

# Leading Change

4 key steps  
to help teams  
*transition to  
hybrid working*



# Collective *change*

Over the last couple of years, the pandemic has triggered drastic changes for almost all organisations, bringing change leadership into the spotlight in a way that it hasn't been before.

Change is something that has now been collectively experienced by both the smallest and largest businesses across the

world, and arguably more importantly, by all their people too.

The shift to online working or hybrid working models where there is a mixture of in-office and remote working, requires leaders that are able to guide their people through these transitions...





## Reshaping the *future of the workplace*

While there is still a degree of uncertainty around hybrid working, there is also a great deal of empowerment now for people to reshape what the future of their workplace looks like. A chance for change leaders to put their people at the centre of it.

Leaders are now looking ahead to try to plan for a future of work that brings the benefits of hybrid working for both businesses and the people who work for them...

# The Benefits of Hybrid Working



## Business

## Employee



Increased engagement

Employee wellbeing

Less commercial space

Talent retention



Better work/life balance

More trust and autonomy

Reduced commuting costs

Greater flexibility

## Leading *change*

As we transition into hybrid working, it's important not to overlook the human side of this change by acknowledging what it means for individuals. **Ask yourself what the changes mean for the team, for the culture and for the employee experience?**

Change leaders who want to keep their teams engaged and happy during this transition phase will already be thinking about what kind of culture they want to create.

To be really effective, they need to do more than visualise a new way of working; they need to set the foundations for change through personalised communication.

Leading change is about a leader's capacity to *evolve themselves, their team and their organisation* to meet future needs.



'Given everything that's going on in the world today, few skills are more critical for leaders at all levels than the ability to manage change.'

– Harvard Business Review



## Celebrate *differences*

Individuals with different personality preferences will be bought into change in different ways. What excites one employee about the future plans might make another anxious or unsettled.

As a leader you can create an inclusive and safe environment that values, but also takes into consideration these differences. Consider the following four areas to help you effectively lead change and address concerns in each of these areas...

# 4 P's of Effectively Leading Change



## Lead with the 'WHY'

Communicate clearly the current state, the reasons for change and the benefits. Give people time to digest the details and keep open and frequent communication.



## Help others visualise the outcome

Bring people on the journey by painting a picture of the possibilities. Include people by giving them a chance to contribute to ideas and to work together towards the goal.



## Address the impact on your people

Acknowledge all the different emotions and reactions to change and make it safe to speak up. Have one-to-one conversations to establish the impact on roles and relationships.



## Set and communicate actions

Make a plan and communicate clear actions to meet the goals. Having clarity and direction will ensure you're all working towards the same outcome.







## 1) Purpose

Your organisation may have taken this time to change its direction, set some new goals, or even redefine its purpose. A move to hybrid working may not just be a pandemic-driven necessity, but a conscious shift to better serve its new purpose.

As human beings we are much more likely to buy into change if we are emotionally invested in the reasons for it. By *leading with the 'why'* and sharing the wider purpose, employees have a chance to truly understand the incentives for change.

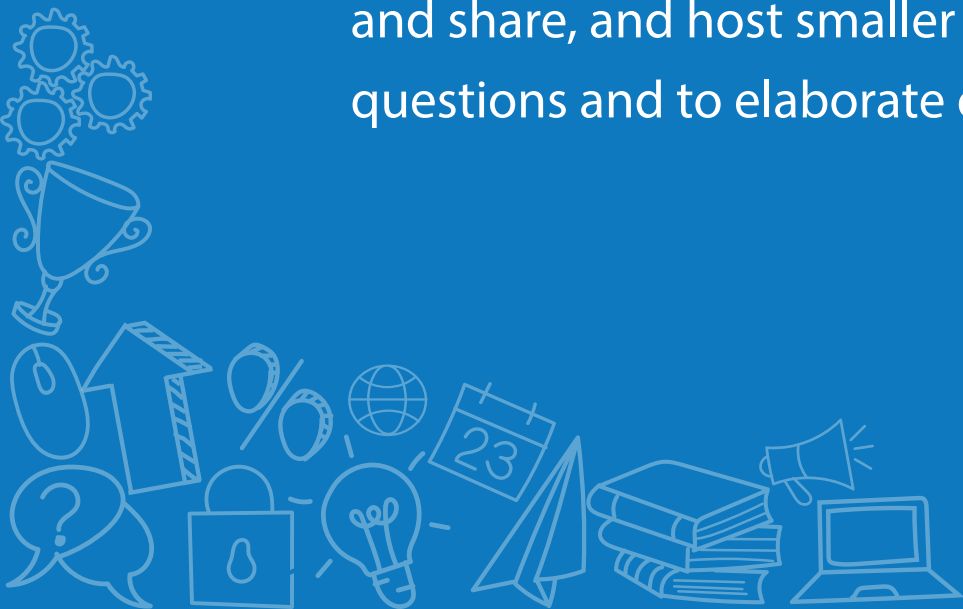
Sharing the 'purpose', however, goes beyond communicating just the benefits to the business. Think on a human level and appeal to the people in your business by sharing how the hybrid working model ties into the values and the culture.

## 1) Tips

- Look at sharing the details in different ways, so employees have time to digest the information and the opportunity to ask questions. Break down how some of these changes will affect people on different working patterns
- Create a purpose piece/document to refer to and share, and host smaller sessions to allow for questions and to elaborate on details



*Purpose*





## 2) *Picture*

Paint a picture of what life will be like once you have moved to a hybrid working environment to help your teams visualise the outcome more easily. Does this mean your offices will look different? Or the way you conduct meetings? Or will there be more chances for meaningful team events and collaboration?

By looking ahead and *communicating the future possibilities*, the more people can get excited about the changes. Help your people feel a part of this journey to hybrid working by giving them the opportunity to contribute and share their own ideas for improvements.

As a change leader, you can help to inspire and motivate your team through this transition and create a sense of 'togetherness', even when some of the team are physically separated.

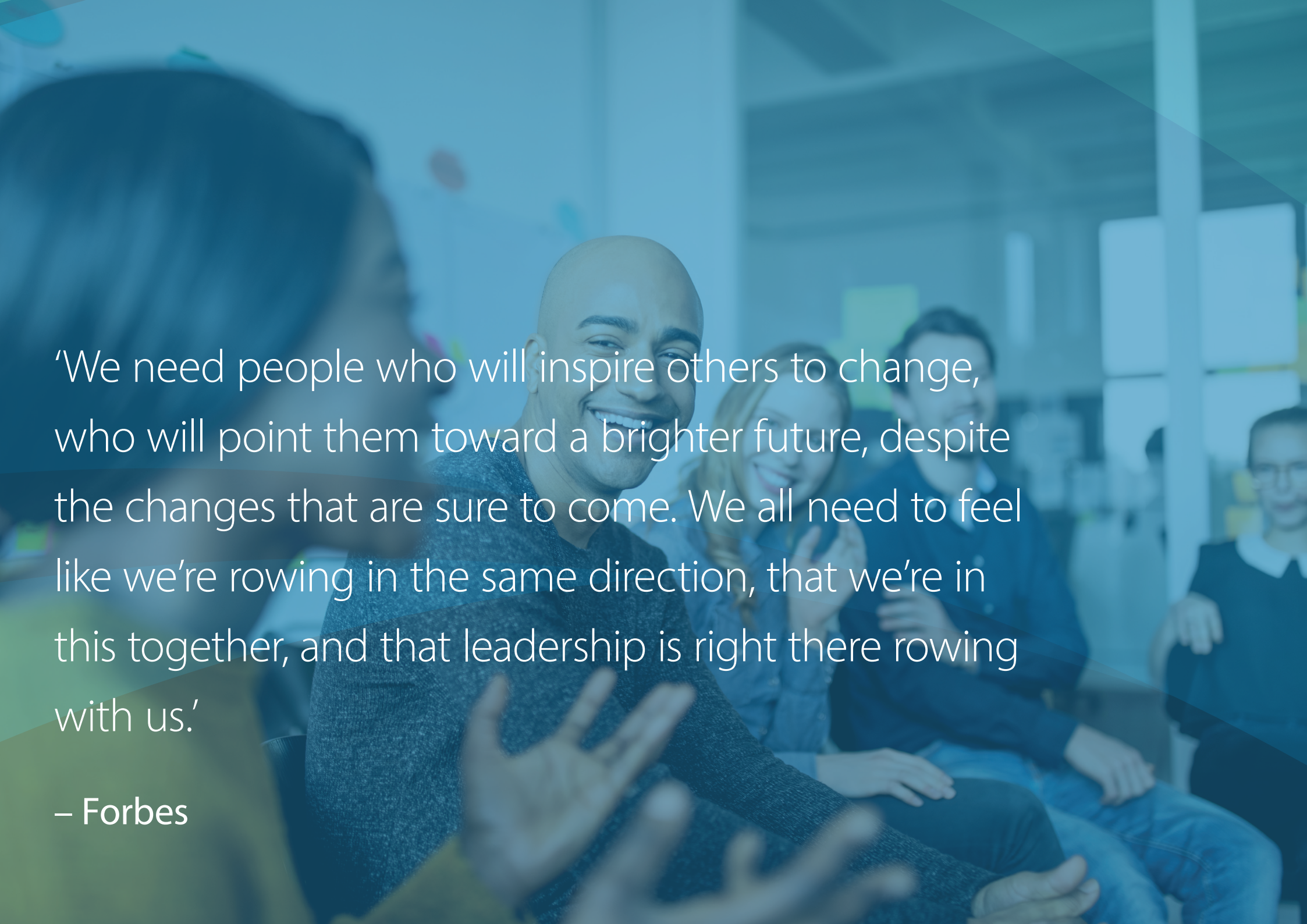
## 2) Tips

- Share visuals, or film a short video to share internally around some of the exciting updates and future possibilities that this new hybrid working model will bring
- Host some virtual calls or use a virtual board such as Miro to enable people to put forward their own ideas, or ask them to make suggestions on improving both their office and home working environments



*Picture*





'We need people who will inspire others to change, who will point them toward a brighter future, despite the changes that are sure to come. We all need to feel like we're rowing in the same direction, that we're in this together, and that leadership is right there rowing with us.'

– Forbes



### 3) *People*

It's no secret that we believe a company's success lies in its people. Understanding and valuing their differences should be a key focus in transitioning to the new ways of working.

As a leader, you should consider how the changes will impact your people and their day-to-day roles and relationships. Engage with employees on a human level by *acknowledging the different feelings and emotions* that come with change.

Everyone in your team might have their own preferences for work patterns and balancing these with business goals is certainly a challenge. But ensuring people feel heard and their different preferences acknowledged is key to effectively leading change.

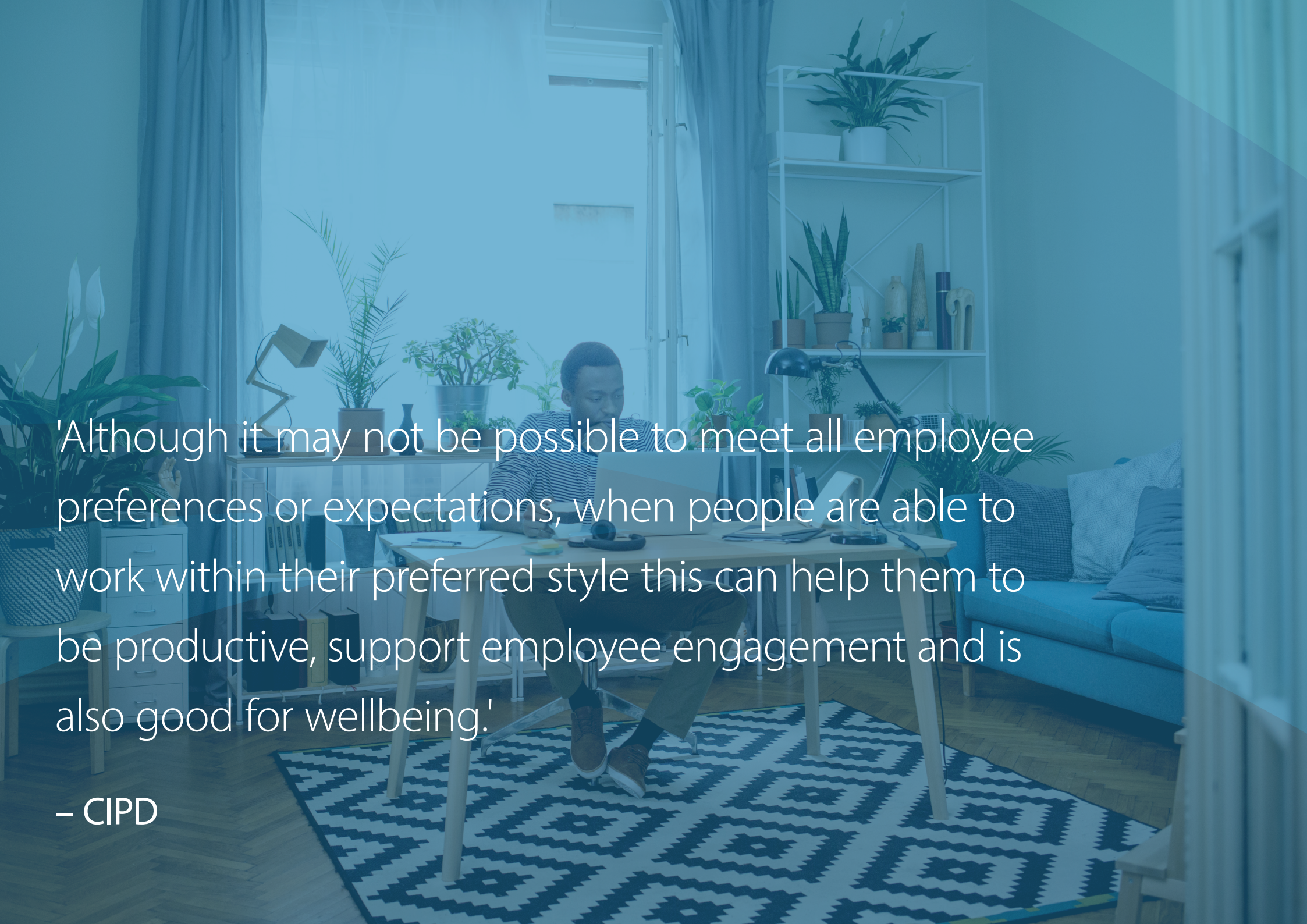
### 3) Tips

- Have one-to-one conversations (virtual or face-to-face) to discuss their personal preferences for working patterns and environments, and set expectations for whether their preferences can be met
- Create a safe and open environment for people to feel heard and give people room to buy into change at their own pace. Consider an anonymous survey or messaging software to encourage people to feel comfortable with voicing their own feelings around change



People



A person is sitting at a desk in a modern, well-lit office space. The desk is cluttered with various items, including a laptop, a desk lamp, and several potted plants. The person is looking at the laptop screen. In the background, there is a blue sofa and a white shelving unit with more plants and decorative items. The overall atmosphere is bright and professional.

'Although it may not be possible to meet all employee preferences or expectations, when people are able to work within their preferred style this can help them to be productive, support employee engagement and is also good for wellbeing.'

– CIPD





## 4) *Plan*

Leaders will have an integral role to play in establishing new working practices and implementing a hybrid working solution that suits both their organisations and the individuals. During a time of change, some people will look to leaders for clarity and direction to keep them motivated and on track.

Hybrid working brings with it a whole host of new procedures and processes and also changes in communicating effectively within teams. While you might have previously delivered a message in a face-to-face office meeting, you now have to cater to individuals who aren't in the office on a particular day or even those who are fully remote. *Ensuring you plan ahead* and factor in multiple methods for communication is paramount in making it a success.

## 4) *Tips*

- Clearly communicate the plans and action steps needed to make the hybrid working transition a success. Share timelines for achieving any goals set out
- Ensure you are reaching all of your employees by using multiple methods of communication which will cater for the different working patterns of your teams



*Plan*



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more about how  
you can be a better  
*change leader*  
at work?

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