

# Hybrid Work & the Best of Both Worlds

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# How has the global pandemic changed where we work?

Pre-COVID-19: **5 million employees** (3.6% of the U.S. employee workforce) worked-at-home < 50% of the time

In 2019: **62%** of employees said they **could work remotely**

In January 2021: **56%** of workers in the U.S. were either **partially** or **fully** working from home with **44% wanting to continue** with their remote arrangements

In March 2023: **77% of Fortune 100** companies operate on a **hybrid work schedule**



# What are the pros of remote work?

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**Increased productivity** due to fewer work distractions

**Reduced stress:** better ability to meet schedules

**Higher morale & lower commute** time & absenteeism

Geographic **flexibility**

Higher personal **productivity**

Informal **dress**

Housebound individuals can join the workforce

# What are the cons of remote work?

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**Increased stress:** harder to separate work from home life

More **distractions** at home

Harder to **evaluate performance** & therefore advance

**Less collaboration** & employee may become **disconnected from company culture**

**Security** might be more difficult

**Not suitable** for all jobs or employees

Telecommuters are more **easily replaced** by offshore workers

# What do we know about successful virtual collaboration?

## Commonalities Among High-Performing Virtual Teams



Team members have a solid understanding of their task  
Know what needs to be done

### Task Clarity



Virtual team members use regular, synchronous team meetings as the heartbeat of their team

### Synchronous Connections



Team take advantage of multiple communication channels or technologies  
Favor over-communication

### Reliance on Communication



Teams are collaborative  
Work to establish trust & commitment among members

### Collaborative Culture

# What else do we know about virtual collaboration?

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Membership on **multiple virtual teams** can lead to increased challenges with **reduced learning**, increased **job strain**, & perceptions of **overload**

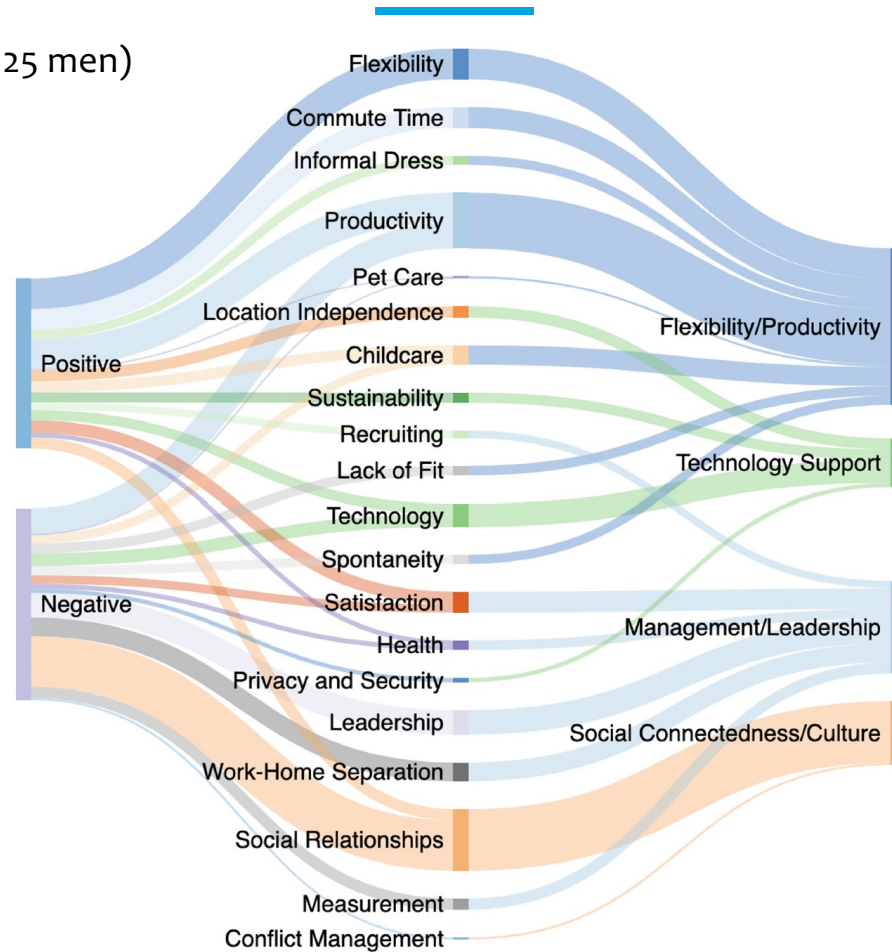
Virtual only **onboarding** challenges & the role of online social **networking** & **e-mentoring**

Lack of success with **overall virtual workforce transitions**

# What patterns emerged from my research?

55 MBA students (30 women & 25 men)

Remote Prior (18.2%)  
 Remote Transition (74.5%)  
 Not Remote (7.3%)



67.3% hoping to take advantage of collaboration technology going forward

Nearly a 10% increase



# What are best practices for hybrid meetings?

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Share agendas (with goals) & materials ahead of time; use cloud storage



Use high quality technology applications with tech support



Clarify time zones for [scheduling](#)



Develop & share policies & norms to support work practices



Repeat key messages



Check in through different channels (e.g., soft-spoken people are difficult to hear)

# Share agendas (including goals) & materials ahead of time using cloud storage

- ✓ Has a **meeting agenda** been **created & distributed** ahead of the meeting time allowing attendees time to prepare?
- ✓ Is the agenda **accessible** to everyone?
- ✓ Is the **goal** (or goals) of the meeting clear with **enough time** scheduled to address?

## Marketing Team Meeting

📅 Date: MM/DD/YYYY

🕒 Time: 00:00 - 00:00

👤 Attendees: @Name, @Name, @Name, @Name

### Meeting objective

Develop our content marketing strategy for the next year.

### Agenda

📌 **Before the meeting:** All participants are expected to review last year's [Content performance report.xlsx](#).

- Review last year's performance (15 min)
- Share topics requested by the sales team (10 min; @Name)
- Present latest competitor content gap analysis (15 min; @Name)
- Get feedback on the new content plan proposal (15 min; @Name)
- Recap of decisions and next steps (5 min)

### Notes & decisions

- ...
- ...
- ...

### Next steps

- ...
- ...
- ...

## Use high quality technology applications with technology support

- ✓ Do team members know **what collaboration technology(ies)** is going to be used for the meeting?
- ✓ Do the technologies make meeting content **accessible** for those with disabilities?
- ✓ Do they know where to receive technology **training** or what to do if technology **troubles** arise?



Google Meet



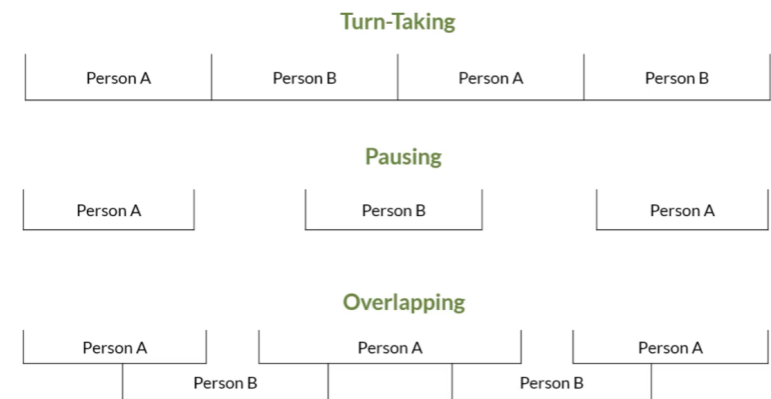
# Clarify time zones for scheduling

- ✓ Are meeting attendees all in the same **time zone**? If not, is the time zone of the meeting clear?
- ✓ Does the scheduled meeting time work for all attendees?
- ✓ Are meeting invitations sent out using electronic calendar tools with **reminder notifications** turned on?

| UTC-time                               | Des Moines       | Berlin               |
|--|------------------|----------------------|
| wednesday, April 5, 2023 at 07:00:00   | wed 2:00 am *    | wed 9:00 am *        |
| Wednesday, April 5, 2023 at 08:00:00   | Wed 3:00 am *    | Wed 10:00 am *       |
| Wednesday, April 5, 2023 at 09:00:00   | Wed 4:00 am *    | Wed 11:00 am *       |
| Wednesday, April 5, 2023 at 10:00:00   | Wed 5:00 am *    | Wed 12:00 noon *     |
| Wednesday, April 5, 2023 at 11:00:00   | Wed 6:00 am *    | Wed 1:00 pm *        |
| Wednesday, April 5, 2023 at 12:00:00   | Wed 7:00 am *    | Wed 2:00 pm *        |
| Wednesday, April 5, 2023 at 13:00:00   | Wed 8:00 am *    | Wed 3:00 pm *        |
| Wednesday, April 5, 2023 at 14:00:00   | Wed 9:00 am *    | Wed 4:00 pm *        |
| Wednesday, April 5, 2023 at 15:00:00   | Wed 10:00 am *   | Wed 5:00 pm *        |
| Wednesday, April 5, 2023 at 16:00:00   | Wed 11:00 am *   | Wed 6:00 pm *        |
| Wednesday, April 5, 2023 at 17:00:00 ☾ | Wed 12:00 noon * | Wed 7:00 pm *        |
| Wednesday, April 5, 2023 at 18:00:00   | Wed 1:00 pm *    | Wed 8:00 pm *        |
| Wednesday, April 5, 2023 at 19:00:00   | Wed 2:00 pm *    | Wed 9:00 pm *        |
| Wednesday, April 5, 2023 at 20:00:00   | Wed 3:00 pm *    | Wed 10:00 pm *       |
| Wednesday, April 5, 2023 at 21:00:00   | Wed 4:00 pm *    | Wed 11:00 pm *       |
| Wednesday, April 5, 2023 at 22:00:00   | Wed 5:00 pm *    | Thu 12:00 midnight * |
| Wednesday, April 5, 2023 at 23:00:00   | Wed 6:00 pm *    | Thu 1:00 am *        |
| Thursday, April 6, 2023 at 00:00:00    | Wed 7:00 pm *    | Thu 2:00 am *        |
| Thursday, April 6, 2023 at 01:00:00    | Wed 8:00 pm *    | Thu 3:00 am *        |
| Thursday, April 6, 2023 at 02:00:00    | Wed 9:00 pm *    | Thu 4:00 am *        |
| Thursday, April 6, 2023 at 03:00:00    | Wed 10:00 pm *   | Thu 5:00 am *        |
| Thursday, April 6, 2023 at 04:00:00    | Wed 11:00 pm *   | Thu 6:00 am *        |

# Develop & share norms & policies to support meeting practices

- ✓ Have **organization policies** or cultural **norms** been developed to guide team meetings?
- ✓ If so, is the **meeting on track**? If not, what norms might be followed (e.g., connecting early for casual conversation, starting on time, tracking assignments, summarizing action items, ending on time)?
- ✓ Are you **accommodating different speaking styles**?



# Repeat key messages

- ✓ Are **key messages** planned for repetition **through multiple methods** (e.g., audibly, visually, etc.)?



# Check in through different channels

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- ✓ Are meeting attendees **asked for input** or feedback?
- ✓ Do meeting attendees have **opportunity to contribute** through multiple channels (e.g., verbally, written options, small or large group contributions, etc.)?

slido

 Mentimeter

 Poll Everywhere

# What are best practices for **engaging** with virtual & hybrid team members?



Have a good remote work setup & be an example (e.g., working headphones, camera on, set boundaries, etc.)



Keep people updated through multiple channels (e.g., email, chat, etc.)



Use the right tool for the task



Be deliberate about asking for team feedback on needs, feelings, etc.



Create opportunities for strengthening work relationships & team bonding



Hold synchronous collaboration time (chunks of time with high responsiveness) that work for everyone; enables spontaneous brainstorming & rapid burst without scheduling calls/meetings



Trust team members & do not micromanage



Use recognition for challenges & accomplishments



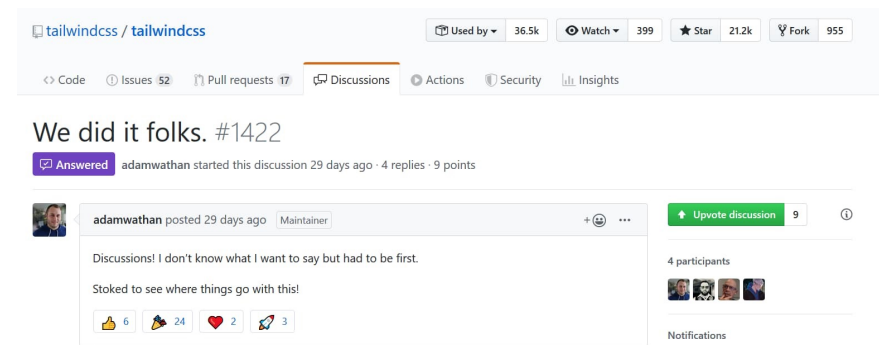
# Set up an effective remote workspace & be an example

- ✓ Do team members have a **reliable**, non-disruptive **space** for collaboration?
- ✓ Do team members have an **ergonomic space** for work & collaboration?
  - ✓ Do team members have **working technology equipment** (e.g., laptop, cameras, speakers, microphones, etc.)?
  - ✓ Have **policies** & **best practices** for collaboration been shared?
- ✓ Do team members understand & exhibit appropriate work/home **boundaries** (e.g., emails, calls, or meetings during appropriate times)?
  - ✓ Is leadership **modeling** virtual collaboration expectations?



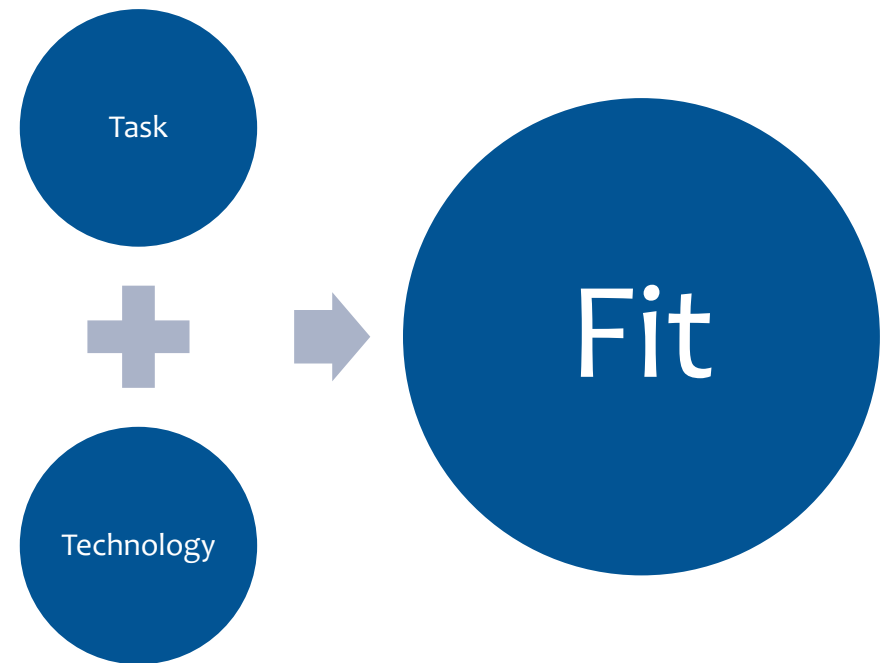
# Keep people updated through multiple channels

- ✓ Do messages go out via **multiple communication channels** (e.g., email, chat, discussion boards, groupware, etc.)?
- ✓ Are team members receiving messages in a **timely** manner?
- ✓ Are read **receipts** or other methods for message **acknowledgement** used?



# Use the right tool for the task

- ✓ Has the team discussed communication expectations (**norms**) (e.g., technology preferences, feedback expectations, timing, etc.)?
- ✓ Do team members have access to **multiple** technology **capabilities** & **tools** (e.g., phone, email, text chat, discussion forums, video collaboration, groupware, etc.)?
- ✓ Do individuals always **default** to the same tool? Or use a **variety** of tools?



# Be deliberate about asking for team feedback on needs, roadblocks, or even feelings

- ✓ Do team members have an **opportunity to reflect & share** any **needs, roadblocks, or feelings**?
- ✓ Are there multiple channels for team member **feedback** (e.g., one-on-ones, team reflection, surveys, etc.)?
- ✓ Are team member challenges not only gathered, but also **addressed**?
- ✓ Is team member **wellness prioritized**?

TECHNOLOGY | Welcome to the YOLO Economy

THE SHIFT

## Welcome to the YOLO Economy

Burned out and flush with savings, some workers are quitting stable jobs in search of postpandemic adventure.

By Kevin Roose

Published April 21, 2021 Updated April 22

THE ATLANTIC

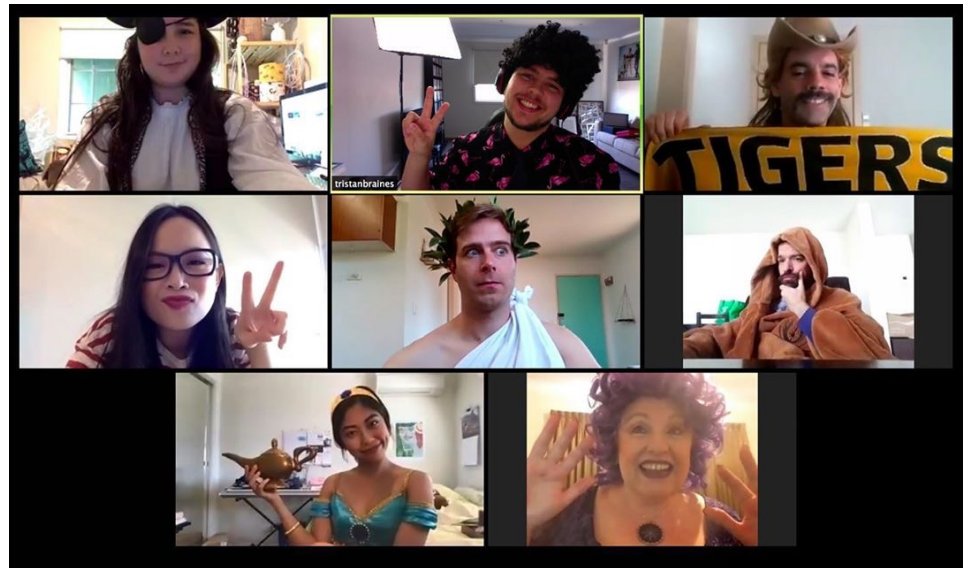
### The Professional Women Who Are Leaning Out

The competing demands of work and motherhood have some white-collar women choosing part-time work—and loving it.

By Olga Khazan

# Create opportunities for strengthening work relationships & team bonding

- ✓ Do teams have multiple opportunities to develop **social connections**?
- ✓ Are teams primarily **task-oriented** or are they having **fun** too?



Kahoot!

CITY GUESSER

# Reserve **synchronous collaboration time** that works for everyone

- ✓ Have teams **prioritized a regular synchronous meeting** time with high responsiveness to serve as the heartbeat of the team? Or are team members left to their own devices to solve problems?
- ✓ Does the synchronous meeting time **allow for problem solving & spontaneous brainstorming?**
- ✓ Does the synchronous meeting time work for all team members to stay **regularly** connected & in sync?



# Trust team members & do not micromanage

- ✓ Have teams established **clear boundaries**/roles?
- ✓ Do team members feel **confident** relying on one another?
- ✓ Have team leaders or managers achieved a successful **balance** of task tracking & support? Or is too much time spent on status updates?

The image shows two overlapping screenshots. The top screenshot is from the journal 'Clinical Psychological Science', featuring an empirical article titled 'Is Burnout a Depressive Condition? A 14-Sample Meta-Analytic and Bifactor Analytic Study' by Renzo Bianchi, Jay Verkuilen, Irvin Jari J. Hakonen, Markus Jansson-Fröjén, Guadalupe Manzano-García, Eric Laurent, and Laurenz L. Meier. The bottom screenshot is from the BBC News website, displaying a headline: 'Long working hours killing 745,000 people a year, study finds'. The news article includes a 'Register' button and a 'Comments' section.

# Use recognition for challenges & accomplishments

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- ✓ Are team members **aware** of how their **performance** is tracking in relation to individual or team goals?
- ✓ Are teams **recognized, acknowledge, or celebrated** via multiple channels (e.g., announcements, reviews, incentives, or monetary rewards, etc.) for successes or accomplishments?





# What are the main takeaways?

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1. Support teamwork with the adoption & use of collaboration technologies while remembering that technology (while critical) is not always the solution
2. Develop high performing teams with task clarity, excessive communication, & collaborative culture
3. Model & communicate best practices for team projects, meetings, & engagement

# Discussion?

## What questions remain?

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