

1

Establish a Team Charter

While all employees may not be in the same location geographically, it is important that they are aligned on key hybrid structures within your organization. Are your employees expected to be available through IM throughout the day? Are all your meetings to be held virtually, or are some going to be in-person?

This is where the importance of having a clear definition of what your hybrid structure will look like comes into play — to mitigate any confusion within the team. A team charter conveys the general expectations and practices that team members are expected to follow.

These guidelines and expectations should be established together as a Team Charter within each team to facilitate alignment. By coming up with this charter together and agreeing on which areas are most important to the team, each team member is accountable for their own actions or activities that they have agreed on within the charter.

See Harbinger's examples of team charters for ideas to begin building your own team's charter.

2

Implement Technology Best Practices

Technology is the most crucial factor when establishing how employees in a hybrid workplace will stay connected. Those working from home may not have access to the same technology available in the office. You need to determine what technology your organization will provide your employees with so everyone can access the resources necessary to do their job aptly.

Virtual meetings are not going away. Though some team members are back in the office, this does not mean all meetings need to be in an office meeting room. A hybrid workplace requires you to continue to be on virtual calls, especially if you are the one facilitating the meeting.

Opportunities must be equal for all employees. Some conversations happen in the office that those working remotely are not able to take part in; good use of technology can minimize this.

3

Enable a Platform for Team Communication

When choosing which technology to implement, it is crucial to consider the need for a platform for teams to communicate. Hybrid workplaces with minimal communication create feelings of disconnect between team members. They may not have the same face-to-face contact as those in the office, leading to miscommunication or feelings of isolation.

10 CRUCIAL FACTORS TO SUCCESSFULLY TRANSITION TO A HYBRID MODEL

Collaborative tools (such as Microsoft Teams or Slack) that foster communication through chat, video, or co-authoring mechanisms will give team members the opportunity to connect and work together, no matter where they are.

4

Manage Security and Privacy

A hybrid workplace most often has employees working from home, and ordinarily, these employees will be working on a laptop. Home-based employees may not have the same network security or VPN as those in the office, therefore the organization needs to have measures to ensure security. This can include investing in anti-virus, malware, extending VPN services or other internet security software and processes.

Additionally, teams in a hybrid setting will find themselves needing to share potentially confidential or private information. Multi-cloud environment software such as Microsoft SharePoint or Salesforce encrypts these stored files, making it harder for hackers or phishers to access confidential information.

5

Plan In-Person events

There needs to be a push for in-person events, where everyone in the organization has an opportunity to mingle and have face-to-face time. Perhaps this is once a month, once a quarter, or once a year. These events are important for employees to feel seen and stay connected.

Additionally, the employee has a personal obligation to attend, displaying commitment and understanding of the new world of work.

6

Regular Feedback Check-ins

In a hybrid workplace, those working from home do not have the opportunity to run into their manager in the hallway or have water cooler chats. Therefore, check-ins are essential for employees to have their questions answered, mitigate miscommunication, and increase employee engagement.

Establishing an “Open Door” policy can encourage this. During a scheduled day and time, a manager/leader sets aside time for people to come for a chat or advice. Perhaps it is just one hour with an open Zoom link for employees to “drop in”, so they know they are being heard.

7

Provide Management/Leadership Support

While a successful hybrid workplace may feel dependent on employee performance and behaviour, it is just as important that people managers/leaders have the proper guidance and training to lead their employees to success in this new environment.

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Training must be provided to leaders to support their knowledge of managing a team in a hybrid setting. Shifts in organizational thinking, such as evaluating employee progress by focusing on measuring output, rather than attendance, needs to be taught. Further, leaders require support when *they* have questions, and therefore processes must be in place to provide this support.

8

Have a Structured Onboarding Process

The onboarding structure will look different in a hybrid workplace model, as the processes that have worked for a company before may not work anymore.

Determining what your hybrid workplace onboarding process will look like is an integral component of establishing a great hybrid workplace. Perhaps you will have a buddy system so that a new employee knows who they can reach out to with any questions, or one-on-one meetings weekly between your new hires and their people managers.

Your new employees must understand your hybrid business model, company structure, and daily functions – providing a process and standard for how your organization comes together regardless of physical location.

9

New Hire Training

The training process may look different for those receiving training at home versus those receiving training in the office. Regardless of location, all employees need to receive adequate, relevant and timely training.

Some companies prefer to offer self-paced, online training videos that can be completed at any time, while some choose a live virtual training session with management. Perhaps you will have a mix of both. A successful hybrid organization needs to determine what training process works best for their business to ensure all newly hired employees receive the same information and knowledge transfer.

10

Set Targetable Results

In a hybrid workplace, performance and time spent on tasks may differ between an employee in the office and an employee working remotely. Having specific expectations or goals in the form of target results can minimize confusion on what the expectations of the role are.

It is more effective to measure the output of employees rather than the input – as that will likely look different to each employee in a hybrid workplace setting.