



MANAGING HYBRID TEAMS

Resources Toolkit



JOHNS HOPKINS
UNIVERSITY

LEARNING SOLUTIONS

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Well-Being & Other Support

At any given time, almost everyone struggles with something they may not want to share. Employees may be dealing with loss, childcare, eldercare, illness, financial difficulties, changes in family dynamics, and other challenges; the list is endless. The work environment is being called upon to support employees as they bring their whole selves to work.

Pay attention to your team's stress levels by monitoring behavioral clues and interactions – notice if a team member is behaving differently. Ask about individual experiences and how they are feeling, and give space for them to open up about their anxieties. Listen and offer support by showing empathy and compassion. Don't forget about the resources JHU offers to help during challenging times:

[Johns Hopkins Employee Assistance Program \(JHEAP\)](#)

[Organization Development & Effectiveness - JHU Human Resources](#)



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Hybrid Workplace Podcasts

Get your information on-the-go by listening to these convenient podcasts.

[Building Successful Hybrid Teams \(Back to Work, Better\) - Harvard Business Review](#) – (28 minutes) – Harvard Business School professor Tsedal Neeley discusses leading people effectively in a mix of remote and on-site work environments.

[Effective Hybrid Team Management, with Hassan Osman, Coaching for Leaders with Dave Stachowiak](#) (39 minutes) Provides useful practices that help to support effective teamwork and progress, regardless of physical location.

[How Do You Engage a Hybrid Team? - DDI World](#) (33 minutes) Examines what it takes to effectively lead and motivate hybrid and fully remote teams.

[How to Foster Collaboration Within Hybrid Working Teams with Mark Mortensen](#) – Digital HR Leaders – David Green (45 minutes) This conversation covers ensuring equal opportunities amongst hybrid team members, fostering team collaboration, creating psychological safety, and how to structure and manage hybrid teams.

[Managing and Working in Hybrid Teams, The World of Work Podcast](#) – (41 minutes) – Explores what hybrid teams are, how they differ from face-to-face teams, and how to create more inclusive working environments.

[Team Anywhere: Take a Step Back, Embrace the Unknown and Listen to Your Hybrid Team](#) – (30 minutes) – Encourages using this time for teams and employees to embrace what we don't know, come together to build more authentic and sustainable solutions, and listen to the hybrid team.

[The Good, the Bad, and the Hybrid Future of Work - Gartner](#) – (22 minutes) – Hybrid work models can create challenges but also increase agility and resilience. The pros and cons of a hybrid work model, common barriers that prevent executives from fully embracing hybrid models, and what a hybrid model means for on-site employees are explored.

LinkedIn Learning

The screenshot displays the LinkedIn Learning interface for a video titled "Holding Your Team Accountable". The video content shows four professionals in a meeting setting. The interface includes a top navigation bar with the LinkedIn Learning logo, "Browse", "Search", "My Learning", "Notifications", and "Me" options. Below the video, there are engagement metrics: "Contents", "1,845" likes, "15,140" views, and a "558 active" viewer badge. At the bottom, there are tabs for "Overview", "Q&A", "Notebook", and "Transcript".

LinkedIn Learning is a resource for video-based training. JHU employees have free access to these materials.

Managing Blended Work Environments

[Creating an Adaptable Team](#) - (40 minutes) - Focuses on how to build more adaptable teams. Skills such as flexibility, growth, having a courageous mindset, critical thinking, and becoming a better conflict manager are covered.

[Holding Your Team Accountable](#) - (51 minutes) - Explores ways to create a workplace culture of accountability that encourages trust, motivates high standards, and establishes credibility for leaders for teams that are virtual, cross-functional, and/or co-located.

[How to Support Your Employees' Well-Being](#) - (34 minutes) - Examines the manager's role in employees' well-being and how to positively impact experiences at work; concentrates on how to recognize, address, and prevent employee burnout.

Making the Most of Work Modalities

Employees

[Be an Effective Hybrid or Virtual Employee](#) (21 minutes) – Tips that can help you thrive in hybrid and remote work environments.

[Bolster Performance and Productivity](#) – (4 hours, 33 minutes) – This eight-course learning path is a certificate program that can help employees to learn how to be productive and stay organized, become more adaptable, flexible, and resilient, and establish boundaries to protect time while working remotely or on-site. *Employees can complete one or more courses of interest without completing the certificate.*

Videos include:

- [Enhance Productivity in a Hybrid Work Environment](#)
- [Habits to Win Every Day](#)
- [How to Stand Out Remotely](#)
- [Staying Organized While Working Remotely or On-Site](#)
- [How to Be an Adaptable Employee during Change and Uncertainty](#) – (35 minutes) – One of the most valuable skills an employee can develop is adaptability. This course provides concrete tips and strategies about how to become more adaptable, cultivate your mindset, and build skills including communication and open-mindedness.
- [Negotiating Work Flexibility](#)
- [How to Set Boundaries and Protect Your Time](#)

[Embracing Unexpected Change](#) – (14 minutes) – While we can't control unexpected changes, we can learn how to deal with them. This course examines how you can harness the power of change for your benefit and the benefit of those around you. Learn how to put change into context, create the right perspective, and become more resilient.

[How to Manage Feeling Overwhelmed](#) – (43 minutes) – Learn how to identify and conquer feelings of being overwhelmed so that you can remain focused, productive, and in control. Discover how to disrupt the stress circuit, cultivate calm and positive emotions, and take steps towards resolution.

[Practices for Regulating Your Nervous System and Reducing Stress](#) – (36 minutes) – This course covers specific practices for regulating the autonomic nervous system, which unconsciously controls the fight-or-flight responses such as breathing, heart rate, and sleep. Learn to take more control over how you take on the challenges you face.

[Prepare for Returning to the Workplace](#) – (42 minutes) – Learn strategies, tips, and techniques to help you strengthen your emotional health, communication skills, and work.

[Sleep Is Your Superpower](#) – (34 minutes) – Sleep has a powerful impact on everything you do. Learn how to build habits to optimize your sleep and live your best life.

[Staying Organized While Working Remotely or On-Site](#) – (33 minutes) – If your workspace and work routine are unorganized, you may constantly feel like you're behind in your tasks. Learn how to organize your workspace and prepare your work environment to get the most done every day.

Managers

[How Leaders Drive Results and Resolve Conflict in a Hybrid Workplace](#) (42 minutes) - Being an effective leader in a traditional work setting can be challenging enough. Being a leader in a hybrid workplace requires an altered skill set. Leaders can learn how to expand their skills to support employees and overall performance in this dynamic work environment.

[Hybrid Team Building with Purpose](#) (1 hour 6 minutes) - Advice on how to foster cohesive and effective virtual and hybrid teams using team-building activities that don't waste time and get you and your team something tangible, not just fun and games. Provides tools, ideas, and techniques for designing virtual team off-sites, meetings, and activities that make a difference.

[Hybrid Working Foundations](#) (52 minutes) - Find out how to be a supportive leader by promoting a culture of inclusion and equity, building trust and rapport with your team members, and mentoring your employees to drive retention and future growth.

[Leadership Skills for The Future](#) – (54 minutes) – Discusses the importance of relationships and shares strategies for how to build rapport, increase your leadership acumen, and lead with purpose.

[Leveraging Virtual and Hybrid Teams for Improved Effectiveness](#) – (29 minutes) – Teams, whether fully virtual or hybrid, are being reinvented and the physical distance doesn't mean lower performance. Learn how to develop agile and resilient virtual teams that genuinely care about each other's success.

[Making Hybrid Teams Work](#) (1 hour 8 minutes) - Teams that are hybrid by design, with members working in different locations and time zones at offices and in the field, have unique requirements and challenges that need to be addressed intentionally—not just by thoughtful leaders, but by all teammates.

[Managers as Multipliers of Well-Being](#) – (38 minutes) – Covers the business case for well-being and the critical role that managers play in empowering employees to engage with their well-being.

[Redesigning How We Work as Offices Reopen](#) – (3 hours, 41 minutes) – This six-course learning path is a certificate program that can help managers to learn how to plan and redesign how people work as offices reopen and employees return to the office and work remotely. *Managers can complete one or more courses of interest without completing the certificate.*

[Redesigning How We Work as Offices Reopen](#) videos include:

- [Redesigning How We Work in 2021](#) – (31 minutes) – This course offers guidelines for making strategic and human-centered choices to redesign how people work together, so employees feel supported and safe, while driven by shared purpose and trust.
- [Planning for the Remote-First, Work-from-Anywhere Organization](#)
- [Planning for Your Hybrid Organization](#)
- [Managing Skills for Remote Leaders](#)
- [Creating the Environment for Productive Virtual Teams](#)
- [Serving Customers in a Continuously Changing World](#)
- [Managing Virtual Teams](#) – (56 minutes) – Provides managers with a clear approach for getting the most out of their remote teams. Identifies key factors to ensure productivity, engagement, and growth, as well as the manager’s role in building trust, removing roadblocks, nurturing connections, and setting clear goals.

[Staying Positive in the Face of Negativity](#) – (56 minutes) – Learn a specific plan for fostering sustainable positivity.

[Supporting Your Team as Offices Reopen](#) – (35 minutes) – This course addresses building a flexible plan to support your team such as (re)establishing trust, revising key work protocols, ongoing communication, and helping your team to adapt quickly.

[Virtual Performance Reviews and Feedback](#) (46 minutes) - As a manager, your most important job is helping your direct reports create great results within their roles and thrive under your leadership. A key part of your role, therefore, is to be able to use the performance appraisal process to create a space for meaningful conversations about performance and clear guidelines on how your employees can succeed.

[What’s Next: Reinventing Work in the New Normal](#) – (1 hour, 42 minutes) – Addresses critical issues and provides strategies and examples to help managers create a new workplace environment. Topics include: building a new vision, supporting employees, virtual onboarding, managing flexibility with remote/hybrid teams, managing performance, and fostering inclusion.

Virtual Meetings and Collaboration

[Business Collaboration in the Modern Workplace](#)

[Leading Virtual Meetings](#)

[Using Microsoft Teams and Outlook Together: Maximizing Productivity](#)

[Zoom: Leading Effective and Engaging Calls](#)

[Executive Presence on Video Conference Calls](#)

myLearning Instructor-Led Courses

Employees

[Maximizing Productivity While Working Remotely](#) (1 day) – This interactive workshop will provide participants with the necessary tools to recognize strengths and overcome the challenges of working remotely from home. Participants will be able to utilize these skills and knowledge to maximize productivity.

After this session, participants will be able to:

- Establish workable goals and objectives
- Create layout and action plan (how to best prioritize your week)
- Create a proper work environment that works for you
- Schedule your day with appropriate breaks and strict start to end time
- Track your productivity (establishing timelines and critical paths)
- Negotiate time available and time not available with others
- Reward yourself for a job well done

[How to Be an Effective Virtual Team Member \(Virtual\)](#) (3 hours) –

- **Module 1: Understanding Virtual Teams**
A virtual team is dynamic in terms of its goal, structure and resource deployment. Understand what makes up a virtual team and their most efficient and effective team members.
- **Module 2: Virtual Team Communication**
Basic communication techniques help to improve virtual communication. Learn how to incorporate these tactics into how you interact virtually.
- **Module 3: Effective Virtual Team Member**
Review tips and tricks for making your virtual meetings interactive and compelling. Collect relevant knowledge to improve communications and reinvigorate your virtual team.

By the end of this 3-hour training you will be able to:

- Recognize your top priorities.
- Recognize tools to decode silence for clarity when interacting virtually.
- Learn active listening techniques to be used during team conflict.
- Recognize the impact of the "Three R's" technique to manage conflict.

Managers

[How to Overcome the Challenges and Obstacles of Leading in a Hybrid Workplace](#) (3 hours) – Making and managing the transition from traditional models of organizational operations to a hybrid environment requires a strong foundation of: Trust, Communication and Camaraderie essentials. Participants in this workshop will learn how to communicate effectively within virtual and tactile teams and work settings. They will also learn how to build a cohesive workforce that best facilitates communication and collaboration among team members.

Objectives

- Establish and communicate time line goals
- Identify the essentials that make a hybrid team even more successful
- List ways to improve trust and camaraderie in a virtual and workplace environment
- Define your current processes and brainstorm ways to do it better

[Virtual Management/Leading a Virtual Team](#) (3 hours) – As a result of quarantining at home and social distancing, we find working virtually a necessity in our workplace today. Some leaders have found the transition somewhat difficult while other have found it rewarding. By the end of this workshop, the attendees will understand how to maintain a high team energy level, which will feed the teams' motivation level and productivity. The attendees will formulate action plans for communicating expectations, handling performance and behavior issues, setting up a reward system and celebrations with the team.

Objectives

- Discuss ways of keeping the organization's vision in sight
- Explore the differences between tactile and virtual teams
- Show the importance of building and maintaining trust between you and your team members and trust within the team
- Practice ways to build morale and enhance productivity
- Promote creativity and inclusion so that no one feels left out or unnecessary
- Recognize the behavior style that will best meet your team's needs

Articles



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Hybrid Teams

[Best Practices for Managing Hybrid Teams: Remote and In-Person \(Ahola\)](#)

[Establishing a Remote and Hybrid Workforce \(Gartner.com\)](#)

[The Future of Hybrid Working \(callcentrehelper.com\)](#)

[The Future of Team Leadership Is Multimodal \(MIT Sloan Management Review\)](#)

[Four Principles to Ensure Hybrid Work Is Productive Work \(MIT.edu\)](#)

[How Can Leaders Handle Hybrid Teams Post-Pandemic? \(Association for Talent Development\)](#)

[How to Manage a Hybrid Team \(Harvard Business Review\)](#)

[Making Hybrid Work More Permanent? Set Some Ground Rules \(Gartner.com\)](#)

[6 Tips for Managing a Hybrid Team \(The Predictive Index\)](#)

[Remote Work After COVID-19: 6 Considerations for Managers \(Hays\)](#)

[What Is a Hybrid Team and How Do I Lead One? \(Hays\)](#)

[How to Manage a Hybrid Team Long-Term \(Hays\)](#)

[What are the Pros and Cons of the Hybrid Work Model? \(Lauren Brown, BerniePortal\)](#)

Managing

[A Guide to Hybrid Working and Managing Remote Teams \(Gallup\)](#)

[How to Lead in a Hybrid Environment \(McKinsey\)](#)

[Inclusive Work Practices for Hybrid Teams \(Hays\)](#)

[Manager's Guide to Hybrid Work \(Teaming\)](#)

[Onboarding on hybrid teams \(Management Issues\)](#)

Employee Performance

[Coaching Employees to Reach Optimal Performance \(Deloitte US\)](#)

[Conduct Performance Reviews in a Hybrid Workplace \(Lattice\)](#)

[How to Boost Employee Performance in a Hybrid Work Environment \(SHRM\)](#)

[How to Conduct Performance Management in Hybrid Work Environment \(LinkedIn\)](#)

[How to Evaluate the Performance of Your Remote Workers \(Manilarecruitment.com\)](#)

[How to Give Performance Reviews in Remote and Hybrid Settings \(Jostle\)](#)

[Measure Performance: Strategies for Remote and Hybrid Teams \(Gallup.com\)](#)

Collaboration and Connecting

[4 Modes of Collaboration Are Key to Success in Hybrid Work \(Gartner.com\)](#)

[5 Ground Rules of Virtual Meeting Etiquette \(Otter.ai\)](#)

[6 Best Practices for Your Next Hybrid Meeting \(Engagement Multiplier\)](#)

[Consideration and Best Practices for Running Hybrid Meetings \(i4CP\)](#)

[How to Master Hybrid Meetings: 22 Best Practices \(Slido\)](#)

[How to Lead Better Remote Meetings \(Gartner.com\)](#)

[How to Run Hybrid Meetings & Workshops That Everyone Will Love \(WorkShopper\)](#)

[Hybrid Meeting Tips: How to Engage All Your Employees \(Remote + In-Person\) \(Hugo\)](#)

[Hybrid Meeting Space Considerations - Office Support \(Microsoft.com\)](#)

[Making Hybrid Work More Permanent? Set Some Ground Rules \(Gartner\)](#)

[Productive Meeting Checklist - Office Support \(Microsoft.com\)](#)

[So You Want to Host a Web Meeting? \(Fullcirc.com\)](#)

[Tips for Conducting Hybrid Meetings \(Going International\)](#)

[When Do We Really Need Face-to-Face Interactions? \(Harvard Business Review\)](#)

Skills Development

[4 Essential Soft Skills for Successful Remote Work \(SHRM\)](#)

[4 Most Important Skills for Leading Hybrid Teams \(Contact Center pipeline\)](#)

[4 Skills That Make a Great Hybrid Team Manager \(FlexJobs\)](#)

[5 Core Skills for Remote Leaders \(Management Issues\)](#)

[5 Skills Leaders Must Develop to Lead Hybrid Teams \(Kingston Human Capital\)](#)

[7 Critical Skills for Managing Remote Workers \(CIO\)](#)

[7 Must-Have Skills for Remote Job Seekers \(FlexJobs\)](#)

Onsite Protocols

[What Is Desk Sharing and How to Implement a Desk-Sharing Policy \(Open Sourced Workplace\)](#)

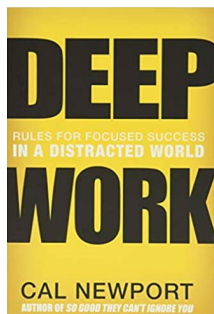
[Quick Tips: How to Make Desk Sharing Work \(SpaceIQ.com\)](#)

[Hot Desking Problems, Solutions and How To Prevent Them \(SpaceIQ.com\)](#)

[Desk Hoteling vs. Hot Desking - What Is the Best Solution for You? \(Flowscapesolutions.com\)](#)

[Desk Sharing Rules \(Office + Space IQ\)](#)

[The Post-Pandemic Office Etiquette \(The Economist\)](#)



Book

Newport, C. (2016). *Deep Work: Rules for Focused Success in a Distracted World*, Cal Newport. Grand Central Publishing.

Deep work is the ability to focus without distraction on a cognitively demanding task. It's a skill that allows you to quickly master complicated information and produce better results in less time.

[To request a copy from the JHU Library, click here.](#)

Worksheets and Templates



Fillable Forms.

The pages that follow are presented in a fillable PDF format. You are able to type in your responses into the blue boxes. When you are done, click "PRINT" and select the page numbers, or select "Adobe PDF" as your printer to save the document with your files.

Consider sharing them in a Microsoft Team or OneDrive for collaboration with your colleagues or team members.

Alternatively, you can print the document without filling it out and manually add your thoughts.

Hybrid Work Model

Role Outcomes and Environment

For each job role that reports to you, think about the desired outcomes and the tasks or processes that support the achievement of those outcomes. Consider and put a check under the environment that best supports the task or process.

Role and Desired Outcomes	On-site	Off-site	Flexible
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Our Hybrid Work *Strategic Core Questions*

Answer the questions for each element to help determine if any or all elements need to be revisited.

Questions to Ask for Each Element	Element	Response
<ul style="list-style-type: none"> • Do we currently have one? (yes or no) • What was it before remote work? During remote work? • How aware are team members of this element? Ask them! <ul style="list-style-type: none"> ○ 1 = not aware at all ○ 2 = somewhat aware ○ 3 = very much aware • If needed, what does this element need to be moving forward, for the short- and longer-term future? • How will I communicate this information to my team? (Tip: we recommend you share (or reshare) this information with the team, regardless of whether it changed or not.) 	<i>Vision</i>	
	<i>Mission</i>	
	<i>Strategic Goals</i>	
	<i>Objectives</i>	
	<i>Measures of success/key results</i>	
	<i>Timelines/key deadlines</i>	

Our Hybrid Work *Strategic Core* Template

Record your group's final vision, mission, strategic goals, objectives, measures of success/key results, and timelines/key deadlines, and share the document with everyone in the team. Make sure everyone has a shared understanding of all the elements and is kept updated of any changes.

Element	Description
Vision	
Mission	
Strategic Goals	
Objectives	
Measures of Success/ Key Results	
Timelines/ Key Deadlines	

Our Hybrid Work Process Core - Questions

Answer the questions for each process element and record your responses below.

Process Element	Questions to Ask for Process Element	Response
Team structure, roles, and responsibilities	<ul style="list-style-type: none"> How are we structured and how does it serve/hinder us for a hybrid work model? What are each member's roles and responsibilities currently and moving forward? 	
Decision-making process	<ul style="list-style-type: none"> What is our decision-making process? Who has final authority, how are they documented, how are decisions communicated within and outside the group, etc.? 	
Values, norms, and guiding principles	<ul style="list-style-type: none"> What team values, norms, or guiding principles do we need to bring our best selves to work and be a high-performing, inclusive team? Tip: Make your values, norms, or guidelines explicit; discuss them and modify them as needed to fit the circumstances. 	
Conflict resolution	<ul style="list-style-type: none"> How will we address conflict in a hybrid work model? What is the escalation process? 	
Accountability mechanisms	<ul style="list-style-type: none"> How will we hold each other accountable peer-to-peer and manager-to-direct report? 	
Communications	<ul style="list-style-type: none"> What is our communication strategy while using a hybrid work model to ensure everyone feels connected and informed? 	
Appreciation and recognition	<ul style="list-style-type: none"> How will we acknowledge and celebrate our successes along the way and at the end? What does meaningful appreciation/recognition look like for the team as a whole and for each member? 	

Our Hybrid Work Process Core Template

Record your responses to each of the elements below and share the document with everyone in the team. Make sure everyone has a shared understanding of all the elements and is kept updated of any changes.

Element	Description
Team structure, roles, and responsibilities	
Decision-making process	
Values, norms, and guiding principles	
Conflict resolution	
Accountability mechanisms	
Communications	
Appreciation and recognition	

How Will the Team Stay Connected?

Consider the following questions; put the strategies that will be used below. Make sure everyone has a shared understanding of how the team will stay connected.

Question	Strategy
What work model/mode will be used for each team member? (In-Person, Hybrid, Modified Hybrid, Remote)	
What are the expectations for attendance for meetings and other activities?	
What will collaboration look like?	
What do schedules look like? Will they vary from week to week? How will they be decided upon? Will this be done daily or weekly? Will the hours be flexible?	
How will team members and the supervisor be informed about schedules and locations?	
What will be the requirement for physically being on campus? Will this be decided on short notice?	

Manager Protocols and Best Practices Checklist

The following protocols and best practices can be used by managers to assist their teams in transitioning back to on-site work locations or to adopt a hybrid work model.

Offer support

- Ask about individual experiences and how they are feeling, and give space for them to open up about their anxieties.
- Listen and offer support. Show empathy and compassion.

Set expectations and ensure staff are aware of them

- Prioritize the most important work and set goals for key deliverables.
- Create new practices and protocols.
- Make accountability clear. Remote and onsite employees are accountable for goal outcomes, regardless of worksite location.
- Ensure SMART goals and clear expectations that focus on priorities and desired outcomes have been established for each employee. Use [myPerformance](#) to set/update goals and monitor performance.
- Have explicit discussions about how work hours are structured and the focus of work when in the office vs. off-site.

Set standards and model them

- Define clear core working hours. This will help to establish who is working when and where.
- Share work calendars to help team members connect with each other and restrict time for focused work activities.

Prioritize with flexibility

- Meet weekly to keep team members informed of changing circumstances and priorities.
- Communicate lower-level priorities that are nice to have if there is discretionary time.

Emphasize inclusion

- Provide opportunities for all to weigh in on shared work.
- Brainstorm ideas with team members to promote collaboration.
- Establish basic ground rules that encourage participation for all team members, for example, all-team meetings or collaborative sessions will take place in person or online through Teams or Zoom if everyone is not on-site.
- Encourage on-site and off-site employees to proactively build on working relationships to prevent negative attitudes about the “other” group. Suggest reaching out to colleagues working off-site to include them in discussions to get their input.

❑ **Strive for equity**

- Understand the benefits of each working situation. Ensure and support fairness for all employees. Encourage work-life balance, flexibility with hours, collaboration, and innovation, when possible.
- Pay attention to your own and others' biases about on-site vs. off-site workers.
 - Are there members of the team you are more likely to give the benefit of the doubt to? Trust more?
 - What would it look like if all were given impartial opportunities or treatment?
- Dedicate the same amount of attention and support to all team members, regardless of work location. Make a concerted effort to connect to and support all employees equally.

❑ **Watch for stress and burnout**

- Transitioning back can be tough. Pay attention to the team's stress levels by monitoring behavioral clues and interactions – notice if a team member is behaving differently.
- If employees show signs of being overwhelmed, connect with them and help prioritize work. Offer additional support if needed.
- See the [Johns Hopkins Employee Assistance Program \(JHEAP\)](#) resources for additional ideas and resources.

❑ **Increase communication**

- Have explicit discussions about norms for communicating. Make sure everyone is on the same page about when and how communication will take place.
- Define who needs access to information and offer guidelines that clarify aspects of communication tools and how they can be used for sharing different types of information.
- Off-site workers miss out on impromptu and face-to-face interactions; encourage practices that ensure all team members feel included.

❑ **Create occasions to physically bring the team together**

- Schedule occasions to bring the team together, such as monthly or quarterly team lunches, team learning sessions, or planning opportunities.
- Ask your team to brainstorm ideas for bringing the team together.

Adapted from [How to Manage a Hybrid Team \(hbr.org\)](#), [What is a hybrid team and how do I lead one? \(hays.com.au\)](#)

Hybrid Meetings

Manager's Productive Meeting Checklist

Before the meeting

- Why is the meeting needed?** - There are clear meeting objectives and desired outcomes.
- How much time is needed? How frequently will meetings take place?** - The length and frequency of occurrences for meetings have been determined.
- Who needs to attend?** - The required and optional participants have been determined.
- What do participants need to know before the meeting?** - The invitation has been sent in advance and includes: meeting agenda, any required materials, and how participants should engage in the meeting.
- Who is the “producer” and what do they need to know before the session?** - If needed, a meeting facilitator or “producer” who ensures smooth interactions in each venue and between venues has been identified and contacted ahead of time to coordinate the format of the meeting and needed support.
- What technological needs are there for the session?** - Technology has been considered and addressed for the venue that will be used (e.g., large video display screens, audio, conference call capability, microphones, laptops, outlets, etc.).

During the meeting:

- Your camera is used and you invite others to turn on their video.
- Ensure all have received the agenda and materials you sent before the meeting.
- Reiterate the purpose of the session, your goals, and your expectations for participation.
- Share any ground rules or rules of engagement.
- If appropriate, record the meeting or turn on live captions.
- Monitor the chat (or have your “producer” monitor it).
- If needed, assign tasks, and provide a summary of the next steps and action items.

After the meeting:

- Document and distribute meeting notes and next steps.
- If needed, address follow-up items.
- Send a survey to all participants to obtain feedback on the experience.

Adapted from [Productive meeting checklist - Office Support \(microsoft.com\)](#)

Leading Successful Hybrid Meetings: Best Practices

Consider the following best practices to encourage full engagement and participation when running hybrid meetings:

1. **Design the meeting with intention** – If the majority of participants are on-site, it may be worthwhile to gather in a room together. If the split is around 50/50, or only a small minority is on-site, treat everyone as “remote” and have all employees attend in the same way.
2. **Place equal focus on the experience for both on-site and off-site participants** – Focus on the needs of the remote employees first. Have designated facilitators or “producers” for both groups to ensure smooth interactions in each venue and between venues. For virtual participants, have someone monitor the chat room and assist with technical challenges. Encourage remote employees to come off mute to ask questions directly or have the “producer” selectively unmute remote employees when appropriate. Engage small group discussions in both venues; use breakout rooms for off-site participants. Alternate introductions, report-outs, and Q & A between on-site and off-site groups.
3. **Ask everyone to use video during the meetings if all are not co-located** – Seeing everyone's face encourages engagement and allows for observation of nonverbal cues. Expect that some may not be able to join by video. Have participants limit distractions and avoid multi-tasking. If possible, have participants turn off notifications and mute their phones. Encourage the selection of video backgrounds that are neutral and professional-looking.
4. **Display participants** – If possible, display remote employees on one or two big screens in the front of the room. Even if all employees are not sharing their video, their static photos or names are a reminder of who is attending. It is encouraged that employees display or include their preferred pronouns after their names.
5. **Display leaders/facilitators** – If possible, display the on-site leaders/presenters as the main visual for remote employees. The person of focus should be the same for both on-site and remote employees. If a second video is available, the on-site employees could also be displayed for remote employees. Be aware of lighting; make sure there are no dark shadows and that virtual participants can clearly see those who are speaking.
6. **Raise your audio game**
 - Use a conference call number as well as computer audio. This could provide better sound quality and allow those who may not be in a quiet space to have headphones or join via the computer. Reduce all background noise, when possible. Use materials that absorb noise, such as carpet.
 - Educate employees about using headsets, earbuds, etc., rather than relying on the built-in microphones and speakers on their laptops. Have participants mute their microphones when they are not speaking. All should consider what people can and can't hear.
 - Account for hearing disabilities or issues with your technology; use the closed captioning feature and encourage the use of chat or non-verbal signals such as a head nods, thumbs up to communicate simple answers, or emojis.




7. **Prepare as you would for all meetings** – Draft a meeting agenda, share necessary information and materials in advance, and stick to the time boundaries. If showing videos, have a link ready for those who are remote so they can watch the same video. (See the Productive Meeting Checklist for other ideas.)
8. **Allow others to speak** – If some participants are not contributing to the conversation, ask questions to see if they have anything to add, have questions, or possible concerns. Consider starting virtual sessions with a few ice breakers to help everyone feel comfortable and engaged. Pause while speaking to provide space for questions/feedback – it can be harder to know when others want to interrupt to ask a question when you are not in the same room. Pausing between thoughts can create space for others to jump in.
9. **Be conscious of time and burnout** – While working remotely, employees attended more meetings than ever, without having to travel to multiple locations. This practice often led to virtual meeting burnout. Be mindful of the number and length of meetings that are scheduled. If possible, do not schedule back-to-back meetings. Consider designating some days as No-Meeting days to provide more uninterrupted work time.
10. **Evaluate the experience** – Survey all participants to see how they experienced the meeting. Ask how they attended so you can filter the data to look for differences in experiences. Ask questions regarding each aspect of the meeting to evaluate what went well and what needs to improve.

Adapted from [Tips for conducting hybrid meetings | Going International](#), [Consideration and best practice for hybrid meetings, SoYouWanttoHostaWebMeeting.pdf \(fullcirc.com\)](#), [Hybrid meeting space considerations - Office Support \(microsoft.com\)](#), <https://blog.otter.ai/zoom-etiquette/>

Meeting Evaluation Questions Template

Asking survey questions after meetings can provide insight into how to improve meeting experiences for all participants. Click [Questions Template in Forms](#) to access a template that can be customized for your own use.

 Duplicate this form to use as your own. [Duplicate it](#)

Meeting Evaluation

In an effort to improve meeting experiences for all participants, please respond to the following questions. ...

* Required

1. Overall, how would you rate your last meeting experience? *

Very good

Good

Fair

Poor

Very poor

2. How did you participate in the meeting? *

Onsite - meeting with others in a shared space

Onsite - alone in an individual space

Offsite

3. How did others participate in the meeting? *

All onsite - meeting in a shared space

Hybrid: some onsite meeting in a shared space, some offsite or alone in an individual space

All offsite

[Next](#)

Duplicate this form to use as your own. [Duplicate it](#)

Questions/Statements in Template

- Overall, how would you rate your meeting experience?
- How did you participate in the meeting?
- How did others participate in the meeting?
- The purpose and desired outcomes for the meeting were clear
- If needed, information and materials were shared prior to the meeting
- The amount of time scheduled was enough for what needed to be accomplished
- Meeting notes that outlined next steps and actions were sent as a follow-up to the meeting
- All participants had the ability to contribute to discussions

If Using a Hybrid Meeting Format:

- The use of technology allowed for smooth interactions between on-site and off-site participants
- The use of video sufficiently supported discussions for both onsite and offsite participants
- The audio quality sufficiently supported discussions for both onsite and offsite participants
- Equal focus was given to both onsite and offsite participants

Suggestions:

- What difficulties, if any, did you encounter during the meeting?
- What improvements, if any, could be made to make meetings better?

One-on-One Meetings

One-on-Ones are Meetings Between a Manager and an Employee Who Reports to Them.

All team members need and deserve to have regular 1:1 meetings. The topics you discuss may change, but setting aside scheduled time for each team member is crucial to productivity, engagement, and reducing turnover. Managers should strive to have as many in-person one-on-ones as possible. They should dedicate the same amount of attention, support, and opportunities for growth/promotion to all team members.

These essential meetings provide dedicated time to:

- Build rapport and understand the employee better
- Talk about what is on the employee's mind
- Provide praise
- Coach
- Share/receive feedback
- Discuss career development
- Talk about anything the employee wants to discuss

Adapted from [The Quantified Value of 1:1 Meetings and How To Make The Most of Them \(LightHouse Blog\)](#)

Having regular 1:1 meetings can help:

- Build better manager/employee relationships
- Make the employee feel valued
- Boost retention and productivity
- Increase role/position satisfaction
- Enhance communication
- Help to resolve interpersonal conflicts
- Create room for feedback
- Support organizational culture

Adapted from [8 Benefits Of One-on-One Meetings and Why You Should Have Them \(novocall.co\)](#)

Key Elements to Establish and Maintain Successful 1:1 Meetings:

I want to start having (more consistent) one-on-one meetings with each member of the team. My intention for these meetings is to help us connect, build trust and rapport, discuss what's on your mind, provide time for coaching and feedback, and talk about your professional/career development.

Frequency	Logistics	Plan
<p><i>One size does not fit all; each team member will have different needs. The frequency for each employee will depend on:</i></p>	<p><i>The meeting length, location, and scheduling may also vary:</i></p>	<p><i>Communicate your plan for having regular 1:1 meetings if you have not been holding them, or have held them inconsistently. Your communication should include:</i></p>
<p>The size of your team:</p> <ul style="list-style-type: none"> • For five or fewer employees, ideally you will meet weekly • For more than 5 people or if know your employees well already, you may meet every other week 	<p>Length:</p> <ul style="list-style-type: none"> • Ideally, schedule an hour; the meeting can always end early 	<p>Purpose of 1:1 meetings:</p> <ul style="list-style-type: none"> • To connect, build trust and rapport, discuss what's on their minds, provide time for coaching and feedback, and talk about professional/career development
<p>The employee's Task Relevant Maturity:</p> <ul style="list-style-type: none"> • Meet with employees who are new to a role or have new responsibilities more frequently, to provide additional coaching and guidance 	<p>Location:</p> <ul style="list-style-type: none"> • When scheduling meetings with Hybrid employees; try to schedule those meetings in person • Make it private, whether it is onsite or virtual 	<p>Ownership of the one-on-one meeting:</p> <ul style="list-style-type: none"> • 1:1 meetings should be treated as an employee's time with the manager; managers are equally responsible for participating in and contributing to the conversation • Outline the use of agendas and expectations for before, during, and after meetings

Frequency

Your Task Relevant Maturity:

- If supervising someone in a role you have never done before, you may need to be more hands-on until you get comfortable with the work; ask a lot of questions so you can learn

Your Schedule:

- If you travel frequently, are in a lot of meetings, or have many other responsibilities, you may meet once a month, but for a longer meeting time

Logistics

Scheduling: **Reschedule, don't cancel:**

- Canceling 1:1 meetings can be tempting when things are busy or unforeseen circumstances arise, but doing so can create lasting damage
- When one-on-ones are canceled, the implicit message is whatever you have going on is more important than the employee
- Rescheduling, instead of canceling, sends the message that you value the employee and what's important to them

Plan

Intention for status updates:

- Status updates are not a regular part of ongoing 1:1s; updates will take place during team meetings, emails, chats, etc.

Information about an invitation for a reoccurring meeting:

- Invites for standing meetings will be sent shortly

Guidelines for Employees:

- Share a list of Do's and Don'ts

Adapted from One on One Meetings: [The Only Guide Managers Need \[Free Template\] \(getlighthouse.com\)](https://getlighthouse.com)

Draft Email Template for Starting 1:1 Meetings

Hi (name of employee),

I want to start having (more consistent) one-on-one meetings with each member of the team. My intention for these meetings is to help us connect, build trust and rapport, discuss what's on your mind, provide time for coaching and feedback, and talk about your professional/career development.

This is your meeting time. Prior to each meeting you will determine and share the topics you would like to discuss with me. During the meeting, you will share information about the topic(s). I may ask you questions during the discussion to guide the conversation and obtain additional information. If possible, I would like status updates to take place separately through team status meetings, emails, and chats.

I am including a reference for Do's and Don'ts for our meeting to help us to make the most of our time together. Invitations for our ongoing 1:1 meetings will be sent shortly. Please let me know if you have any questions.

(manager's name)

DO'S	DON'TS
Bring things to discuss – talk about what is important to you	Don't expect a mind reader – tell your manager what you need or about any concerns you have
Update them regularly - status updates should occur outside of your 1:1, you can then focus on other things during the meeting	Don't drop explosive information at the end of the meeting – if you have something important to discuss, bring it up early in the meeting so there is enough time to discuss it
Keep your commitments – act on what's discussed with your manager	Don't let them cancel too often – be brave and ask if you can reschedule instead
Ask for feedback – obtain specific information about your actions or performance	Don't ignore your manager's agenda – if your manager has added an agenda item, be ready to discuss it
Be patient – it can take time to build a relationship with your manager	Don't be difficult – avoid one-word answers, not being prepared, not making eye contact, and/or showing up late

Before, During and After 1:1 Meeting Checklist

Before the meeting

- Explain** what the meetings are and why you want them (if starting new 1:1 meetings)
- Schedule** recurring meetings
- Set **meeting goals** and expectations
- Obtain employee's agenda items** and share any additional items in advance
- Prepare 3-5 backup questions** to discuss in the meeting to help discussion of employee's topics
- Block off time** for yourself prior to each meeting to review notes and prepare

During the meeting:

- Start on time**
- Spend most of the meeting **listening**
- Allow for a free-flowing conversation to discuss things that are **important to the employee**
- Ask **for feedback** and give feedback
- Create a psychologically **safe place**
- Pay attention to the employee's and your own **body language**
- Start and end on a **positive** note

After the meeting:

- Ask for the **employee's viewpoint** about the meeting
- Follow up about **action items** every time

Adapted from [One-on-one meetings: A guide for managers and employees \(hypercontext\)](#)

Making the Most of Your 1:1 Meetings

Regular one-on-one meetings are crucial for making employees feel valued and supported. These essential meetings provide dedicated time for managers and employees to connect. The following template can be used by the supervisor and employee to capture ideas, notes, and action items before, during, and after 1:1s to make the most of these meetings.

Supervisor	Employee
Before the Meeting	
During the Meeting	
After the Meeting	

Potential Topics:

- **Overall wellbeing** - get to know what else is going on in their personal life/outside interests
- **Support** - What help is needed
- **Goals** - What are your professional, career, performance goals - are they where you want/need them to be? What's next?
- **Skills** - What skills have you built/want to continue to build?
- **Sharing Information** - What's changing, what's needed (informing/setting priorities)
- **Feedback** - accomplishments, recognition, growth, coaching
- **Action items** - what needs to be started/continued/completed prior to next meeting?

Asking Good Questions 1:1 Meetings

Make the most of the time by being prepared and asking better questions:

- How are you feeling about your work?
- What's top of mind for you right now?
- What priorities are you thinking about this week?
- What's the best use of our time today?
- Last time we spoke you said X was challenging for you, how's that going?
- What has energized/challenged you in your role/project?
- What area are you most satisfied with? Least satisfied with?
- What's harder than it should be?
- What are your biggest time wasters/savers?
- What can I help with between now and the next time we meet?
- What feedback do you have for me?
- What meaningful opportunities have you had this week to engage, collaborate, or socialize with other team members?

Evaluation

Questions for Evaluating Individuals

Use [myPerformance](#) to set/update goals and monitor performance. Consider the following:

Questions	Response
1. Does the employee have clear objectives and SMART goals? a. Are goals periodically revisited to assess for relevancy? b. Does the balance of days working on-site and off-site support accomplishing these goals? c. Is the employee performing at the expected level and achieving agreed-upon deliverables and outcomes?	
2. Are the conditions and expectations for working on-site and/or off-site being honored? Are others needed?	
3. Does the work model help to support or hinder the employee's performance? What is working well? What needs improving?	
4. Is the employee sharing knowledge and collaborating with others? Are more opportunities needed?	
5. Is the employee's technology adequately supporting communication and collaboration?	

6. Does the employee participate in social opportunities to build and maintain relationships with other team members and help to preserve the team culture? Are the number of opportunities sufficient?

7. Does the flexibility of the work model help to support the employee's engagement and productivity?

8. Do you ask the employee questions to solicit information about the work model? Sample questions could include:

- How are you adapting to your work model?
- Do the number of days working on-site and off-site seem like a good balance for you?
- What opportunities have there been for you while working on-site? Off-site?
- What challenges are you currently facing while working on-site? Off-site?
- How do you feel about the level of communication between us? Is it enough? Is it too much?
- What difficulties have you encountered with connecting and collaborating with colleagues?
- How is your emotional well-being?
- How do you manage stress throughout the day?
- What does your work setup look like?
- Do you have the necessary tools and equipment you need?
- Are there any distractions or impediments (e.g., access to high-speed internet) on-site or off-site that prevent you from performing at your best?

Adapted from [How to Evaluate the Performance of Your Remote Workers \(manilarecruitment.com\)](https://www.manilarecruitment.com/blog/how-to-evaluate-the-performance-of-your-remote-workers)

Questions for Evaluating the Team

Consider the following questions when evaluating team performance:

Questions	Response
1. Does the balance of days in the office and working off-site support accomplishing individual and team goals? Is the team performing at the expected level?	
2. What works well with the current work model and your team? What needs improving?	
3. Are the conditions/expectations for working on-site and/or off-site being honored? Are others needed?	
4. How is the team coming together to share knowledge and collaborate? Are more opportunities needed?	
5. Is technology adequately supporting communication and collaboration between team members? Are virtual sessions the default for all meetings when team members are not co-located? Or are hybrid formats using virtual/hybrid best practices being used? Are the contribution and collaboration efforts sufficient from all team members?	
6. Have social opportunities been created for the team to build and maintain relationships/team culture? Are they sufficient?	

7. Is the flexibility that is offered to support employee engagement and productivity helping?

8. Are the current team processes and practices supported by the hybrid work model? Do any need to be changed or adjusted?

Adapted from [Remote work after COVID-19: 6 considerations for managers \(hays.com.au\)](https://www.hays.com.au)

Addressing Returning to the Office Resistance

Supporting the Future of Work Modalities

For the last couple of years, “work” has been something employees did, not a place they would go. It is understandable that some employees feel reluctant to change from one work modality to another, especially when it requires more time physically working in the office.

Managers can help support employees during transitions to different work modalities by:

- Prioritizing connection time:** No one wants to go into the office just to spend their day working the way they could work from home; intentionally schedule opportunities for socialization and collaboration which foster innovation, psychological safety, engagement, and retention
- Creating new in-person rituals:** bring people together in new ways such as extended catered lunches or hold quarterly “team weeks” that bring all team members together for professional development or a series of daily workshops
- Being authentic:** set the tone for an authentic culture where open, genuine, inclusive, and empathetic connections can happen

Adapted from [To Get People Back in the Office, Make it Social, Harvard Business Review](#)

The value of the office is in the people, not the place.

Prioritize rebuilding team bonds through intentional interactions.

Tips to Make the Transition to Another Work Modality Easier

- Over communicate
- Allow room to express concerns
- Facilitate interpersonal connections
- Monitor your own emotions
- Make it social
- Build in fun
- Be a source of joy – one of the best ways to make the transition smoother is to find ways to make it better for others. Build camaraderie through conversations with a sense of lightheartedness. Humor, patience, and flexibility will go a long way!

The Resistance to Support Spectrum



Support Employees in Each Situation

- ❑ **Evaluate** where employees fall on each of the categories through:
 - Observation, listening, and your knowledge of an employee's situation (long commute, child or elder care, attachment to pets, etc.)
 - Verbally checking in to increase your awareness of impact on each individual
- ❑ **Discuss** the nature of objections with active and passive resisters:
 - Listen to understand; resistance is often displayed when an employee "does not feel heard"
 - Problem solve after you have a solid understanding of the employee's core interests
- ❑ **Build support** for change by exposing employees in the neutral category to those in the passive and active supporters categories
 - Those with neutral or mixed views are more likely to shift to a supportive perspective the more they are exposed to supporters of the change
- ❑ **Allow room** for everyone's opinion/experience without judgement
- ❑ **Emphasize** and focus on how everyone can potentially benefit from the change