

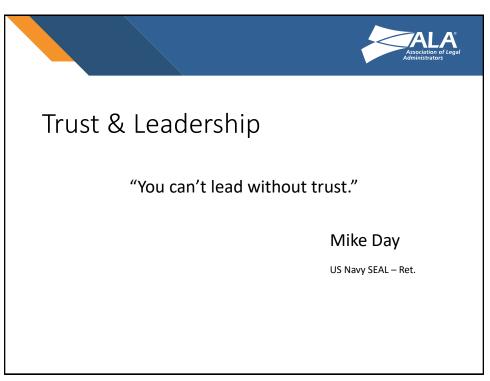




## Objectives

- How to manage a hybrid workforce
- Develop the necessary soft skills needed to keep employees engaged and focused
- Provide potential solutions and ideas to unique realtime employee situations during this time in history
- Eliminate the feeling of isolation and fear that comes with ambiguity
- Experience the benefit of having an experienced HR professional walk through your challenges

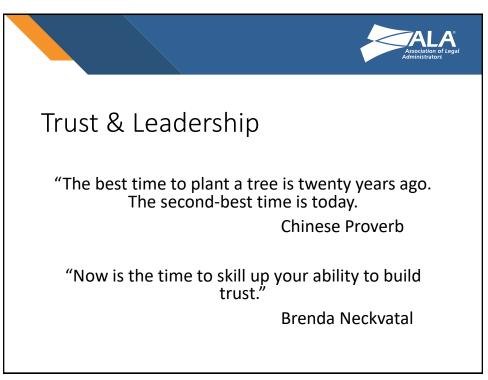






- Trust can be both created and destroyed
- In most cases lost trust can be regained
  - Long row to hoe
  - Takes time and genuine effort
- Trust can be both taught and learned
- It can be a leverageable and strategic advantage
- Leadership and trust one hand washes the other







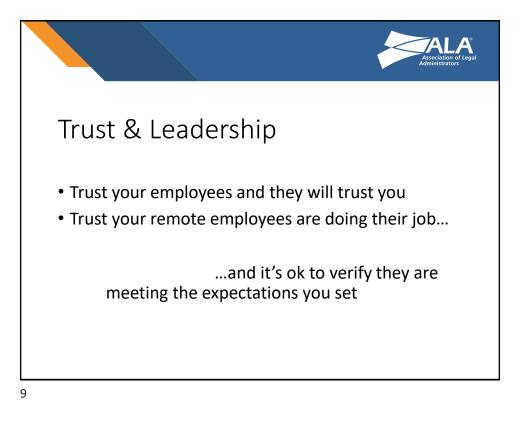
## • Start building or reinforcing trust in your team

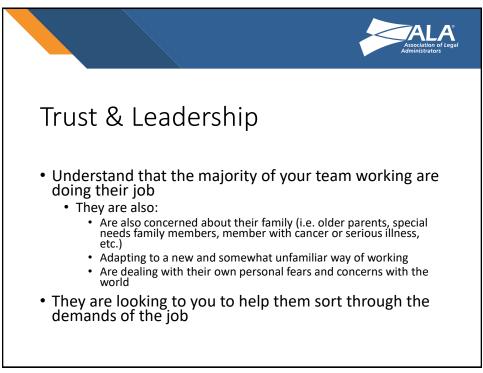
#### Integrity

- Keep to your commitments
- No lip service
- Demonstrate extreme
- honesty
- Intent
  - Straight forward motives
  - Based on mutual benefit
  - Care for the people we interact with

- Capabilities
  - Talents
  - Skills
  - Attitudes
  - Knowledge
  - Style
- Results
  - Ability to get the <u>right</u> things done
  - Our track record for accomplishment
  - Our performance



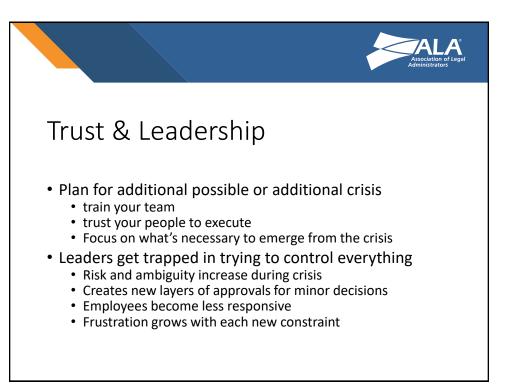






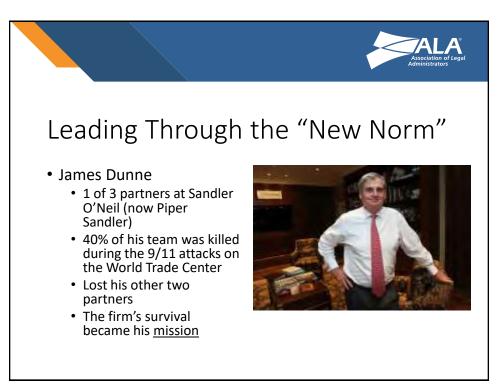
- How we respond to threats we take a narrow view of the world
  - Our field of vision becomes restricted to what is immediately in front of us
  - Its normal & healthy evolutionary survival mechanism to stress & ambiguity
  - Its hard to recognize when we do it
- · Leaders have to take a moment and open their aperture
  - Take a broad look at challenges and opportunities
  - Refocus and it will foster stronger leadership
- Take the long view approach know you have to manage beyond the present







- You're in the human business
  - Balance focus on your people and key performance measures
  - Companies exist in order to accomplish things together which individuals cannot do alone
  - No man is an island
  - Unite people in their efforts and goals as valued members of your team
  - They need a common and clearly articulated mission
  - Each person needs to understand how they contribute
  - · Their contributions need to be recognized





## Leading Through the "New Norm"

### James Dunne

- He led on the people issues
  - Salaries
  - Benefits
  - Continuity
  - Attended funerals
- He created an environment in which people were collectively contributing to their shared success
- Business issues took care of themselves



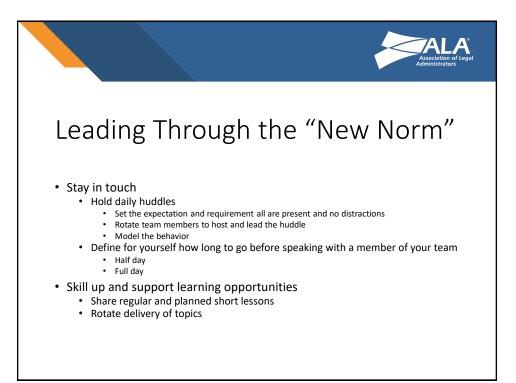




# Leading Through the "New Norm"

#### People require structure – employees require structure

- Communicate your expectations for performance
- · Reset your expectations to align with the current environment/situation
- · Let go or loosen your grip on how and when things get done
- · Allow team members to accomplish their responsibilities on their own terms
- · Focus on results and offer greater flexibility
- Does not mean to go 100% lassie faire
- Stay in touch
  - Regularly not intermittently
  - Shorter communication cycles are more effective at building and sustaining employee morale and engagement



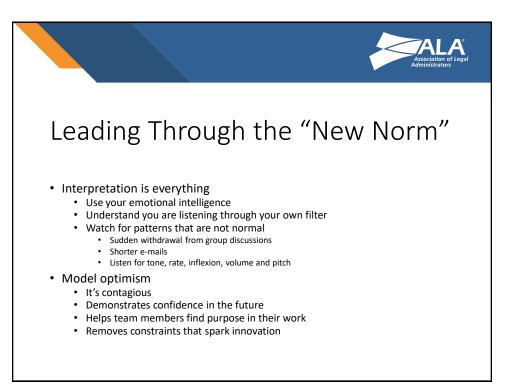


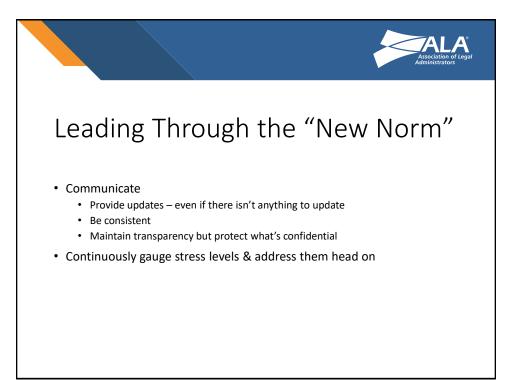
# Leading Through the "New Norm"

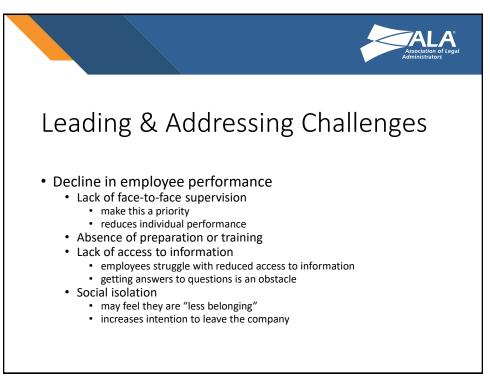
#### Skill up and support learning opportunities

- Share regular and planned short lessons
- Rotate delivery of topics
- · Allow the team to develop topics for discussion
- Keep them short (adults check out every 10 seconds)
- Create "swim buddies"
  - A shared leadership model prevents exhausting manager capacity
  - Experienced employees mentoring inexperienced employees
  - Creates a layer of support to combat isolation
  - Created learning opportunities for leadership development











# Leading & Addressing Challenges

### Address employee challenges

- Provide several communication options
- Establish rules of engagement
- Provide encouragement and support
- Offer the opportunity to "job craft"
  - Allow employees to redesign how the job gets done
  - Build different or better relationships
  - Changes perception of the job
  - Makes employees take and feel "ownership" in what they do
- Draft challenges to match an employee's potential









## Technological Pitfalls & Risks

### Timekeeping

- · Have clear policies requiring employees to record all hours worked
- · Have employees verify each week's work performed
- Prohibit non-exempt employees from performing work outside of normal working hours
  - Checking e-mail
  - Responding to texts and calls
  - Compensable work such as online learning, research, etc.
  - · Online meetings
  - · Limit restrictions for on-call work
  - Know when you need to compensate a non-exempt employee for on-call work



