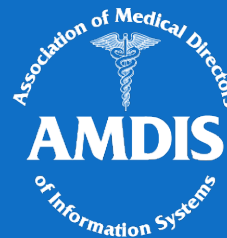


Team Building & Networking in a Hybrid Work Environment

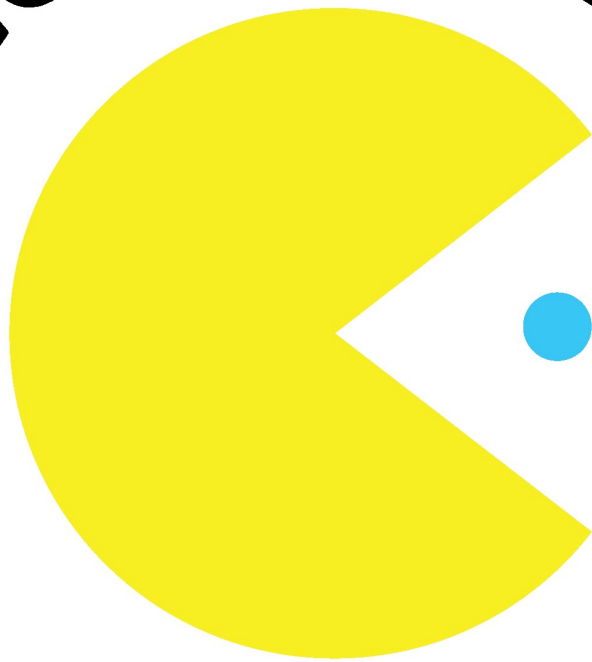
George Reynolds



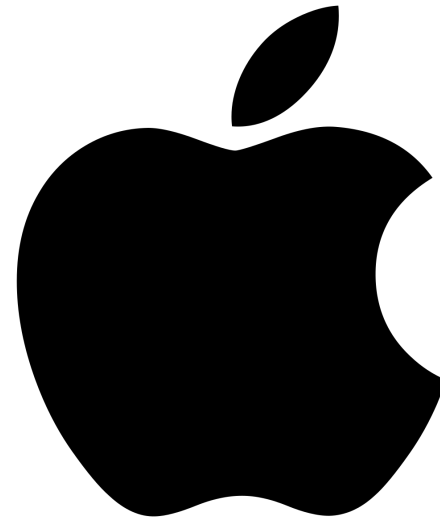
People care
which company
they work for.



CULTURE!

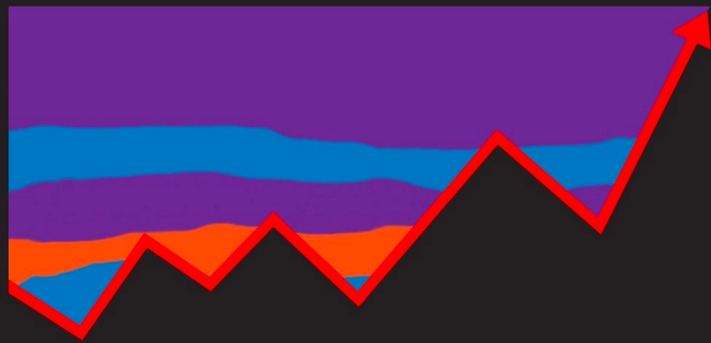


Google



ture

Goldman
Sachs



patagonia







Attributes of High Performing Teams

- High trust
- Shared goals and processes
- Effective response to friction
- Relaxed; informal atmosphere
- Extensive, inclusive discussion
- Constructive disagreement
- Focus on problem solving and removing obstacles



From Teamwork: What must go right/what can go wrong
[Carl Larson](#), [Frank M. J. LaFasto](#)



Two Attributes of Best Teams

Equality in distribution of conversational turn-taking

Social sensitivity

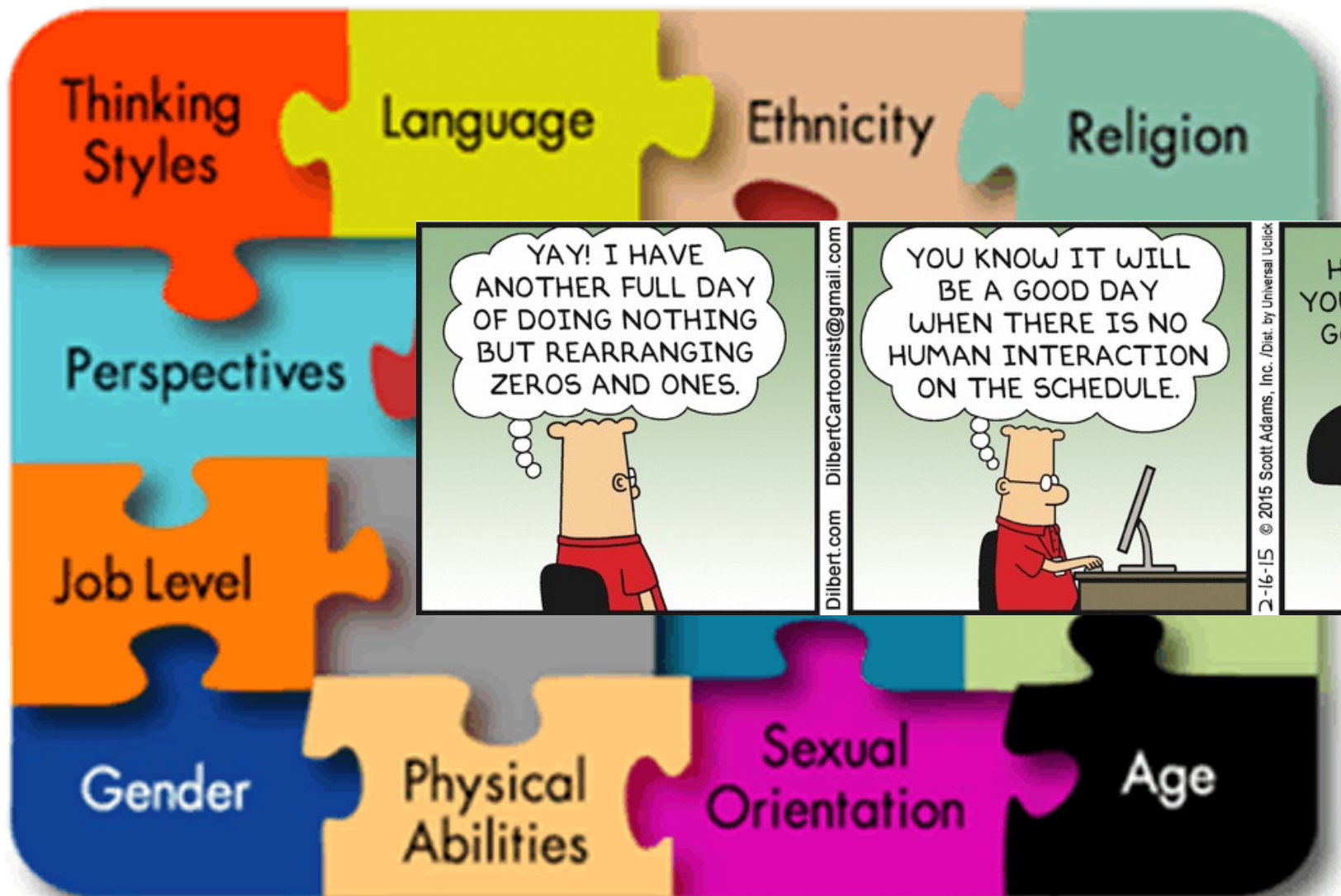
Identifying High Performing Teams

We

1. I am really enthusiastic about the mission of my company.
3. In my team, I am surrounded by people who share my values.
5. My teammates have my back.
7. I have great confidence in my company's future.

Me

2. At work, I clearly understand what is expected of me.
4. I have the chance to use my strengths every day at work.
6. I know I will be recognized for excellent work.
8. In my work, I am always challenged to grow.



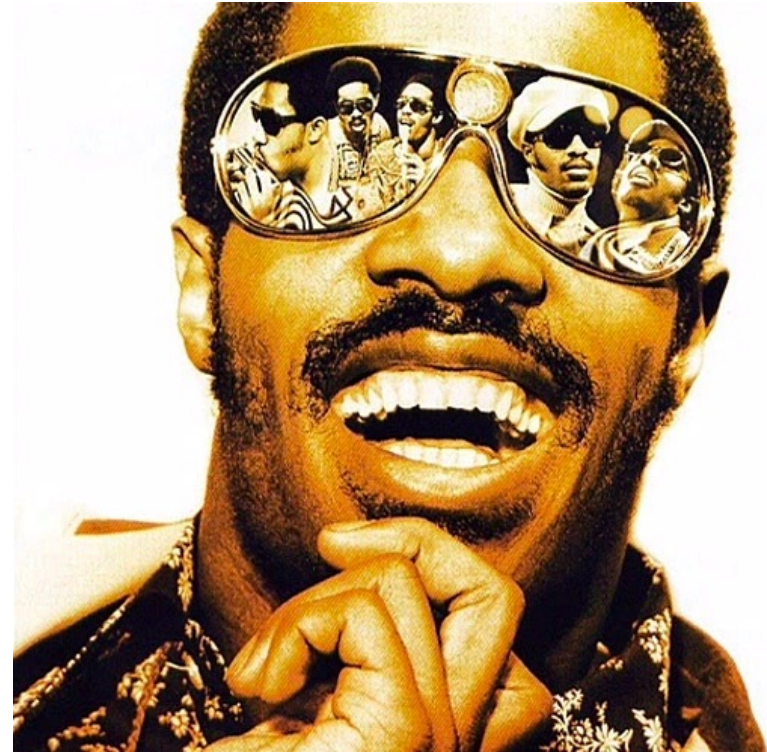
Lie #4: The Best People are Well-Rounded

A strength is an activity
that makes you feel strong.

1. You look forward to doing it (Positive Anticipation)
2. While doing it, time speeds up (Flow)
3. After doing it, you feel filled-up, proud. (Fulfillment)



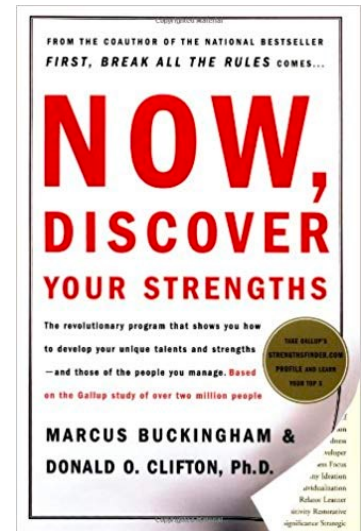
Florence Foster Jenkins



“You will never feel proud of your work, if you find no joy in it. Your best work is always joyful work.”

Work-Strengths Fit

4. I have the chance to use my strengths every day at work.



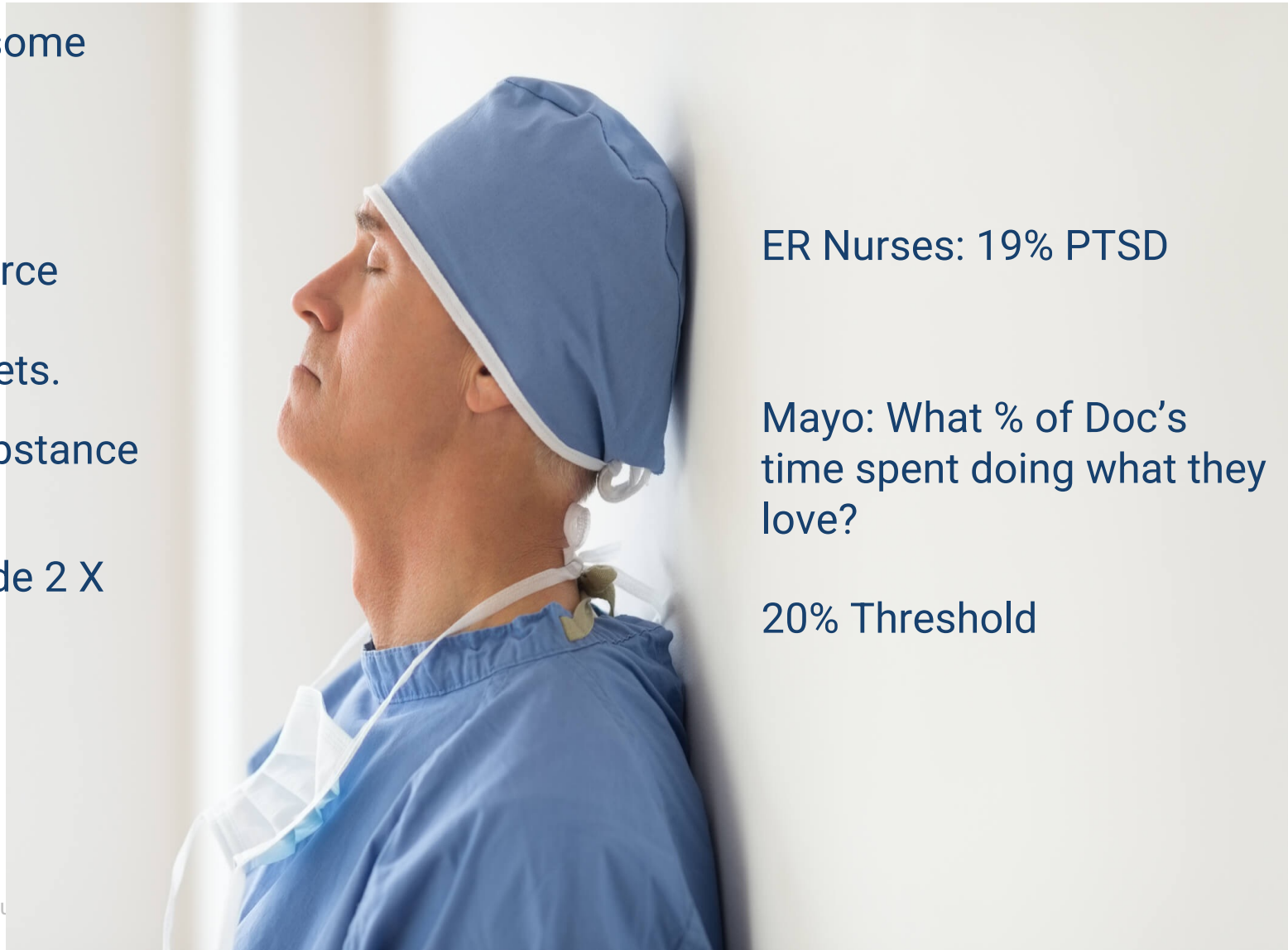
52% of Docs have some burnout.

15% have PTSD Symptoms.

4 X General Workforce
3% Higher than
Iraq/Afghanistan Vets.

15% experience Substance Abuse/Addiction

Depression & Suicide 2 X
National Average

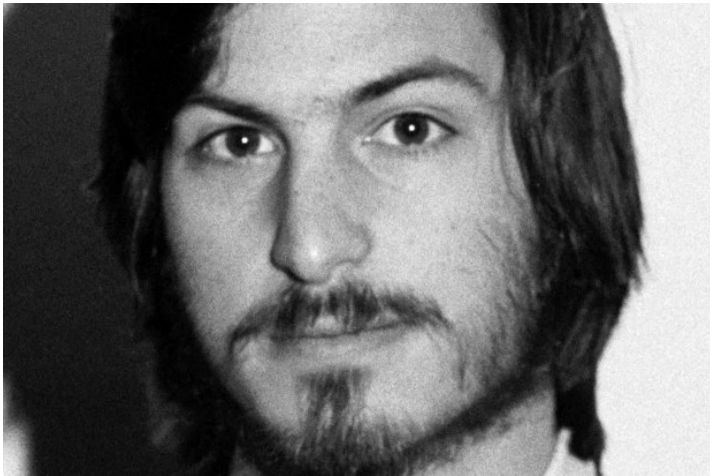


ER Nurses: 19% PTSD

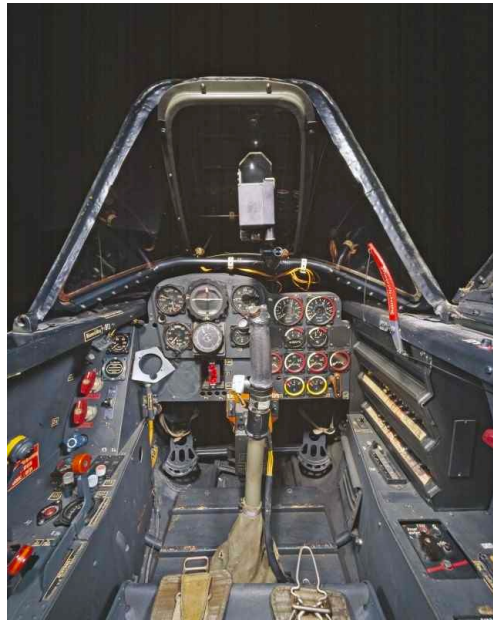
Mayo: What % of Doc's
time spent doing what they
love?

20% Threshold

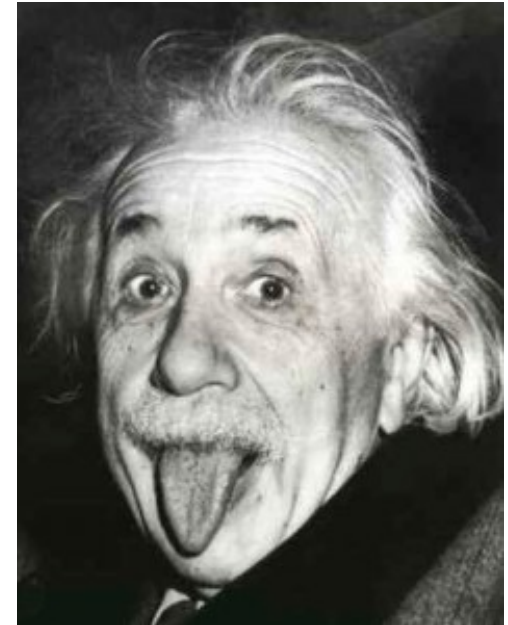
3 Critical Team Leader Strategies



Get into the
Outcomes Business



Define the
Adjustable Seat



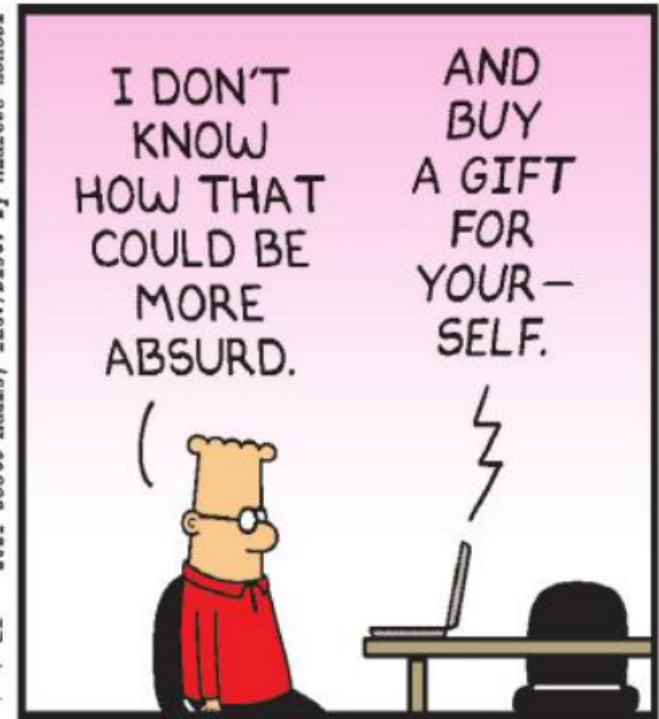
Use Team Technology:
Embrace Weird



DILBERT.COM @SCOTTADAMSSAYS



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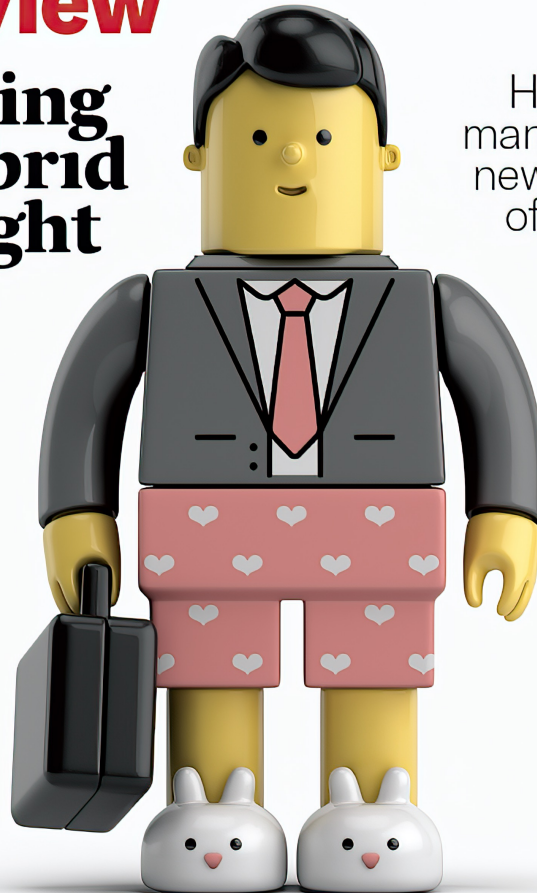
Harvard Business Review

41 Understanding China
88 How to Eliminate Strategic Overload
145 Savvy Self-Promotion

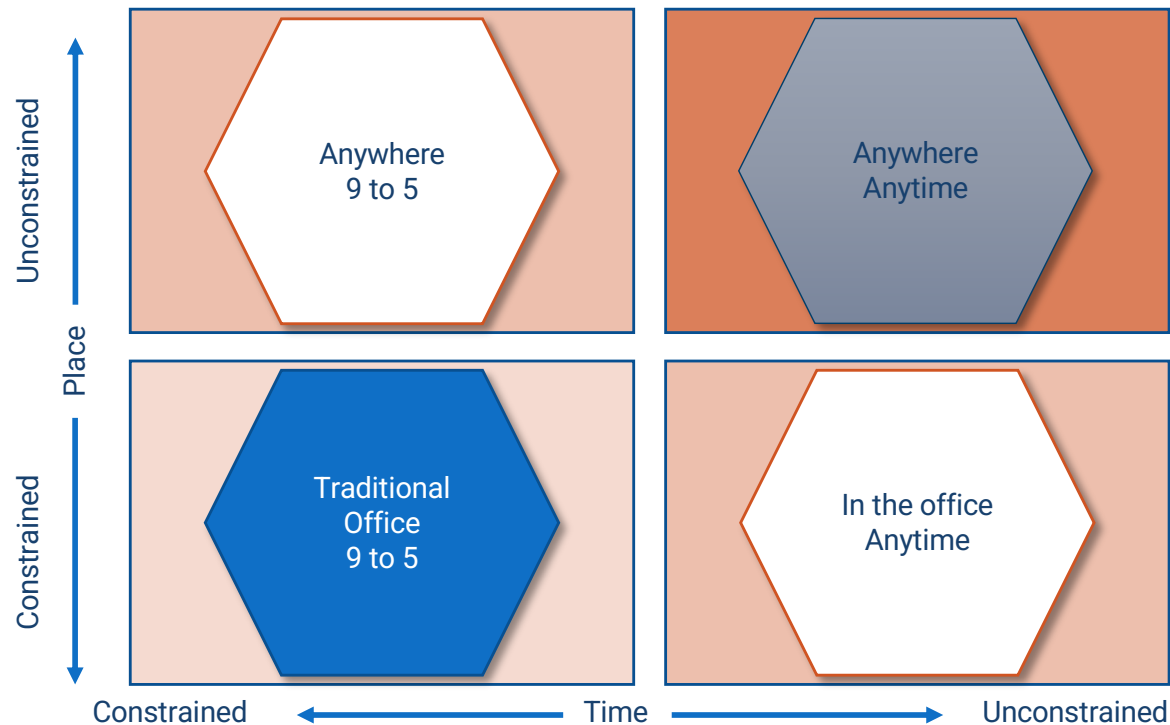


Doing Hybrid Right

How to manage the new reality of work
66



Work Arrangements in Time & Place



Hybrid Work Considerations

Critical Drivers of Productivity

- Energy
- Focus
- Coordination
- Cooperation

Team Manager Considerations

- Jobs & Tasks
- Employee Preferences
- Projects & Workflows
- Inclusion & Fairness



Analyst/Dashboard Builder

Focus

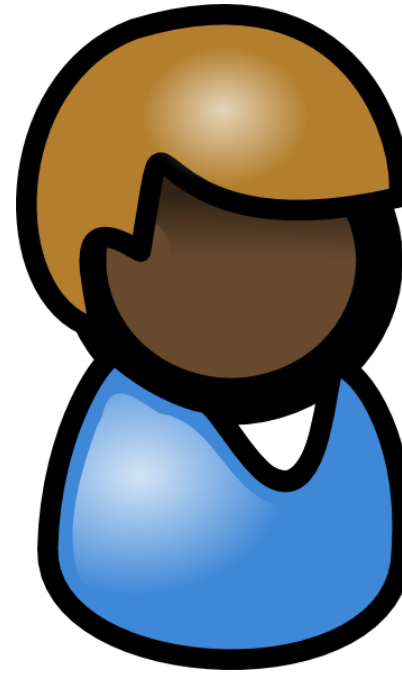
Time - Asynchronous



Clinician Trainer

Energy

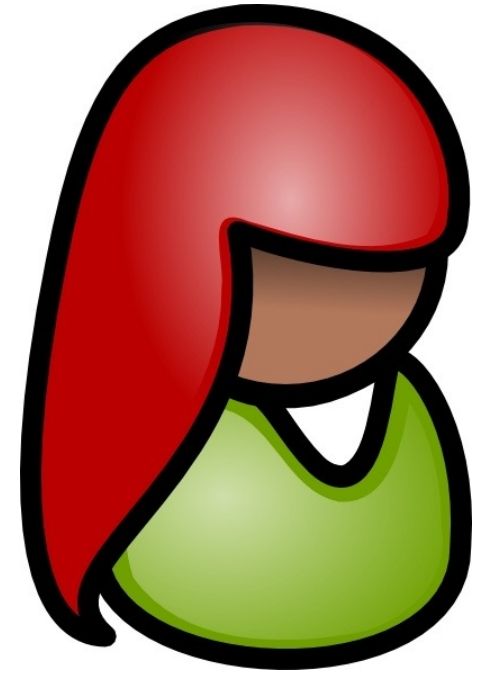
Time & Place



Project Manager

Cooperation

Place



Team Manager

Coordination

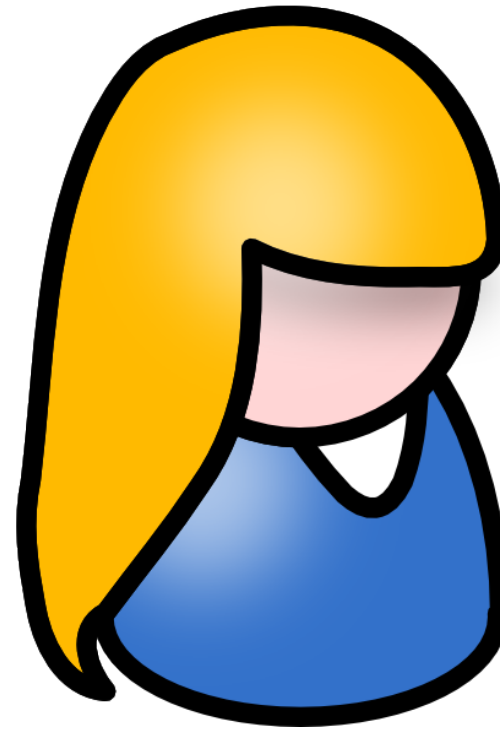
Time - Synchronous

Jobs and Tasks



Amber: Dashboard Builder

- 20 yrs experience
- 3 teen-age sons
- 1 hr commute to office
- Good home office/internet



Meg: Dashboard Builder

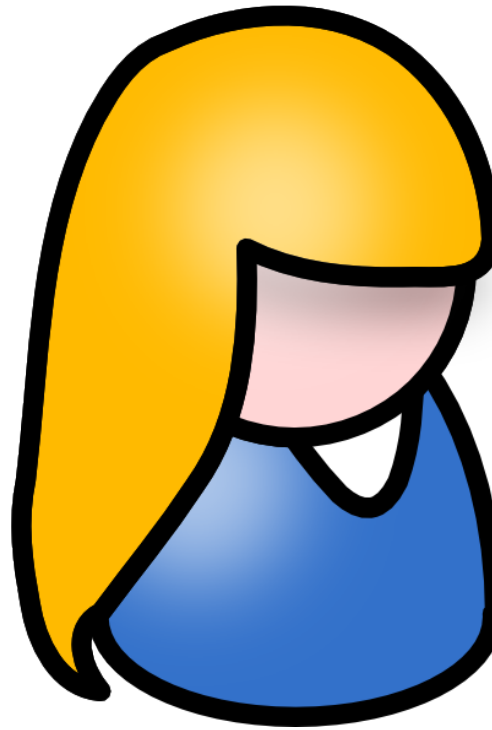
- Hired 2/15/20
- Lives w/ 2 roommates
- Lives downtown
- Training/mentoring needs

Employee Preferences





Amber: Mostly Working from Home



Meg: Mostly Working in Office

Re-Design Workflows aka Don't Pave the Cowpath

- Are Team Tasks Redundant?
- Can any team tasks be automated or reassigned to people outside the team?
- Can we reimagine a new purpose for our place of work?

How do they coordinate with each other?

other members of their team?

consumers of their work?

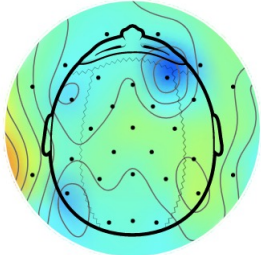
Project & Workflows

Inclusion & Fairness

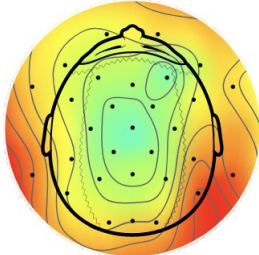
#DisabledAndSaltyAF

- How will hybrid work opportunities be allocated fairly?
- Will your team members agree that they are allocated fairly?
- Do they have the knowledge and training to assess fairness?
 - If not, how will you address this?
- Have they been included in the decision-making process?
 - Inclusive (both demographics and roles/status in the organization)?
 - Protected speech (anonymous)?
- Do the hybrid arrangements support your organization's values and culture?

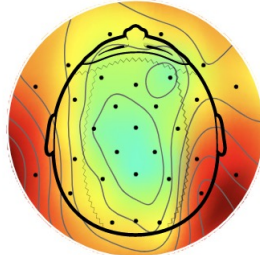
No Break



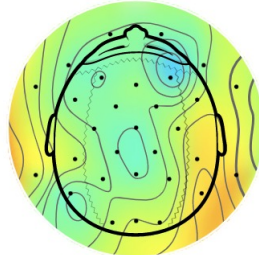
Meeting 1



Meeting 2

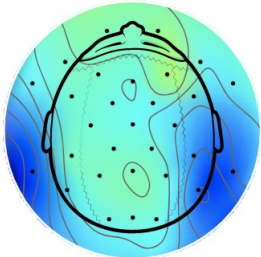


Meeting 3

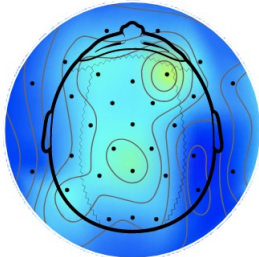


Meeting 4

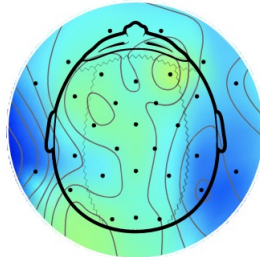
Break



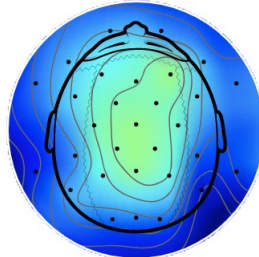
Meeting 1



Meeting 2



Meeting 3



Meeting 4

Microsoft Human Factors Lab

An EEG cap to monitor
electrical
activity in
the brain



Average beta activity across research subjects
during four meetings





Zoom Fatigue

- Mirror Anxiety*
- Feeling Trapped*
- Hyper Gaze
- Receiving Non-Verbal Cues
- Giving Non-Verbal Cues

Results

- Survey of 10,591 people recruited by word of mouth/social media
- Women reported 13.8% more zoom fatigue than men
- Women report longer zoom meetings with shorter breaks between them
- Zoom fatigue is inversely correlated with age
- Zoom fatigue is higher for non-white race/ethnicities, but the differences are small.

HELLO, HUMAN. I'M
YOUR KEYBOARD'S
CONSCIENCE. YOU
SHOULD RECONSIDER
SENDING SUCH A
MEAN EMAIL.



DILBERT.COM @SCOTTADAMSSAYS

WORKING REMOTELY
HAS CAUSED YOU TO
DEVOLVE INTO AN
EMPATHY-FREE
MONSTER WHO CARES
NOTHING FOR THE
FEELINGS OF OTHERS.



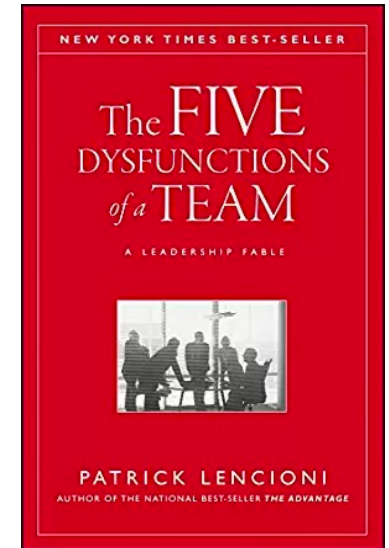
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SEND

NOW
YOU'RE
JUST
BEING A
JERK.



Poor Performing Teams



Source: The Five Dysfunctions of a Team, by Patrick Lencioni, Jossey Bass/Wiley, ISBN: 978-81-812-6506750.

JAMES M. CITRIN
DARLEEN DEROSA

LEADING

PRACTICAL LESSONS
FOR VIRTUAL SUCCESS

AT A DISTANCE

WILEY

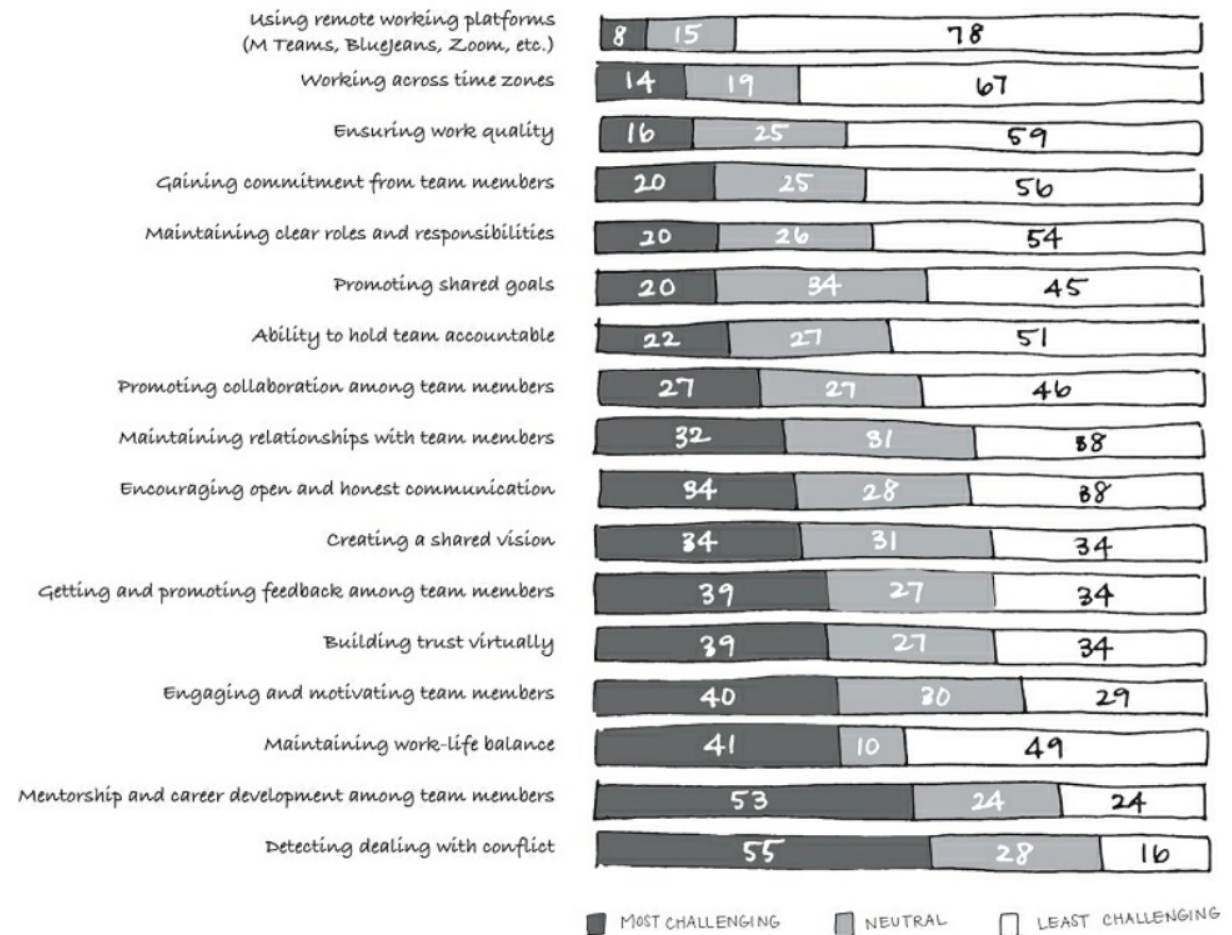


FIGURE 1.3 Virtual Work: What has been challenging?



Questions & Answers