



Leadership
Conversations
that Matter



Conversation 1 Toolkit

Leading Effective Communication and Efficient Meetings

What are the challenges of leading
in our hybrid environment?

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BLAKES MINDSET CARE MODEL

We applied the Blakes Mindset Principles, and incorporated them into four conversations

Smart Meetings & Communication

Openness & Respect

Respecting Rest Periods

Mindful Delegation

C

Communicate effectively and hold meetings efficiently

A

Act to develop strong working relationships: Foster openness and respect

R

Reinforce individual's well-being and the need for time away from work

E

Ensure equality and inclusion by delegating mindfully

Conversation 1:

Leading Effective Communication and Efficient Meetings:
What are the challenges of leading in our hybrid environment?

Conversation 2:

Connecting and Collaborating Effectively in the Hybrid Environment:
How can we strengthen our working relationships and foster openness and respect?

Conversation 3:

Building Performance Capabilities in the Hybrid Environment:
How can we reinforce well-being?

Conversation 4:

Delegating Effectively:
How can we ensure equality and inclusion when we delegate?

THE 1-10 CHECK-IN FOR HYBRID COMMUNICATION

HIGH

10

9

8

7

6

5

4

3

2

1

LOW

1. The 1-10 Check-in a structured conversation to help you find out how others are feeling, progressing, or functioning. You can apply it several ways.

- ✓ **To assess emotional well-being:**
“How are you doing/feeling on a 1-10 scale, with 10 high?”
- ✓ **As a way of checking on progress:**
“How are you doing with progress on the project on a 1-10 scale, with 10 completed?”
- ✓ **To check in on overall functioning:**
“How is it going with work right now on a 1-10 scale, with 10 high?”
- ✓ **To check on goal, roles, or procedure clarity:**
“How clear are you on (the goal, your role, or work procedures on a 1-10 scale, with 10 high?”

2. Brainstorm to get the number higher; once you get feedback on a number, brainstorm next steps:

- ✓ “What has to happen to get the number higher?”
- ✓ “What can you do to move ahead?”
- ✓ “What can I/the team/others do to help?”
- ✓ “What help is needed to make progress?”
- ✓ “What steps need to be taken to move ahead?”

3. Make real progress by drafting a plan and setting a time for the next check-in.

- ✓ Identify or review the goal
- ✓ Create a step-by-step plan
- ✓ Identify obstacles
- ✓ Create a deadline
- ✓ Set a check-in date

BE A ROCK PEER COACHING MODEL

Connecting with others as peer leaders allows for confidential feedback and advice.

R

Reach out to each other to ask, give, or receive support

O

Offer feedback or advice with permission

C

Connect on a personal level and practice active listening
(Let go of the need to prepare comments and respond while listening)

K

Keep it confidential

“Success in a hybrid work environment requires employers to move beyond viewing remote or hybrid environments as a temporary or short-term strategy and to treat it as an opportunity.”

George Penn, VP at Gartner

THE MEETING DECISION-MAKER

Use this guide to plan your meeting needs.

Meeting Type	Use when...	Additional tips...	Improve it by...
In-person meeting	You need to bring the team together and have the time to develop an enriched agenda that ensures a balance of people and task time.	Send an agenda with any pre-meeting action items well in advance of the meeting.	Add some off-time activities or a team building event to build open communication, trust and collaboration.
Fully remote meeting	You have a fully remote team or more people will be attending remotely than in-person.	Send an agenda with any pre-meeting action items well in advance of the meeting.	Place links and additional information in chat.
Hybrid meeting	A meeting where some participants are co-located, and some are remote. See our Tip Sheet for Better Hybrid Meetings.	Some meeting professionals suggest holding a fully remote meeting even when hybrid is an option to ensure a level playing field and a greater sense of inclusion and equality.	Be aware of proximity bias: the tendency to pay more attention to those in the room.
Synchronous or asynchronous?	Synchronous communications are scheduled, real-time interactions by phone, video, or in-person. Asynchronous communication happens on your own time and doesn't need scheduling.	A constant flow of hybrid or remote meetings can cause meeting fatigue. Consider using email, or cloud collaboration tools like Microsoft Teams so others can review information in a more flexible timeframe.	Balance the use of both approaches. Limit synchronous and encourage teams to set core collaboration blocks, limited to a small number of hours. Be explicit about the benefits of collaborating more intentionally in ways that incorporate both work and life needs. Let employees design their work week around when work happens best for them, not just from 9–5 or via linear scheduling.

Meeting Type	Use when...	Additional tips...	Improve it by...
Remote or hybrid huddle	A huddle is a quick daily status meeting where everyone on the team says, in a sentence or two, what they've done, what they're doing next, and what problems they see ahead.	<p>Huddle rules:</p> <ol style="list-style-type: none"> 1. Keep the meeting to 15 minutes or less 2. Focus on your chosen issues (tactical, priorities, motivational, information sharing, etc.) and seek to align staff 3. Use the "fist to five" for immediate feedback <p>Use a parking lot to table important issues to address after the meeting</p>	
Email	If you need some answers to questions, but they don't require a two-way conversation, e-mail can be an excellent option in lieu of a meeting. This is particularly true when you're looking for feedback on your written plans or documents. It's much more efficient for everyone involved if you send over items that they can look at the material privately and shoot you back feedback.	We all receive too many emails, and your email could easily be lost or ignored.	Always put your topic in the subject line; share instructions such as a due date and priority level if appropriate.
Chat	Place important information in chat during hybrid or remote meetings.	Don't neglect grammar or write in all caps.	
No meeting	Do I need outside input to make progress? You may be in the situation where you know what needs to be done, and you simply need to do the work. If you find yourself in this place, don't schedule a meeting; update your to-do list and act instead.		

HYBRID TEAM MEETING CHECKLIST

Keep your camera on

- Captures non-verbal cues, which aid in communication.
- Helps your team feel more connected.
- Keeps attention focused on the meeting.

Use chat

- While the chat function of a video call may seem like a distraction, it has enormous benefit in a hybrid meeting.
- Firstly, it's a great tool for remote team members to use when they want to add input but feel awkward speaking up.

Embrace silence

- Make sure you hold some space for silence between agenda items and when you ask for feedback or questions. This will give people the opportunity to jump in with their ideas.
- While the silence might be uncomfortable, it makes it a lot easier for remote employees to speak up.

Treat those online as if they are in the room

- Don't turn your back on the camera.
- Use a profile if needed or position the camera so you can face the group in the room as well as those online.

Equalize the environment

- If it's possible, consider having the entire team go online for the meeting, even if they are in the same room. Have everyone dial in separately.
- It may seem strange at first for the in-office employees, but this approach helps everyone feel like they're on equal ground.

Use the right technology

- An increase in online meetings means more tools have become available to help you and your team lead productive and engaging meetings.
- You can spend a lot of time trying to choose the tools that are best for your team. Ultimately, it's best to keep your technology practical and straightforward, with a focus on enhancing the quality of the meeting and collaboration capabilities.

JOURNALING PAGE

ACTION PLAN



Communicate
effectively and
hold meetings
efficiently

Communicate

How well do you communicate effectively and hold meetings efficiently?
What can you do to improve?