

Hybrid Leadership – The New Reality

Due to Corona, many employees were required to work in home office. For some, it was a challenge, for others, added value in terms of flexibility and productivity at work.

The longer the pandemic lasted, the more it became increasingly clear that there would be no return to the old reality, but rather a departure into a new one.

The advantages and disadvantages of this new world of work are now becoming clear. More and more employees are returning to the office, but not all of them, and not completely: Some stay in home office, others come back to the office for one, two or three days per week, and teams hardly meet in person anymore.

This leads to new challenges.

Hybrid Leadership means keeping the team together

Before Corona, the employees met every day. They didn't just work together; they spent breaks together, talked about the weekend, and met in the corridors, in the coffee kitchen or at lunch.

Some went out for a drink after work. Things were not always harmonious; there were conflicts and friction. Nevertheless, a feeling of togetherness developed automatically.

Then came isolation with Corona. Contact was limited to digital and purely virtual collaboration. Employees got used to it but, at the same time, missed personal contact. Many now long to return and see each other again while others want to go back to home office, where they can have peace and quiet. Companies that now pay particular attention to ensuring that these interpersonal aspects are not neglected, even in hybrid form, will find it easier to integrate their employees into an effective and efficient team.

Creativity is required here: Everything that a team has experienced as valuable when in presence needs to be translated into the virtual world. This includes the awareness of personal feelings, apart from the simple exchange of pleasantries, making successes visible, as well as the preventing and managing of conflicts. The organization of regular social face-to-face meetings are helpful support measures to strengthen the team structure. "We-competence" will become the decisive factor.



Bernhard Gattermeyer
Principal Partner



Manuel Hunold
Trainer & Coach



Hybrid leadership means securing communication and information flows

Even before the pandemic, it was difficult enough to ensure that all employees were kept up to date. Sick leave, holidays or projects abroad have always caused information gaps. However, if some of the employees are also in home office and the at-office team is made up differently every day, communication and information flow become even more challenging.

There is a lot of complexity here. Employees who are in the office will choose to communicate directly, in person, meaning employees in home office will be left out. Here, managers can establish new information and communication channels, preferably together with employees. Appropriate communication rules need to be implemented in good time, before misunderstandings arise, to avoid communication obstacles in the individual team. A clear allocation of which information is to be communicated by which medium will structure the flow of information. Hybrid meetings require practice and tighter management, but these will then add to efficiency.

Hybrid leadership also means recognizing and managing tensions

Not having all employees in the office at the same time means additional work for many managers. They must provide information, involve absent employees and facilitate contact between the team. At the same time, managers must keep an eye on who is doing well in the hybrid world and who would be better off in the office permanently. And then there are those employees who use home office as a way to avoid visibility into their activities. Even the suspicion that this is happening can easily disrupt the feeling of fairness in the team. Open discussions are needed here in order to monitor personal sensitivities and feelings. For these discussions, face-to-face meetings are definitely preferable. If this is not possible, then these one-to-one conversations must use the camera, since a lot of information is conveyed via body signals.

Hybrid leadership shows the cohesion of the team

Whether or not the leader has managed to form a team becomes very clear in the hybrid world. The employees must also ensure that everyone is informed and has the same level of knowledge. And in this instance, the different personalities and ways of working will become clearly evident. Targeted support and intervention according to individual needs, without continuous insight and overview, is the supreme task of good leaders. This requires empathy, constructive discussions, experimentation and consistent attentiveness.

With all these challenges - from strengthening the WE feeling to defining information flows and communication rules to recognizing individual work style preferences - a clear start signal can help in this new reality. A "re-boarding" of the team, to process these last demanding years, and/or team building actions can help here to create and give the necessary head start.

As a leader, it's now more than ever: work on the team instead of working in the team!

facts

ARGO believes in talent:

In 2022 we will again support the young Klosterneuburg Broncos American football team in their goal of establishing themselves well within the division.

And who knows: at some point, promotion to the next division!



Ronald Thoma Principal Partner with
Team Manager Tom Mayr, www.broncos.at

ARGO facilitates learning:

ARGO facilitates learning: As part of our cooperation with the „We Find Group“ & „The Global Internship“, 4 American students from Ohio State University were on board at ARGO.

In addition to many personally exciting discussions, they brought in ideas from their external perspective to make internal communication on board ARGO more effective.



aboard



We are happy to welcome new ARGOonauts on board:

Manuel Hunold is now supporting us as a trainer & coach, and

Arthur Gucci is now supporting our work as a project manager.

And our new office member,

Tamara Csengel ensures smooth processing.

Corona has severely limited celebrations in all of our (working) lives, so we ARGOnauts are taking actions against this!

The ARGO management has once again this year created an **ARGO Cuvée** from wines from the 2020 vintage.

The winner of the blind tasting this time was **Dieter Bernold's** Cuvée!

We will cuvée our anniversary vintage 2021 next year, and if the pandemic allows us, there will be a vintage tasting of all Cuvées since 1996 on the roof of ARGO in 2023!



After a long time, an (almost) complete round of ARGOnauts at the end of our partner meeting. One thing is clear: We are looking forward to our planned team workshop in summer. True to our claim, **„We live what we teach!“**, we have a lot of catching up to do together!

And one thing is for sure: There will be plenty of celebrations there, too. Read more in our autumn newsletter!

Outlook:

We work for great customers on exciting projects - we want to share that with you! So we will start two initiatives in autumn:

„Projects“: You will find a few selected, successfully-running customer projects on our website and in social media. There will be a short description of the project, along with an inspiring photo of the working world of our customers and a link to their website.

„Welcome“: We will welcome new customers and new projects (without additional details) on the homepage of our website - with a link to the customer's website.

The Advantage: You as a reader will be inspired, we can present our field of work in practice, and our customers can demonstrate their commitment in terms of employer branding!

Join us! I look forward to your feedback!



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