

Blakes

Leadership
Conversations
that Matter



Conversation 2 Toolkit: Connecting and Collaborating in a Hybrid Environment

How can we strengthen our
working relationships and foster openness
and respect?



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TOOLS FOR CONVERSATION 2

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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



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?

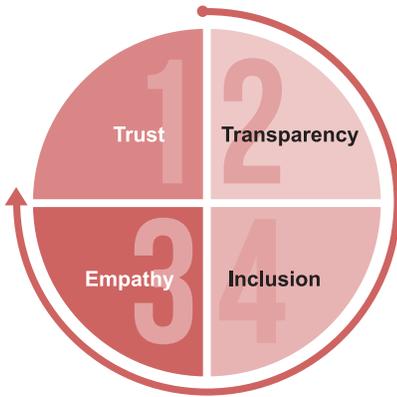
Conversation 3:

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?

AUTHENTIC HYBRID LEADER TIPSHEET



1. Enable Trust

- ✓ *Hybrid work relies on a trust-based model.*
- ✓ Employees must trust their peers and teammates to meet goals and targets regardless of their location and work hours.
- ✓ Managers must trust subordinates and subordinates must trust their supervisors to support their well-being.

2. Practice Transparency

- ✓ *Transparency allows trust to flourish.*
- ✓ Transparent policies, workflow expectations and clear decision-making rights reduces anxiety.
- ✓ One major cause of burnout is lack of clear expectation and accountabilities for followers. Clarity is critical.

3. Use Empathy

- ✓ *Most organizations value empathy, and its value has grown in recent years.* Emotional intelligence is now considered to be a core skill.
- ✓ Being empathetic in the hybrid environment allows manager to understand the unique challenges that each employee faces.
- ✓ This results in greater sensitivity to others, and the ability to connect and form emotionally safe work environments.

4. Act Inclusively

- ✓ *Equitable employers outpace competitors by respecting the unique needs of each employee.*
- ✓ This results in higher trust and commitment levels by employees.
- ✓ Inclusive managers work to accommodate employees with diverse needs as they navigate office and work-from-home schedules.

Created by Dr. Susan Cain

FIST TO FIVE MODEL

The Fist to Five is a technique for quickly getting feedback or gauging consensus during a meeting. The leader makes a statement, then asks everyone to show their level of agreement with

the statement by holding up a number of fingers, from 5 for wild enthusiasm down to a clenched fist for vehement opposition.



Lack of Consensus

Consensus

No way! I'll block this.

I see MAJOR issues we need to resolve.

I see MINOR issues we need to resolve now.

I see MINOR issues we can resolve later.

I am fine with this as it is.

I love this! I will champion it!

“Be yourself. Figure out what you are good at. Hire only good people who care. Treat people the way you want to be treated. Focus on one or two critical objectives. Ask your coworkers how to get there. Listen well. Call the play. Get out of their way. Cheer them on. Count the gains. Start right now.”

Author and Educator, Warren Bennis

JOURNALING PAGE

“Remote work is this incredible invitation to really get good at building inclusive cultures.”

Shane Metcalfe, 15Five

ACTION PLAN

A

Act to develop
strong working
relationships:
Foster openness
and respect

Act

How can you strengthen your working relationships and foster openness and respect?