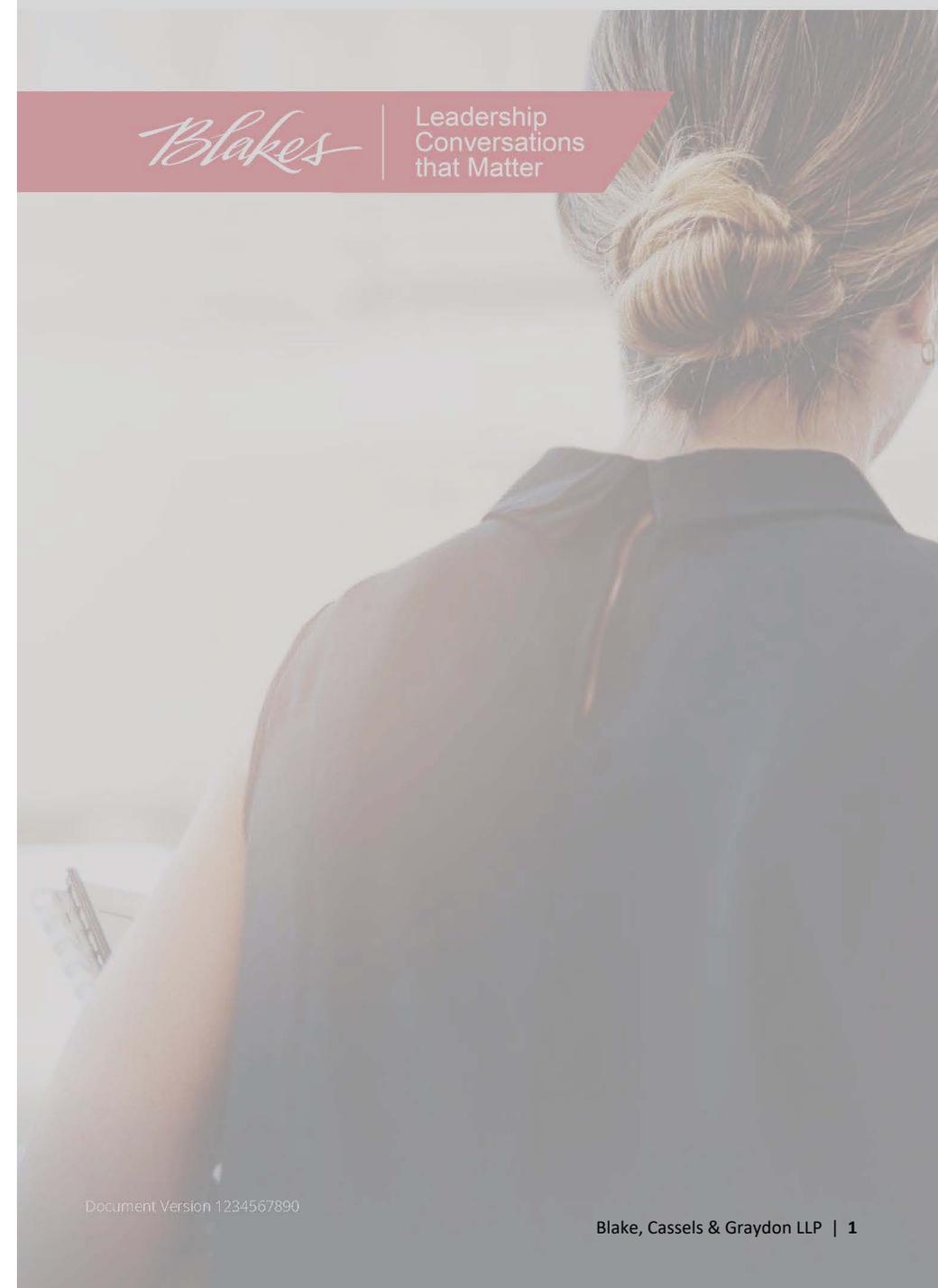


Welcome! While you wait...

- ➔ Check out your learning site, download the toolkit, and check out your resources.
<https://www.corplearning.com/blakes/>

- ➔ Please go to the chat and answer these 2 questions. Answers will be presented when we begin!
 - ✓ What percentage of Canadian employers are using a hybrid model? **(32%; 61%; 89%)**

 - ✓ According to Jon Clifton, who wrote the newly published book, *Blind Spot*, "The secret to visionary leadership in a troubled world is bringing what to others?" **(Trust; Security; Happiness)**





Leadership
Conversations
that Matter

Leadership Conversations that Matter

Conversation 1:
**Leading Effective Communication and
Efficient Meetings:**
*What are the challenges of leading in
our hybrid environment?*

Hello! Answers to the Waiting Room Questions

1. What percentage of Canadian employers are using a hybrid model?

According to Benefits Canada, nearly 61 per cent of Canadian employers are using a hybrid work model, down five per cent from last year, according to a new survey by Colliers Canada.



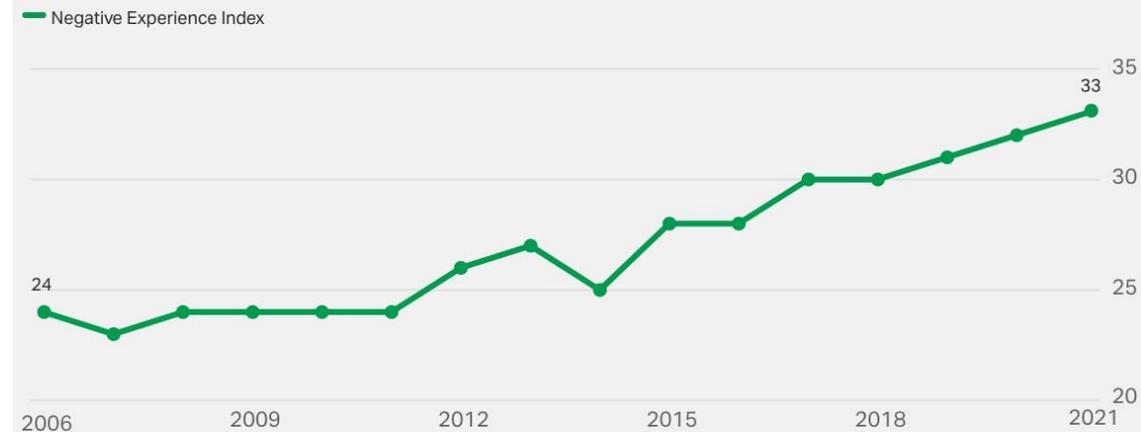
Last Waiting Room Question

2. The secret to visionary leadership in a troubled world is bringing what to others?

The answer is happiness; Unhappiness has been increasing globally for a decade, according to Gallup -- and its rise has been missed by almost every world leader. That's because while leaders pay close attention to measures like GDP or unemployment, almost none of them track their citizens' wellbeing.

The Global Rise of Unhappiness

Anger, stress, sadness, physical pain and worry reach new global high.



The Negative Experience Index is a composite measure of the five negative experiences (anger, stress, sadness, physical pain and worry). Index scores range from zero to 100.

Welcome: Your Facilitators

- ✓ Our Names
- ✓ Our Roles
- ✓ Fun Facts
- ✓ Coming up we will be asking each of you your names and role, and a strength that you bring to this group as a peer and mentor
- ✓ Housekeeping:
Please keep cameras on!
- ✓ We will be ending the session by going to Menti.com



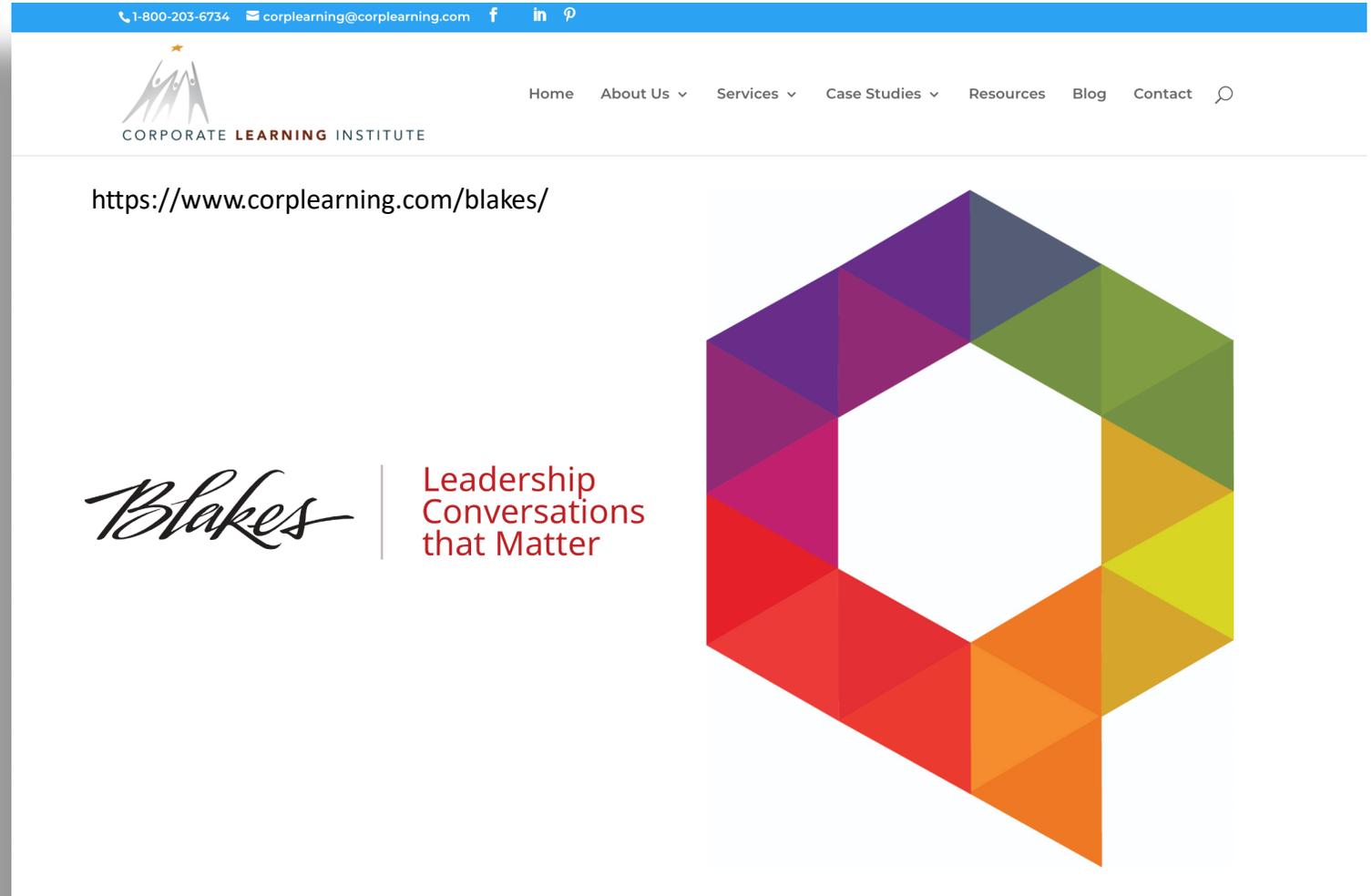
Dr. Sue Cain,
Facilitator



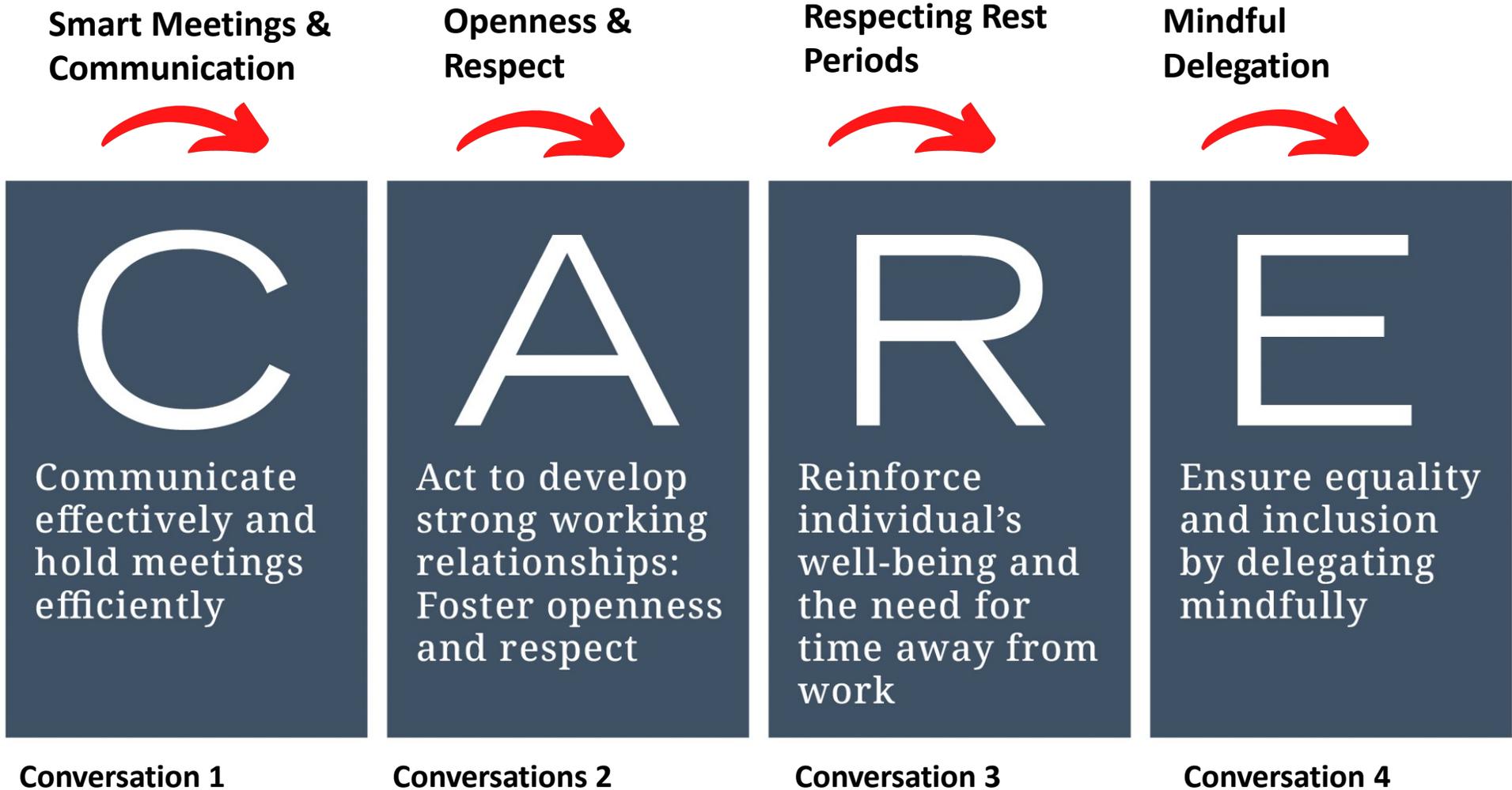
Kathleen O'Connor, Producer

Let's go to your Learning Quest Site

1. Find and download the Toolkit
2. Find useful templates to start using TODAY
3. Find additional resources like articles



Program Design: We Applied Blakes Mindset Principles to Actionable Steps



Take Advantage of the 4 Program Resources

Weekly peer-to-peer topical discussion calls

A weekly survey to “take the pulse” of Blakes leaders and their thoughts about leading in a hybrid environment

A weekly challenge to help you apply tools

A learning quest site for grab and go tools and resources

Then we Created Learning Themes for Each Session

Conversation 1

Leading Effective Communication and Efficient Meetings

Conversation 2

Connecting and Collaborating Effectively in the Hybrid Environment

Conversation 3

Building Performance Capabilities in the Hybrid Environment

Conversation 4

Delegating Effectively

Conversation 1

Leading Effective Communication and Efficient Meetings:

What are the Challenges of Leading in our Hybrid Environment?

Agenda

- ✓ Ice Breaker!
- ✓ How are you doing on a 1-10?
- ✓ The Value of Peer Support
- ✓ One-minute introductions
- ✓ Research on leading in hybrid times
- ✓ What Blakes leaders are saying about leading right now
- ✓ Communication tips
- ✓ The Meeting Decision-Maker
- ✓ Tips for better hybrid meetings
- ✓ Next steps: this week's challenge
- ✓ Take-away's from today



ACTIVITY

Icebreaker

Watch this “hybrid” meeting! Can you relate to this?

Blakes

FOIL ARMS
& HOG



Discussion

How ready are your people for returning to work in the hybrid environment?

Bridges Transition Model

William Bridges Transition Model

Ending, losing, and letting go

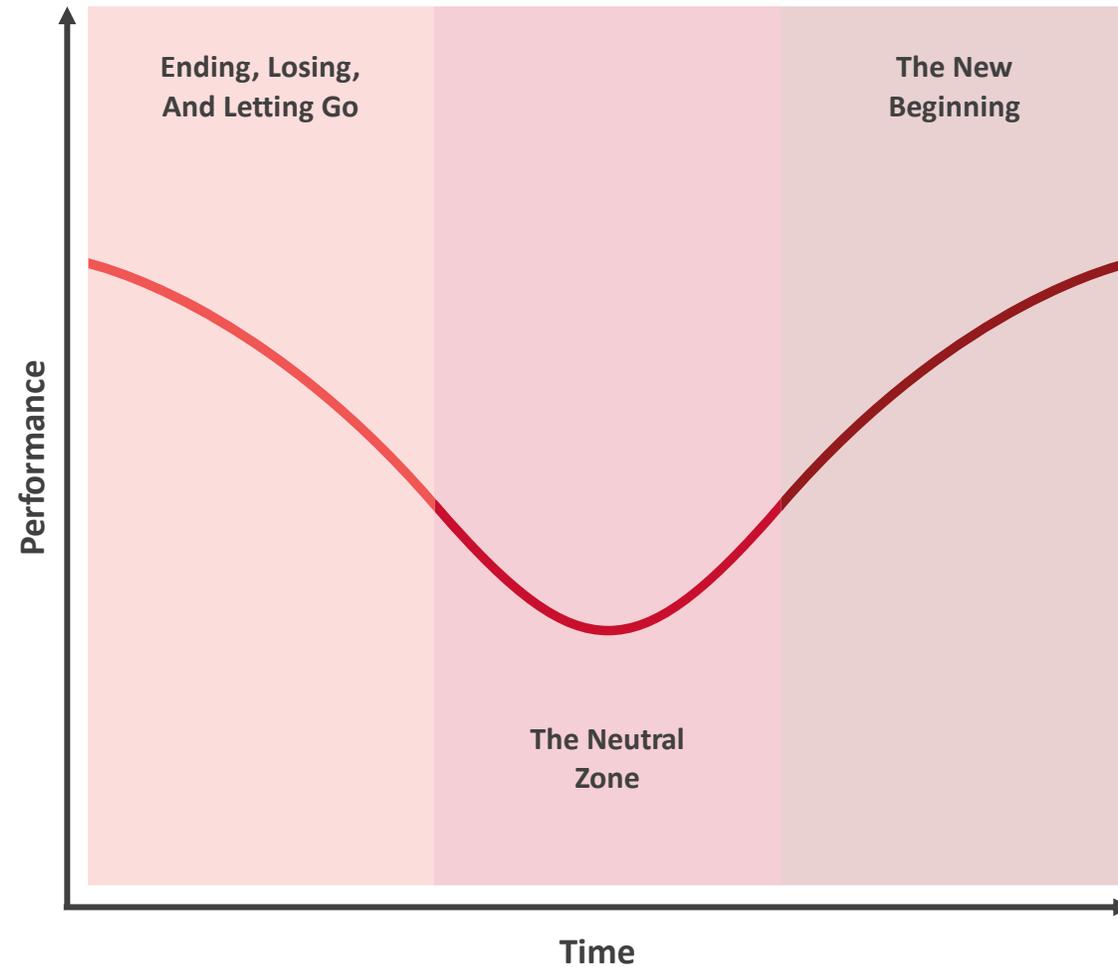
Is exactly what you'd expect. It's all about guiding people through the emotions associated with the change and communicating how their skills and knowledge will transfer to the new activities.

The neutral zone

The neutral zone is the bridge between the old and the new. It is likely to be the time when productivity is at its lowest and your employees most tempted to give up and revert.

The new beginning

The new beginning is when the changes have been accepted and energy is high. Here the main aim is to reinforce the changes, keep objectives clear, and to keep up the pace while you can.



Agenda Update

Ice Breaker

How are YOU doing on a 1-10?

The value of peer mentoring and support

One-minute introductions

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Next steps: this week's challenge

Take-away's from Today

Review

It can be frustrating being a leader in the hybrid environment!
Let's explore how you are doing...

Blakes

Take the Poll!

Think about a 1-10 scale (10 high)

How are you doing as a leader on a 1-10 with leading in the hybrid environment?

- What do our scores say?
- Close your scores when you are done at the bottom of the table.

The Magic Question

What would it take to get closer to a 10?



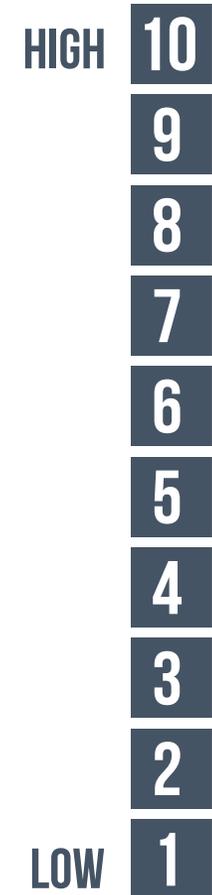
The 1-10 Check-in Tool for Improving Hybrid Communication



Tool Alert! The 1-10 Check-In:
This is a tool in your toolkit

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

1. To assess how someone is doing or feeling
2. As a way of checking on progress
3. To check in to ensure clarity or commitment levels on tasks or projects



Agenda

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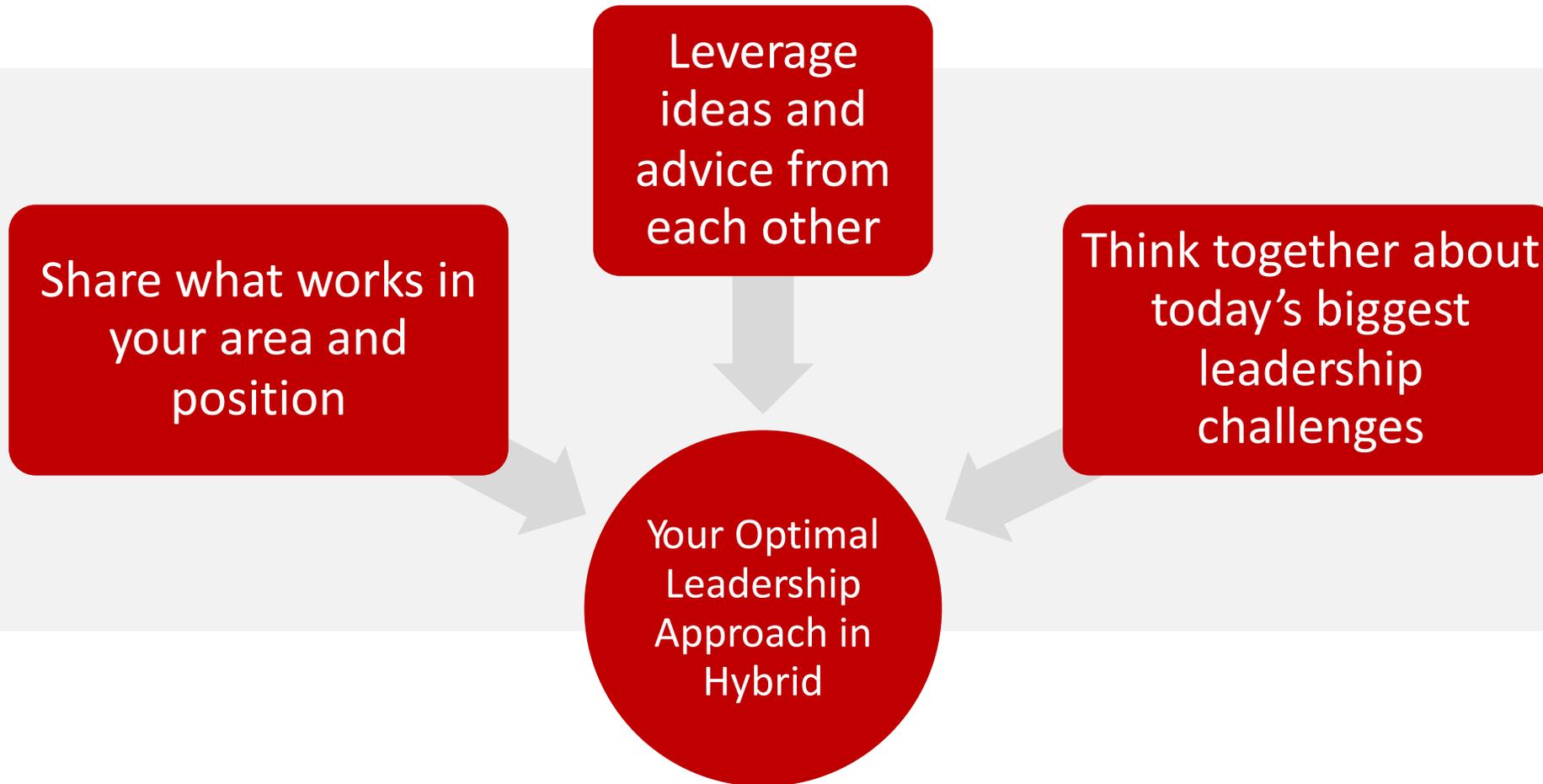
the Meeting Decision Maker

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Next steps: this week's challenge

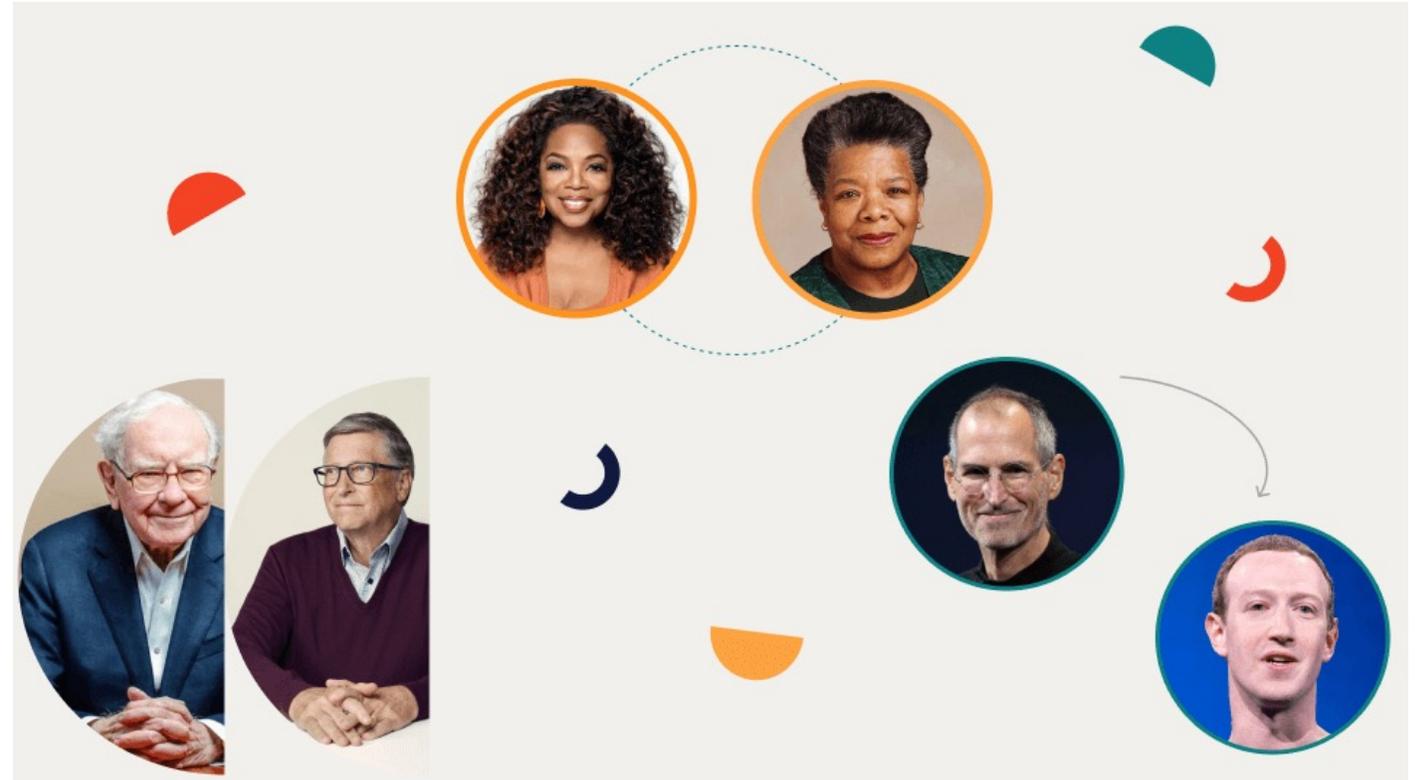
Take-away's from Today

The Value of Peer Teams In Hybrid Times



Famous Peer Mentors and their Characteristics

- ✓ In the industry for many years.
- ✓ Provides direction, advice, and resources.
- ✓ Offers new challenges and help mentees develop problem-solving skills.
- ✓ Ensure support, perspective, and encouragement.



How to be an Effective Peer Mentor

Tool Alert!
This is a tool in your toolkit



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

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Take-away's from Today

One-Minute Introductions

Tool Alert!
This is a tool in your toolkit



1. Your name, role, and how long you have been at Blakes.
2. What is a strength others on this team can tap you for?

Agenda Update

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Take-away's from Today

Let's find out about Current Research: Leading in Hybrid Times

From Gartner

82%

of company leaders worldwide intend to allow at least a few days of remote work per week.

From McKinsey: Building an

inclusive organization

results in **47%** of employees staying with the organization.

From McKinsey

People quit during our hybrid times because they:

- > are not feeling valued
(or not feeling like the work they are doing is valued).
- > lack a sense of belonging.

Further, this results in a

90%

likelihood of employees going out of their way to help colleagues if they felt their organization was inclusive.

Current Research: Communication in Hybrid Times

1. A major communication obstacle is leader bias that can arise between focusing more on in-office over remote staff.
2. Oftentimes, those working remotely feel as if they're missing out on whatever is going on in the office — both on a professional and social level. This can have detrimental effects on employees' self-worth, decreasing their performance and focus on work.
3. With the expansion of hybrid work, access to information has changed significantly and more than half of employees said that getting important information from colleagues or superiors was very difficult, sometimes even impossible.

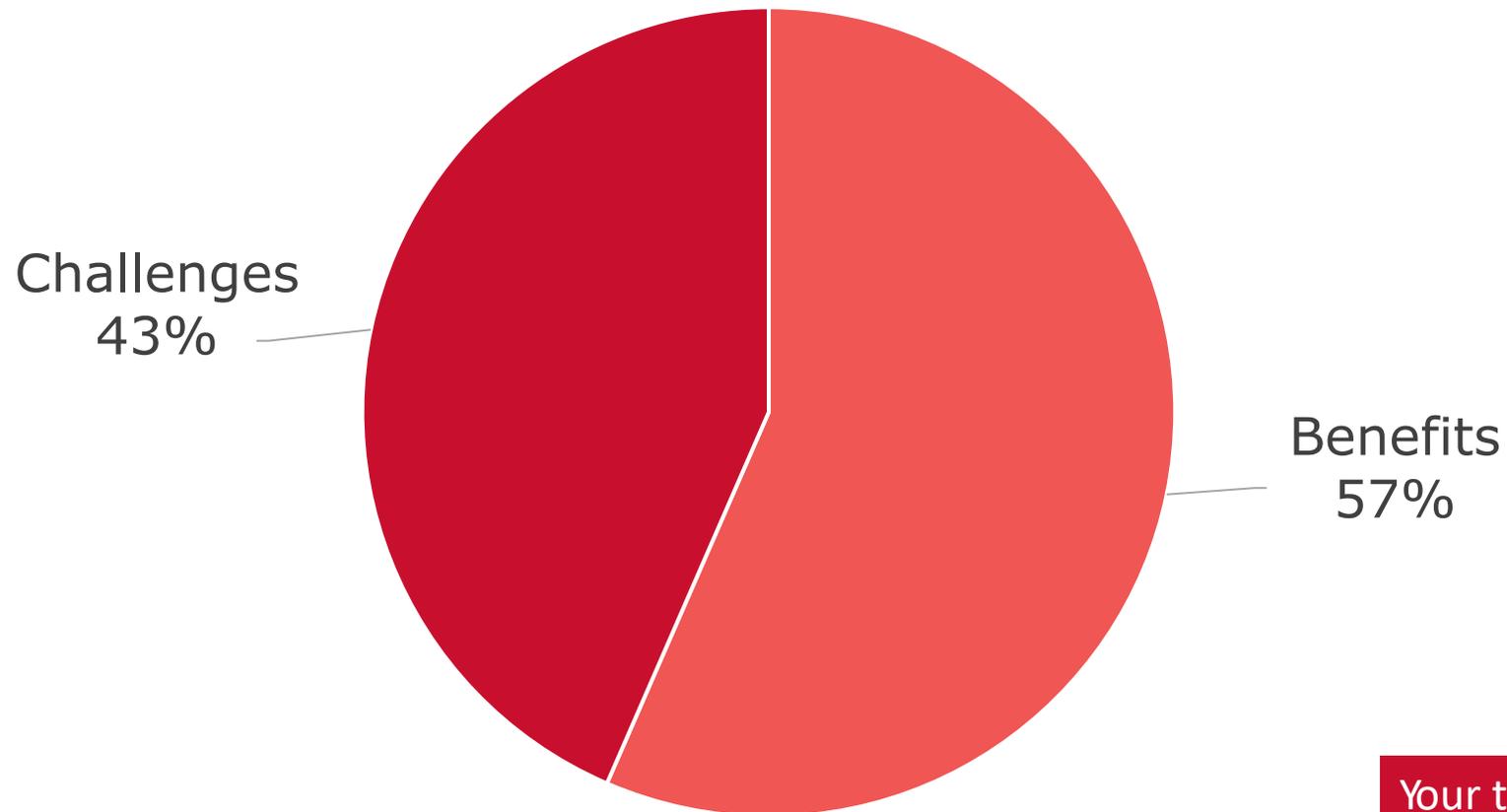
Panopto.com

Your thoughts?

What Blakes Leaders are Saying...

Survey Results: .

1. Does the current hybrid environment pose more benefits or challenges for you as a leader?



Your thoughts?

2. What are some benefits you have experienced?

**Increased Productivity
(less distractions)**

**More time working and
less time travelling.
More focused working
environment**

**Developed stronger
relationships – you see
the human/personal
side of people**

**Drawing on national
resources, and the
ability to work across
offices**

Your thoughts?

3. What are your biggest challenges while leading in our hybrid environment?

Creating connection to people I do not work with on a daily basis

Lower team bonding because everyone is not available to sit in that same room and have those in-person group team bonding sessions

Working in a hybrid environment makes it more difficult to observe behaviour, ask questions to ensure all are well

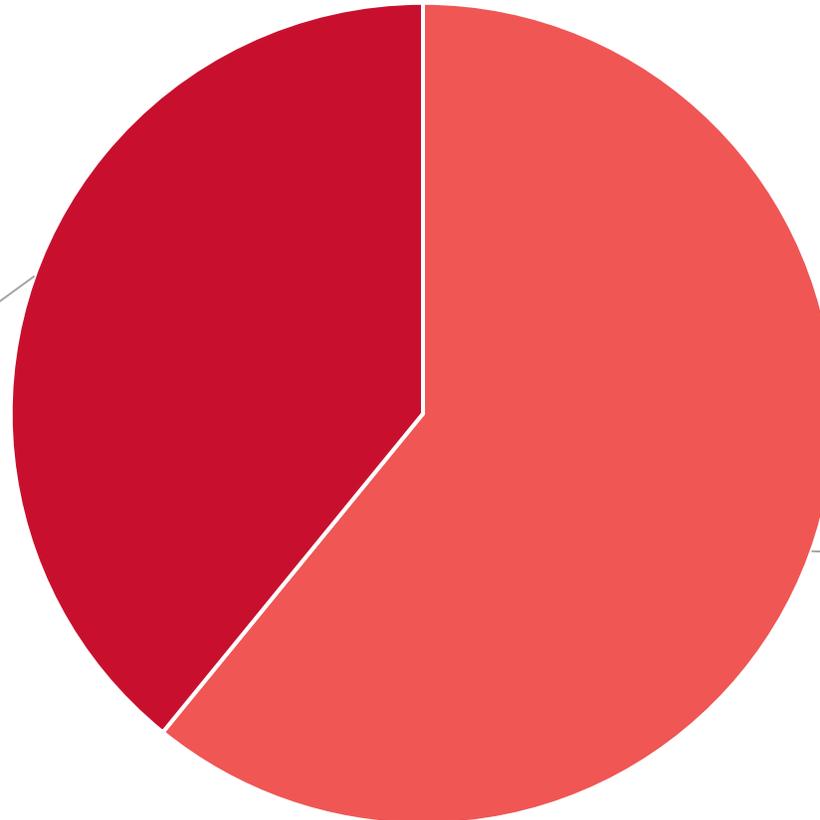
How to get individuals to be more productive, be on schedule/online at the scheduled time when not in the office

Your thoughts?

Survey Results:

How are you adjusting to the hybrid work environment?

Fully committed and clear on leading in a hybrid environment. I have my hybrid leadership approach down 39%



Moving forward but feeling somewhat uncertain and somewhat apprehensive 61%

Your thoughts?

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Take-away's from Today

5 Communication Tips for Hybrid Times

1. Know how your people want to receive communication.
2. Be aware of proximity bias.
3. Hold meetings with discretion.
4. Place information where people can find it outside of meetings.
5. Check-in regularly with each person.

Your thoughts?

The image features a dark blue background. At the top, there are several light blue speech bubbles of various sizes and orientations. Below them, a row of eight dark blue silhouettes depicts a group of people sitting around a long table, engaged in a meeting. Some individuals have laptops open in front of them. The overall aesthetic is professional and modern.

Hold Better Meetings

Blakes

Meeting Decision Maker

Tool Alert!
This is a tool in your toolkit



Meeting Type

Use when...

In-person meeting

If you need to bring the team together - develop an enriched agenda that ensures a balance of people and task time.

Fully remote meeting

If you have a fully remote team (or more people will be attending remotely) then in-person.

Hybrid meeting

A meeting where some participants are co-located, and some are remote. See our Tip Sheet for Better Hybrid Meetings.

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.

Additional tips...

Send an agenda with any pre-meeting action items well in advance of the meeting.

Send an agenda with any pre-meeting action items well in advance of the meeting.

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.

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.

Improve it by...

Add some off-time activities or a team building event to build open communication, trust and collaboration.

Place links and additional information in chat

Be aware of proximity bias: the tendency to pay more attention to those in the room.

Balance the use of both approaches.

Meeting Decision Maker

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.

Huddle rules:

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
4. Use a parking lot to table important issues to address after the meeting

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. m

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? If not, no meeting!

Discussion:

Do you have any hybrid meeting tips?

Blakes

Agenda

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Tool Alert!
This is a tool in your toolkit



Keep camera's on

Use Chat

Embrace silence

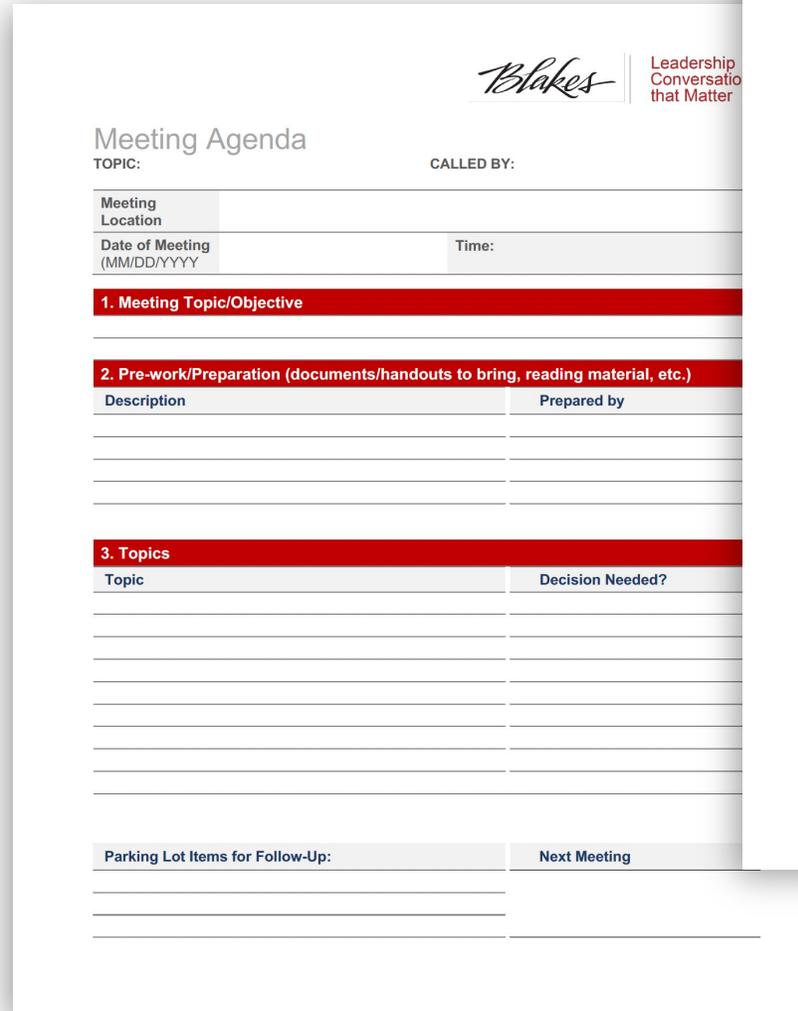
Treat those online as if they were in the room

Equalize the environment

Use the right technology

Find Two Hybrid Meeting Resources in the Learning Quest Site

1. The editable meeting agenda template
2. The editable huddle meeting template



Blakes | Leadership Conversations that Matter

Meeting Agenda

TOPIC: _____ CALLED BY: _____

Meeting Location	_____
Date of Meeting (MM/DD/YYYY)	Time: _____

1. Meeting Topic/Objective

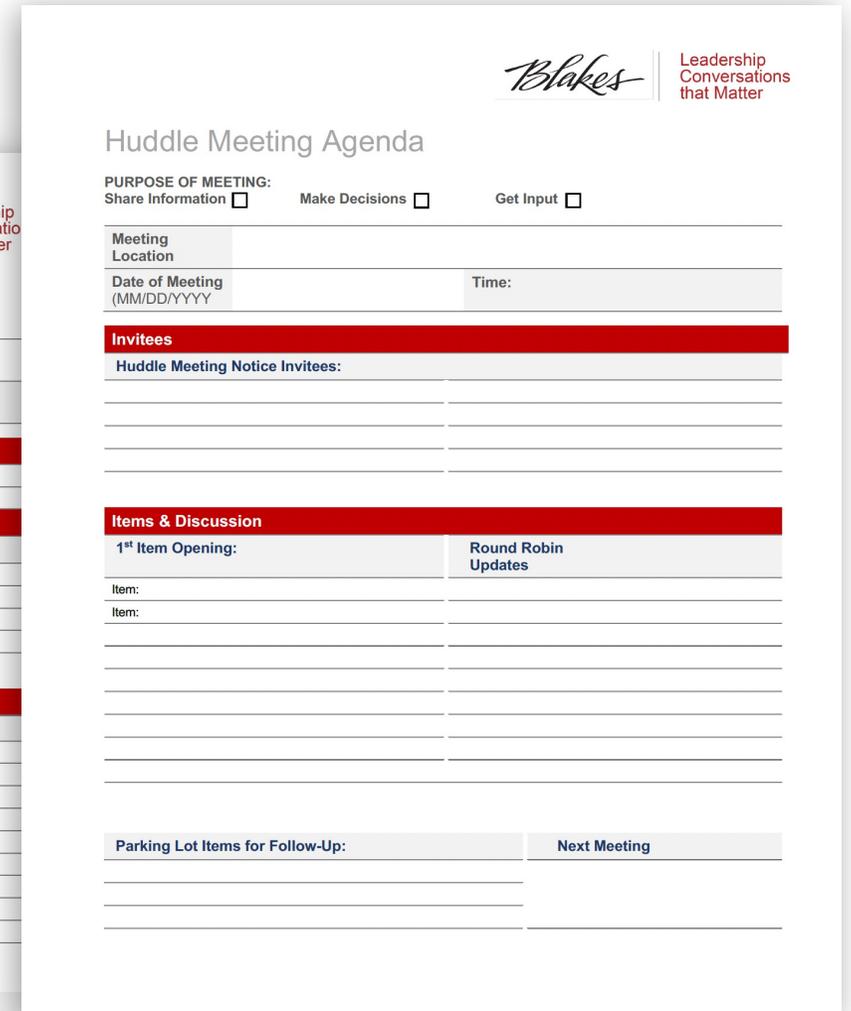
2. Pre-work/Preparation (documents/handouts to bring, reading material, etc.)

Description	Prepared by
_____	_____
_____	_____
_____	_____

3. Topics

Topic	Decision Needed?
_____	_____
_____	_____
_____	_____
_____	_____

Parking Lot Items for Follow-Up:	Next Meeting
_____	_____
_____	_____



Blakes | Leadership Conversations that Matter

Huddle Meeting Agenda

PURPOSE OF MEETING:
Share Information Make Decisions Get Input

Meeting Location	_____
Date of Meeting (MM/DD/YYYY)	Time: _____

Invitees

Huddle Meeting Notice Invitees:

Items & Discussion

1st Item Opening:	Round Robin Updates
Item: _____	_____
Item: _____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Parking Lot Items for Follow-Up:	Next Meeting
_____	_____
_____	_____

Agenda

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Take-away's from Today

Next steps: this week's challenge



Use the 1-10 Check-in from today's session and be prepared to tell us in 60 seconds or less how it went!

Take the second survey!

Action Plan:

Make Your Hybrid Communications Strategy – Last Page of your Toolkit

How will you improve communication and meetings going forward?



Communicate

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

Agenda

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Take-away's from Today

Go to [menti.com](https://www.menti.com) and enter the code 8126 3098

Instructions

Blakes

Go to

www.menti.com

Enter the code

8126 3098



Or use QR code

What are your Key Take-away's from Today?

Q&A Session

Blakes