# Hybrid & Remote Team Working

*In this 5 minute video, **Jacqueline Williams** gives three  on how to key areas to focus on, to help  your hybrid or remote team work effectively. There are no quick answers to hybrid and remote. It will become the normal way of working for many people, so it's worth spending a little time on getting it right.*

## Participation & bonding

It's relatively easy with face-to-face teams. We can read the body language. With Zoom, Teams and other platforms, it is harder. We don't see people so easily or we only see what they want us to see.

<p style="text-align:center;color:magenta;">So what happens when you have some people face-to-face and some online?</p>

Use this as an opportunity to thrash out how to do it well and how to help the team bond. You all want to work better together and do real team work, in a hybrid environment. The manager doesn't have to have all the answers – the team can develop an approach together.

## Accountability & Feedback

Holding people to account has both positive and negative outcomes. Accountability is also about giving praise and celebrating success.

Feedback needs to be done. The good feedback is easy to do, but the more difficult, the more challenging feedback; this is harder when we do this with a hybrid team.

How do we do it with members of the team in person and how do we do it with team members who are working remotely?

These are questions you need to answer for your own team. The team can be part of this discussion too.

## Trust & Effectiveness

? How do we build trust so that a hybrid team gets to the norming stage as defined by Tuckman?
? How do we get to know each other well, when it is a hybrid team?
? How do we become familiar with each other, getting to know who is more jokey who is more serious?

These things are easier to learn about each other when you work together face-to-face. It's critical to be aware of these issues. Sit down with the team be open and honest with them.  "These are the issues I'd like us to consider, what are the other things we need to consider? Let's try out solutions as a team."



**Jacqueline Williams** MSc, FCMA, LLB is **CLS'** programme director for UNICEF's ASPIRE; a personal and professional development programme for global managers.

"My focus is on developing people rather than training them. It is very practical learning and it should be. Developing practical leadership skills and having confidence in your approach is essential to being a good leader, in the boardroom, remotely, at any level and every environment."

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