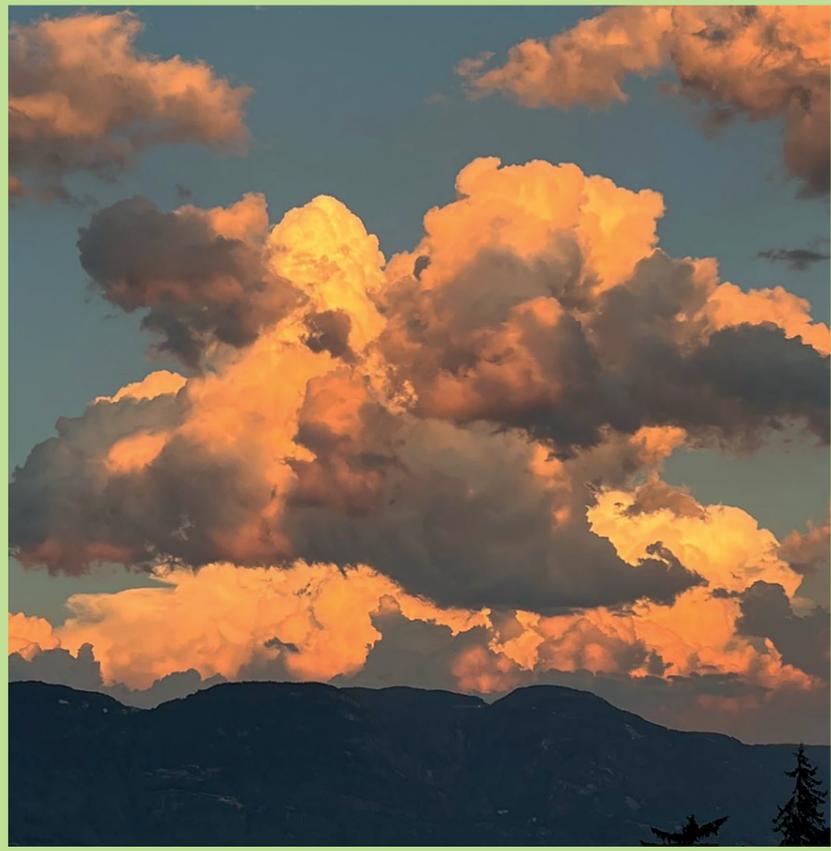


After a long „dry spell“ during the Corona period, our first ARGO workshop could take place! For this we chose the Hotel Baumschlagerberg in Vorderstoder out of dear tradition. We enjoyed it, we enjoyed our togetherness, we made a decisive working step in our topics – and yes, the dry spell was also ended in the evening!



The winner of our internal vacation photo challenge has been determined: The photo with the title „Seized“ by Dieter Bernold has won! „Letting go and relaxation begins in moments when you become aware of the power of nature!“ that is how he describes his picture



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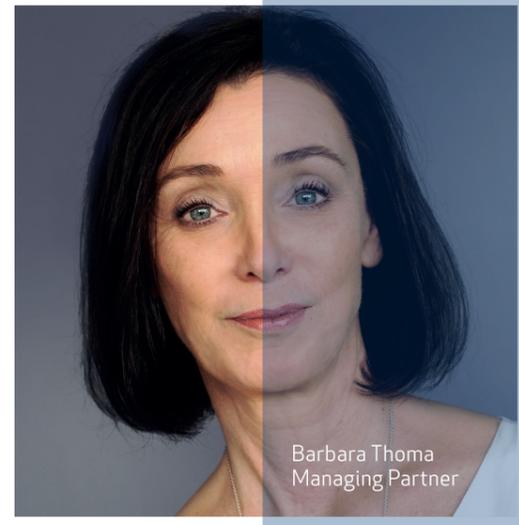
The ARGOnauts are looking forward to an exciting fall and winter well rested!

I look forward to your feedback!

*Barbara Thoma*



Barbara Thoma  
Managing Partner



Barbara Thoma  
Managing Partner

## Hybrid Leadership – Old Wine in New Bottles?

In our last newsletter, we started a series to look at the post-Corona reality of leadership. A lot is being written about this at the moment - and some of it really does sound like buzzwords that have been familiar for years.

**So is it unnecessary to deal with it?**

If you ask me: No.

The reason is simple: Hybrid teams are simply teams, with the same basic needs and mechanisms as any team - but they no longer automatically work in the same place. Trust, fairness, feedback, appreciation, information, structure, purpose - all of these are just as fundamental in hybrid teams as they always have been in teams, with one crucial addition:

**It's far harder to pay attention and recognize when things are going wrong!**

For you as a leader, this means that everything you have already done well and correctly is still needed - but more consciously, more purposefully and more frequently. And yes, all the failures that you have encountered so far had a much greater chance of being noticed and addressed in time in everyday life as it will be the case from now on! „Overcommunication“ as a mantra in hybrid leadership has its justification in this sense.

So, in this and the next issues, let us highlight the points that continue to be important and increasingly so, as well as those that are truly new additions.

### Psychological safety

**The foundation that supports or devalues the impact of any other leadership intervention lies in the concept of Psychological Safety.**

Amy Edmondson, a professor at Harvard Business School, described this concept this way: „Psychological safety is the perception of individuals that they are safe from the consequences of interpersonal risk on their team.“



**What may sound pale in definition, we all feel:**

- The new guy on the team who is overwhelmed with a task and wonders if he'll embarrass himself by asking questions.
- The engineer who has concerns about a design, and ponders whether to raise them in front of his supervisor.
- The nurse who sees a surprisingly high dosage prescribed but knows the attending physician is off duty.
- The young colleague who has a brilliant idea in a muddled situation, but isn't sure her perspective isn't just off the mark.

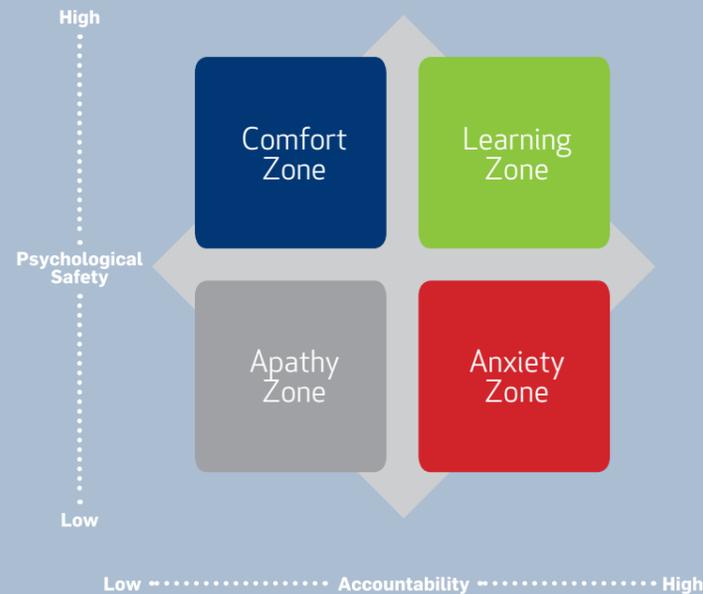
How will they react? **How would you react in their place?**

The answer lies in the level of psychological safety they feel in their environment:

It's what makes it possible to feel like they belong, **to try new things** and learn, to ask for help, to admit or point out a **mistake**, to ask seemingly stupid **questions**, or to question or **criticize** someone on the team or a project. In short, everything a team needs to operate successfully in the long term.

But if something is misjudged, ill-considered or a mistake is made – should this no longer be addressed just so that no one feels „insecure“?

On the contrary: Psychological safety and responsibility belong inseparably together in order to ensure innovation and agility in a climate of healthy error culture and the ability to deal with conflict:



In an environment that is uncertain and interconnected – **our VUCA world** – psychological safety is not the goal – the goal remains the pursuit of excellence – but it is the foundation that allows this pursuit to actually lead to excellent results – **whether in hybrid teams or in face-to-face teams.**

So what to do to foster this quality in a team?  
ARGO has designed impulse packages „**Impulse Psychological Safety**“ for this purpose, in which you learn appropriate interventions as a manager, but also get to know how to challenge your team and individual employees in this and ensure appropriate organizational framework conditions.

**Learn more about this current offer at [office@argo.at](mailto:office@argo.at)!**

Let me offer 4 important aspects for immediate help:

- Frame the challenge in work processes as **a matter of learning, not execution:** In an interconnected, uncertain, ambiguous, complex VUCA world, most work processes must be met with alert thinking and flexible approaches, not automatic, unquestioned reproduction.
- Become **a role model of curiosity** and open-mindedness, ask questions even where it is not about control but about interest. Make it clear that you are in the learning zone yourself!
- Show that you think it is possible to **make mistakes:** Ask „Did I forget something?“ as a matter of course. Respond in an authentically positive way when something is pointed out in response, even if the content is unjustified – the courage of pointing it out alone deserves the appreciation!
- Emphasize that **accountability and commitment go both ways:** make it clear to your teams what you expect of them and that you hold them accountable for their work: the goal is excellent results! **Link this explicitly** with the expectation that **your employees** will also **hold you accountable** if promises on your part are not kept or mistakes happen. In such a case, react as you would expect your employees to react!

And don't forget:  
Psychological safety is needed by all teams, but in hybrid teams the change to another zone can happen easier and unnoticed.

So in this case: Good old wine in the fragile vessel of hybrid cooperation!

Source:  
Amy C. Edmondson: The Fearless Organization:  
Creating Psychological Safety in the Workplace  
for Learning, Innovation, and Growth; 2018

aboard



From September we welcome a new member on board ARGO: **Sabrina Benkö** will support our office as an intern. With this form of cooperation, which is unusual for us, we would like to support her in realizing her desire to enter a completely new field of work.



Congratulations to **Manuel Hunold** and **Arthur Gucci** for passing the SIZE certification!

