

Leading in a hybrid world

KEY TAKEAWAYS



Self-awareness and self-regulation is key.

If leaders cannot look after themselves, they will not be able to look after the needs of others.

Set boundaries and lead by example.



#Facet5Roundtable

Effective Managers have always provided a level of pastoral care to their team.

This has always been a challenge for leaders with diverse teams, Covid has amplified the deliberate and consistent need for creating true, human moments with team members.

Hybrid working will make the picture more complex and increase the need to be flexible and adaptable. Managers will need to:

- Recognise and manage the different needs of those in the office as well as those working remotely.
- Be alert to and manage any imbalances or unfairness that may occur. Differences in access to resources, visibility and inclusion.



Organisations are changing their view on performance.
Outcomes will need to become the standard way of measuring
performance vs visibility, proximity, or volume.

The increase in volume has naturally led to some leaders feeling drained,
with decision fatigue, exhaustion etc – experiencing a lack of focus.

The tension between volume and value has become distorted.
People have seen an increase in the amount of work they do
but no increase in value.



There is no such thing as a 'one size fits all' approach to Hybrid working.

Organisations need to identify with
and treat people as individuals.



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Language of Mental Health, Wellbeing, Resilience have become part of the daily conversations within organisations. Covid has amplified the conversation and our own research has shown that a range of emotions have been seen in people across profiles.

Group counselled on the appropriate use of language regarding mental health. The increase in stress and anxiety levels and feelings of loneliness etc is not surprising given the last 18 months.

The impact on wellbeing must be recognised and addressed. But while no one wants to underestimate the impact we need to be sure of what we are dealing with and what we call it.



Typical ESS – employee support services [or equivalent] are having to respond to this demand in unprecedented ways. Leaders need to be more or better supported to know what, when and how to access these services.

Hybrid working is not new for many – and has provided an equal playing field for those who were already working in this way – with a reluctance to go back to old ways of working.



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Hybrid working and the conversation around this is not a global phenomenon – in some industries, countries and cultures it is not a conversation at all. Making it a privilege that is not afforded to everyone. Plus, it is not the only challenge leaders and organisations are working on.

Darroch Crewe from Crew Creative in Canada observed that leaders who were already having regular coaching style conversations with their teams around their role, motivations, barriers etc, have naturally carried this through the last 18 months. While the conversations may have changed, they are still happening and are seen as critical.

Those leaders who now realise they should be doing this have almost missed the boat and are struggling to connect and create meaningful working relationships with their peers and teams.



There is no such thing as a 'one size fits all' approach to Hybrid working. Organisations need to identify with and treat people as individuals. We all have an individual response and experience of the last 18 months and varying expectations of the future.

Leaders and organisations who are using tools such as Facet5 are already finding it helpful. It helped explain and address the different responses they are seeing. It creates a common language and understanding and enables conversations to keep the individual at heart and centre.

Practitioners have found some interesting changes to Facet5 profiles. The re-tests were done in response to direct requests or as part of ongoing coaching projects. In one case a coach was able to ensure the individual received the support they needed from their organisation. Something they believe would not have happened otherwise.



High test re-test reliability has always been a strength of Facet5. Major shifts in scores are typically associated with major change or traumatic events and usually return to the original scores given time. Food for thought and research.

The essential skill for leaders is to treat people as individuals – understanding them and sharing how they will work in this next evolution of what work looks like for them.

An understanding of individual differences in approach is also being encouraged between team members, not just Leader down. A critical component of engagement and performance is a sense of belonging and connection. When we feel connected, valued, seen we feel a stronger sense of belonging to the team our role and potentially the organisation. Encouraging conversations, creating space for them, providing support and process have all been ways leaders are creating meaning and clarity for their teams.



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Tarvinder Puri from ADP Services in Tanzania coined the term the 'Covid Revolution' where employees and leaders are expecting different things from their organisations. An awakening of what is important for individuals and how work contributes to this.

New boundary setting was required – both managing upwards and downwards – it is ok to say NO – to not be available all the hours of the day, to be involved in every workshop, every decision. Leaders and teams are stretching their working hours, seeping into private time, impacting personal wellbeing and family relationships.

Secondary impact on children is a consideration, where work and home are blurred and evident stress and anxiety is leaking into the behaviour of children from parents.



Self-awareness and self-regulation is key. If leaders cannot look after themselves, they will not be able to look after the needs of others. Set boundaries and lead by example.

Stress and insecurity make it hard for people to flex, grow and adapt.

Trust is a huge issue. Pre-covid, managers found it easier to trust as they also had control. Managers need to accept that they will have to trust without control.



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