Affiliate Member Webinar

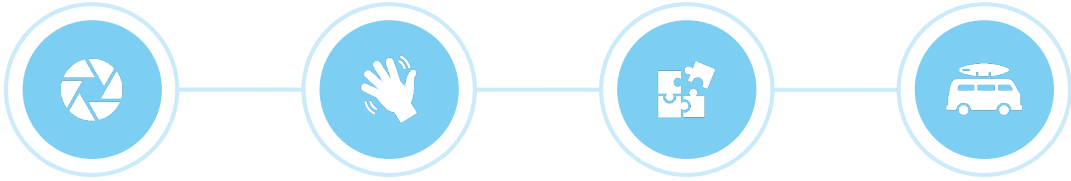# Fusion or Confusion?
Managing Hybrid Team Risk

Nonprofit
Risk Management
Center
Find the answer here | nonprofitrisk.org

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Overview

| Survey Says | 5 Formidable Risk Themes for Hybrid Teams | Transform the Employee Experience | Closing Thoughts and Takeaways |

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About NRMC

The Nonprofit Risk Management Center **inspires effective risk management and Risk Champions**.

We help leaders identify and manage risks that threaten their missions and operations, and leverage opportunities to take bold, *mission-advancing* risks.

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(Recent) Survey Says

- Survey of 1,000 knowledge workers
- Trends: concerning gender gap, leadership gap, workplace culture matters (to sustainability and everything else)
- Tips: invest in 3 areas - 1. Workload, 2. Rewards, 3. Autonomy

How?

1. Set workload expectations collaboratively and transparently

2. Encourage a healthy work/life balance

3. Allow your team to choose when and where they work

"Happy and Productive: The real ROI of a sustainable work culture," Clockwise

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Flexible is Flexible!

"The pandemic supercharged the conversation about location flexibility. Thankfully, it turns out your team is happier and more productive at home than in the office. Plus, remote work widens your talent pool considerably and may also substantially lower your salary costs. That's why companies like Twitter, Adobe, LinkedIn, and Clockwise have allowed remote colleagues to stay remote <u>as long as they want</u>."

"Happy and Productive: The real ROI of a sustainable work culture," Clockwise

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Work from Anywhere: What Does it Mean?

https://tax.kpmg.us/content/dam/tax/en/pdfs/2020/gms-work-anywhere-thought-leadership-1220.pdf

A new equilibrium will arise: The Ambidextrous Organization

Taking into account the new experiences and changes during COVID, companies will find a new balance between fully in person and fully remote work.

Mid-COVID
Virtual Work

ADVANTAGES:
Additional trust
Human connection and collaboration
Better relationship building

DISADVANTAGES:
Expensive
Time consuming
Not environmentally friendly

ADVANTAGES:
Convenient
More time with family
More time available for the work

DISADVANTAGES:
Less control of employees
Fully reliant on technology
Blurring of work and personal life
Less collaboration

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5 Formidable Risk Themes for Hybrid Teams

1. Connections + Friendships
2. Trust
3. Accountability + Productivity
4. Compliance
5. Safety

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1. Connections and Friendships

- Some people find it harder—while others find it easier—to relate to and connect with a remote colleague

- Shasta Nelson's friendship triangle: positivity, consistency, and vulnerability

  ○ "Someone to talk to (Vulnerability), someone to depend on (Consistency), and someone to enjoy (Positivity)."

  ○ All 3 can be realized by remote workers!

- "I don't really know her."   *The Business of Friendship*, by Shasta Nelson

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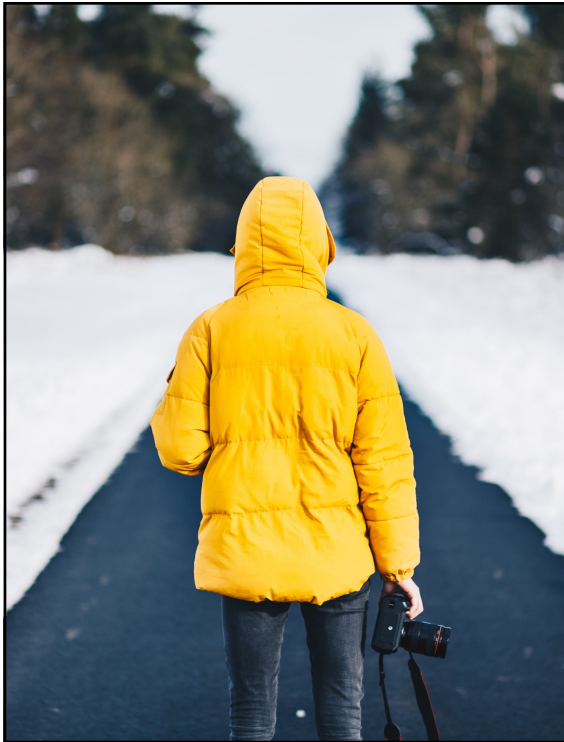
Work Friends + Risk

"...those risks are already real in our workplace whether we're friends or not. We could be against friendship and have no friends, but that doesn't protect us from jealousy, gossip, drama, or feeling left out. Our boss could have no friends and it still won't stop our suspicions of favoritism or make firing someone faster and easier."

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The Heart of the Matter

"...in the past, jobs were about muscles, now they're about brains, but in the future, they'll be about the heart."

Minouche Shafik, London School of Economics

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2. Trust

Before times data:

- 84% of remote workers said that feelings of being mistreated and left out dragged on for days; 47% allowed it to drag on

    SOURCE: "A Study of 1,100 Employees Found That Remote Workers Feel Shunned and Left Out," *Harvard Business Review*, November 2017

Before times anecdote:

- "The people who work from home have it easy."

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Why Trust?

TRUST is the single biggest factor associated with contentment at work.

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Lead with Trust

"Something else I learned was that waiting for people to prove themselves in order for me to trust them was backward. I needed to entrust people with authority and autonomy in order to give them the opportunity to prove themselves."

○ *Leadership is Language: The Hidden Power of What You Say—and What You Don't,* by David Marquet

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Trust as "Engine Oil"

● "Trust is like the engine oil for that team. It's the lubricant that keeps these people working together smoothly, so the team can continue to function."

● When you can say these four little words, "I trust your judgment"—and mean them—it's like magic. Team members feel empowered. They take a risk. They grow. Trust is strengthened. And then it tends to spread."

source: *Effortless,* by Greg McKeown

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3. Accountability + Productivity

- "I don't know what he's working on."

- "She isn't pulling her weight."

- "I worry that he's distracted at home and not focusing on work."

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Be obsessively transparent

- Transparency tops the list of things employees care deeply about
  - Being opaque leads to misunderstandings, unmet expectations and may hasten the departure of top performers!

- Yet only 52% of workers* believe that their boss/employer is "open and upfront with them"

SOURCE: "Employee Distrust is Pervasive in U.S. Workforce," American Psychological Association, 2014

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Transparency: HOW and WHY

HOW:
- Keep your team in the loop
- Share the good and the bad
- Welcome honest feedback

WHY:
- Trust begets trust
- Hearing that *you* need helps inspires me to ask for help

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Try Greg McKeown's High Trust Agreement

●	Results	What result do we want?
●	Roles	Who is doing what?
●	Rules	What minimum visible standards must be kept?
●	Resources available	What resources (people, money, tools) are and needed?
●	Rewards	How will progress be evaluated and rewarded?

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Clarify commitments before closing

Accountable + Meetings

- Go around and ask everyone to share their NEXT STEP

- Ask for outstanding QUESTIONS or CONCERNS

- Invite 'ah ha' reflections and closing thoughts

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4. Compliance

- "Work from Everywhere" introduces new compliance requirements

- Keep in mind:

  - You must register as an employer in the states where your employees are working

  - Not all states allow the same hiring and termination practices. For example, CA Labor Code section 432.3 prohibits employers from relying on a candidate's salary history when considering their compensation (unless it was voluntarily disclosed without prompting) as well as seeking that candidate's salary history; paid time off and leave regulations may differ

  - Pay and benefits laws differ between the states. For example, in CA, OT applies daily

SOURCE: https://www.cognoshr.com/knowledge/remote-work-compliance

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5. Safety

Project Include survey of 3,000 tech workers

- One in four reported they experienced more gender-based harassment while working remotely during the pandemic.

- Behaviors include yelling, uncomfortable or repeated questions about identity and appearance, and requests for dates or sex.

- Workers also reported greater workplace hostility that, in turn, creates a harmful environment.

- Age-based harassment was reported by 14% of respondents.

"Remote work since Covid-19 is exacerbating harm." Project Include,
https://projectinclude.org/assets/pdf/Project-Include-Harassment-Report-0321-F3.pdf

30%
experienced gender-based hostility at work

13%
experienced race-based hostility at work

45%
of Black women experienced race-based hostility at work

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Staff Safety Must be Paramount

- Inappropriate conduct must not be ignored OR tolerated
- Safety is an employer's responsibility
- Safety risks may differ:
  - Health risks: employees who must work on-site with clients and the public
  - Other risks: remote workers

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Transform the Employee Experience

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Create a Loop: Learn, Work, Learn

What are you doing to make work **experiential**?
- "…employees are looking for meaningful relationships in the office, characterized by trust, openness, understanding, a space for growth, and acceptance of failure."
  - **Create the Future + the Innovation Handbook: Tactics for Disruptive Thinking**, by Jeremy Gutsche

- "Resistance arises from anxiety. During change, levels of anxiety and mistrust are high because we have not given sufficient time for people to make their own sense of the context."

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"Teaming" vs. Teamwork

"Teamwork can be enjoyable and invigorating; occasionally, however, teamwork is dreaded, dreary or downright dull."

- Amy C. Edmondson

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Insights from *Teaming*

Did you know? The team that <u>learns</u> and <u>grows</u> together… stays together.

The dark side of teaming:

- ○ "The information technology that has allowed us to communicate instantaneously across continents, however, sometimes leaves us with a false sense of confidence that productive teamwork is merely a click away."

True teaming takes more than a few clicks. It takes WORK to team!
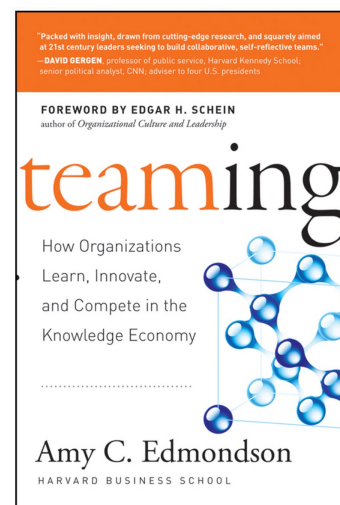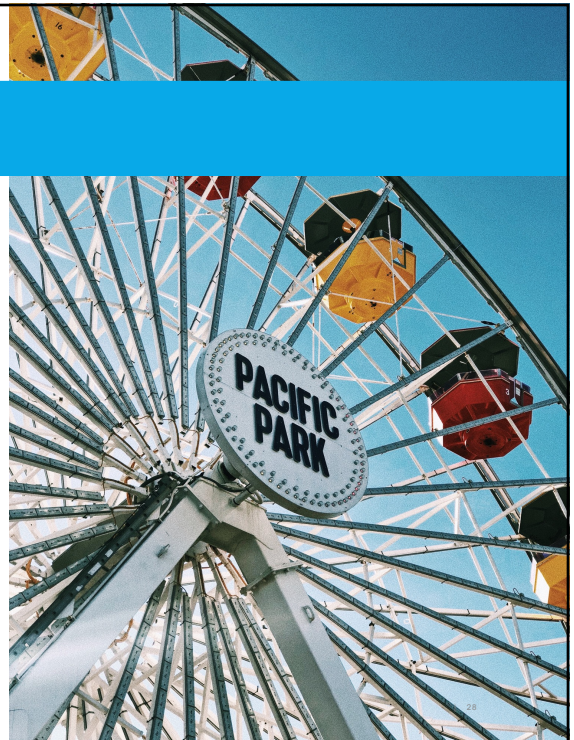

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Begin EVERY check-in with a check-in

- How are you doing?
- What do you need?
- What can I do to help or support you?

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Go around and around

- Go around the call (virtual room) to invite and encourage the participation of all team members

- Remember, it's a teaming exercise, not a lecture!

PACIFIC PARK

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Create a tool to track participation

Team Member	TOPIC #1	TOPIC # 2	TOPIC #3	TOPIC #4
Katharine				
Whitney				
Kay				
Rachel				

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Listen Actively (and effectively)

1. **Attention**: we listen at 25% efficiency
2. **Attitude**: keep a positive attitude and open mind
3. **Adjustment**: be flexible; follow the speaker along the detours!

Barriers to effective listening:
- **Anticipating**: remind yourself that there is ALWAYS something new to be learned!
- **Judging:** don't judge based on superficialities
- **Reacting Emotionally:** leads to anticipating!

Source: Lumen Learning

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Increase the Frequency of Check-in Meetings

- Meet as frequently as possible

- Adopt a 'regular' schedule; EXPERIMENT with teaming on the fly

- Pick reasonably convenient times (avoid customary mealtimes)

- Don't wait UNTIL everyone is available; meet with everyone who IS available

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Closing Thoughts and Takeaways

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Promote positivity and learning

- Inspire a positive tone!
  - "Positivity" is the foundation of workplace relationships

- *Example*: invite everyone to share something positive since the last meeting/check-in

- "the *bright spots focus* changed the tone and, better yet, provided a venue for learning. They started sharing advice…"
  - Dan Heath, *Upstream*

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Invest in your team

- Address conflicts before they escalate

- Coach team members through performance issues

- Admit <u>your</u> mistakes and missteps

- Put your team on a pedestal (ex. terminating a staff whose conduct is poisoning the waters)

- Support professional development and learning

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Conduct Exit Interviews

- Ask, don't assume!

- It's YOUR job, not the departing employee's job, to schedule and conduct the exit interview

- The interviewer should be a neutral, well-liked employee

- Use what you learn to address weaknesses: recruitment, orientation, and supervision

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Great Exit Interview Questions

- Why are you leaving? (or What is your understanding of the events leading to your separation from employment?)

- What is your opinion of the supervision you received from your direct manager?

- What did you love and what did you dislike about working here?

- What is the #1 thing we should do to be a better place to work?

- How do you feel about the quality and scope of training you received?

- Did you experience or witness discrimination, harassment, or other illegal conduct during your tenure with this organization?

- Would you tell friends and colleagues that this organization is a great place to work? If yes, why? If no, why not?

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Thank you!

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