



# HR Conference

Elevating the Employee Experience

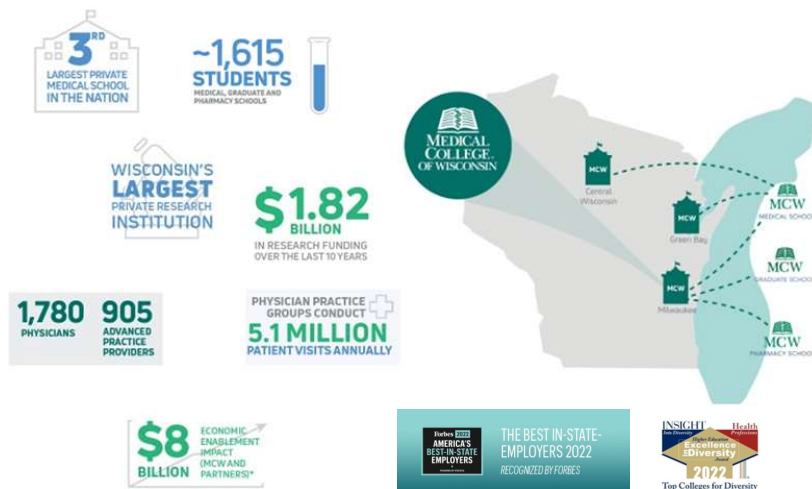
## Session 4B: Managing a Hybrid Workforce



Presented by:  
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## Medical College of Wisconsin



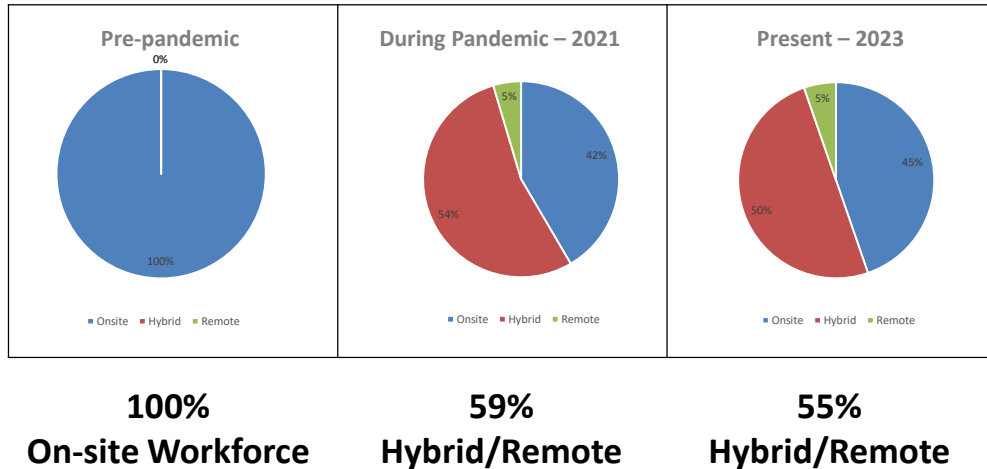
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## MCW: Workforce Talent Plan Journey



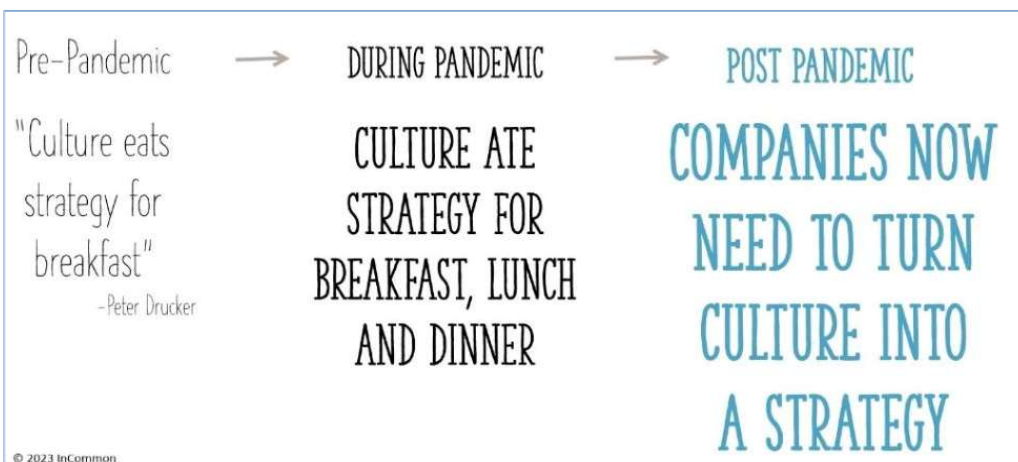
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## Culture Is Strategy



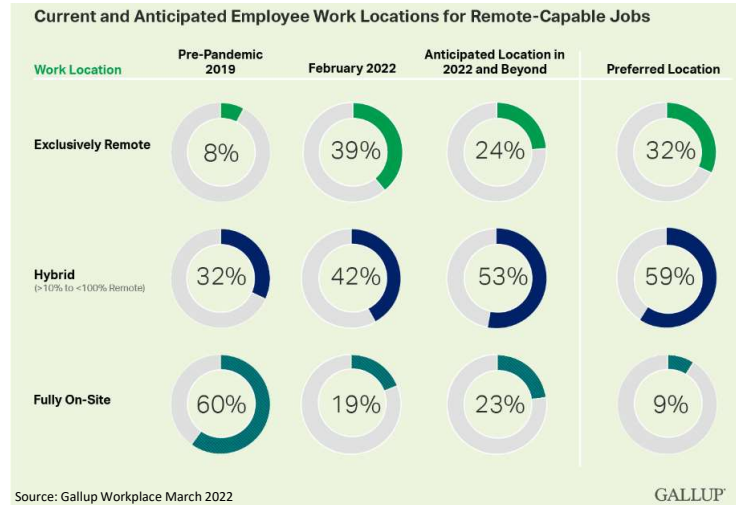
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# Evolution of Hybrid Work



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## What is your organization's adoption of hybrid work?

Everyone in our workforce has an option for hybrid/remote work

Some in our workforce has an option for hybrid/remote work

No one in our workforce has an option for hybrid/remote work

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## NEW Workforce: Guiding Principles

- We will value our employees for the talent, energy and commitment they bring to their work—wherever they do it—and fully embrace remote work to the extent possible.
- Strive to be an employer of choice in our region.
- Embrace new work practices.
- Optimize remote work for the long-term.
- Foster a positive employee experience by providing autonomy and promoting a culture of flexibility and trust.

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## MCW Employee Survey: Strengths



### Technology

90% strongly agree/agree they have the technology to do their job  
6% do not feel supported in terms of technology



### Productivity

85% strongly agree/agree they are just as productive working virtually  
8% do not feel as productive



### Connectivity

My Team: 75% strongly agree/agree they feel connected  
Colleagues: 81% strongly agree/agree they feel connected  
My Leader: 85% strongly agree/agree they feel connected



### Prowess

90% strongly agree/agree they are becoming more adept at working virtually  
4% do not feel they are becoming more adept

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## MCW Employee Survey: Opportunities



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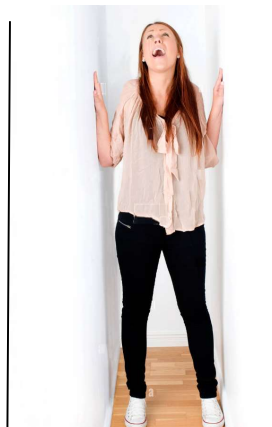


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## Managers Stuck in the Middle

### **ORGANIZATIONS**

Shifted to remote/hybrid work as a core part of their strategy with new policies and expectations to support



### **MANAGERS**

Overnight change to manage remote/hybrid teams; required to explain and implement new policies

### **EMPLOYEES**

Hybrid/Remote employees have higher engagement and job satisfaction

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## What resources are available to managers in your organization to help them lead hybrid teams?

We offer training for managers to lead teams

We offer resources and tools to managers to lead team

Both A and B

None of the above

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## Managers Need to Lead Differently

- Organizations with increased productivity during the pandemic have trained (or are planning to train) their employees to lead differently.

Question: How has productivity changed in the remote workplace compared with pre-covid-19?

Productivity Change	Percentage
We do not expect people to manage their teams differently	2
No formal definition; managers or team leads determine what they need to do	14
Established a clear point of view on how managers or team leads should lead their teams differently but have yet to train people	27
Established a point of view on how managers or team leads should lead their teams differently and have fully trained people	57

Organizations who have seen an increase in productivity during the pandemic

Source: McKinsey & Company Executive Survey, 2021

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## NEW: Managing a Hybrid Workforce Training

- Required for all frontline leaders.
- Incorporated into annual goals and incentives.
- Addressed people, technology and space optimization.
- People training components—key traits of effective hybrid managers:
  - Be open to change
  - Build trust
  - Provide autonomy and flexibility
  - Foster team connections
  - Accountability

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## Manager Training: OPEN TO CHANGE

- Managers must stay open to change.
- Fight the urge to return to the status quo.
- Avoid functional fixedness.
- Work through the discomfort of change.

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## Manager Training: BUILD TRUST

- Managers must trust employees who are not face-to-face.
- Resist traditional views on productivity.
- Use multiple methods of communication.
- Be inclusive.
- Share openly.
- Assume good intentions.

**85%**

of leaders say the shift to hybrid work has made it challenging to have confidence that employees are being productive.

Source: Microsoft Survey 2022

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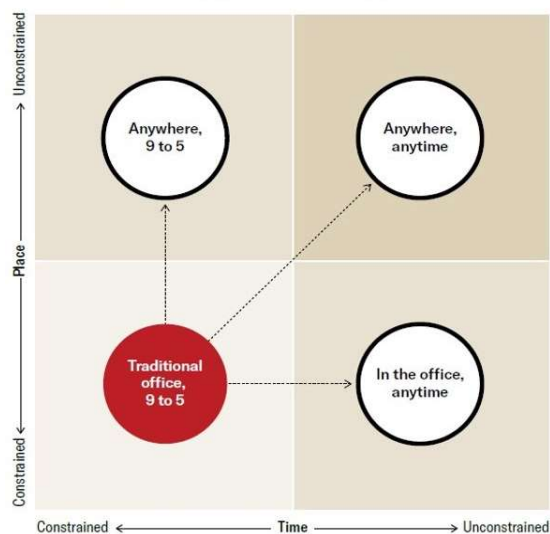
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## Manager Training: FLEXIBILITY & AUTONOMY

- To the extent possible, allow employees to be the primary decision-maker of where and when they do their work.
- Establish principles, not policies.



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## Manager Training: FOSTER CONNECTIONS

- Intentionally cultivate cross-functional connections.
- In-person events.
- In-person professional development.
- Virtual social activities.
- Mentorship programs.

**67%**

of respondents believe their relationship with their colleagues have improved.

Source: Covve Survey, 2022

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## Manager Training: ACCOUNTABILITY

- Focus on accountability, not face-to-face time.
- Avoid proximity bias.
- Create meaningful goals.
- Set expectations.
- Prioritize the work.
- Provide feedback.
- Put outcomes first.

**42%**

of more than 800 supervisors admitted that they sometimes forget about remote workers when assigning tasks.

Source: SHRM Research Survey, 2021

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## Manager Training To-date

- Launched: January 2023
- Participants: 600+
- Completion Rate: 90%+
- Feedback:
  - “I just completed the managing a hybrid work force training, and I just have to say the content was excellent! It was comprehensive and engaging, and I really think it will stick with people and have an impact for everyone at MCW.”
  - “Great session! Very helpful for managing a hybrid team”
  - “Content and presentation style are very helpful. Well done as usual! Thank you.”
  - “This was super helpful thank you”
  - “I enjoyed it, whoever made this has some skills.”
  - “I just completed the Hybrid Workforce training and wanted to extend my thanks to you and others that put it together. Very well done. The HR/IT MCW team has done a super job in preparing the organization, leaders, faculty and staff work in today’s hybrid world from the start of the pandemic.”
  - “This was very informative. I’m sure I will refer back to it in the future as a reference.”

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## Remaining Opportunities for Improvement

- Business Centers
- Address burnout
  - Meeting guidelines
  - Email standards
- Improve perception of inequity for onsite employees

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## Questions



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## APPENDIX - References

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