you had a performance management conversation with your direct reports?

3. Have your goals and priorities shifted? Have your stakeholder needs changed? Have you modified your projects and processes to match the new reality?



Analyze your team's operational distance:

1. What results does your team create? (not just activity)
2. How efficient are your communication channels?
3. Do you regularly break down larger projects into smaller goals to build a cadence of completing high-impact work?

Analyze your team's affinity distance:

1. How well does your team know one another? How well do you know your direct reports?
2. Do you spend intentional time connecting with one another outside of business needs?

Applying Synchronous and Asynchronous Technological Tools

Tech is your friend: Upskilling your abilities to maximize technology is one of the best investments to be an effective hybrid leader.



The questions we will answer in this section:

1. How do you choose the correct technological tool?
2. How do you capitalize on communication challenges to drive engagement and productivity?
3. Where do I find the resources I need to support my growth in this area?

Research Exercise

Review the OIT Hybrid Recommendations website and identify two recommendations you will bring back to your teams: <https://oit.colorado.edu/hybrid-work-recommendations>




Resources from the Ombuds Office

- [Two Keys to Virtual Communication](#)
- [Effective Ways to Maintain \(and possibly improve\) Productivity While Working at Home](#)
- [Supervising a Remote Team \(for the first time\)](#)
- [Virtual Communication Guidelines for Teams](#)
- [Be Intentional Through This Transition](#)
- [Establish Rituals to Start and End the Workday](#)
- [Foster Trust Among Your Remote Team Members](#)
- [“Back/Return to Work” is Really “Into a New Workplace”](#)
- [Building Trust Online](#)
- [Real Talk About Acclimating to In-Person Work](#)
- [Virtual Active Listening](#)
- [Virtual Team Dynamics](#)
- [Managing Transitions](#)

References

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