

# Ep 130: How to Effectively Lead in a Hybrid Work Environment

with Jonathan Kazarian, Founder & CEO of Accelevents

- Set clear expectations on process, deliverables and consequences and then let go.
  - This is a key part of what we call Vigilant Leadership.
  - Set clear expectations on process, deliverables and consequences. This includes having to get over your control-freak mentalities which focus too much on the doing and not enough on the deliverable.
    - Set clear deadlines and be clear on the implications, ramifications and consequences for missing these. Sometimes deadlines can feel arbitrary, but when people know how their work impacts others and/or the company's reputation and/or bottom-line, it does drive motivation. Nobody wants to be THAT person who lets everyone down.
    - Be less concerned about how people get their work done. If someone wants to work odd hours, be less concerned with that and more concerned that they deliver quality work on time. The great thing about WFH is we can manage life and work with more fluidity. We can also manage our energy levels and not feel as constrained in working 9-5 or resentful if we choose to work more.
    - Be clear on channels of communication and when to communicate. Do you expect everyone to be on IM and responsive if you ping them? Do you want regular status updates (don't overdo this to the control-freak point) via email weekly? Do you want to know when there is a problem when it happens? None of these are different than when everyone was in the office, but they become more important in clarifying because when people aren't together, cause and effect, or knowing what is going on just through proximity is diminished.
  - There is a level of granularity that is needed to get this right. Yes, a proper level of control. But this is a place where people aren't clear on expectations and that is where different interpretations come in. Whatever rules you are setting, they need to be as black and white as possible when it comes to expectations.
  - There may be some roles that need to be in person more than others and you have to be ready for that.
- Hold key team communications and meetings for days everyone is in the office.
  - Company news, announcements, strategy sessions, reviews are all better when everyone is present in-person so everyone can participate without tech barriers and so you can monitor body language, reactions, dynamics. All those important non-verbal engagements that help you access culture. It also helps your people better read you and each other to understand the non-verbal cues (appearance part of Personal Brand) that goes with what people are saying.
  - This is especially true if you are delivering heavy news or recognition. It is important to be able to gauge reactions which is hard to do over zoom. And it is more impactful to get all the congrats in person and do a bit of a celebration.
  - The only caveat is in making sure the team isn't the last to know. So, you may have to flex in some circumstances.
  - Team needs face-time with each other and you. It helps to remind everyone that we are human. It rekindles spirit and builds comradery. Don't underestimate the power of this. Make sure you infuse some fun with the business. But don't make them excessively long to "make up for lost facetime".
  - You should also arrange times when the team can just get together and have some fun. Team outings, lunches, etc.
  - There is a LOT of angst around this for people. Even the ones that typically are super outgoing and get their energy from being in person. You have to find ways to make the office not the "big bad wolf". Start small with a 2-hour meeting. Let them get used to it. Have intentionality around WHY you are going to be in person. Speak transparently to WHY it is so very important. It cannot feel like punishment. It has to be something people want and see the value of. And then also still be flexible on the other side.
- Maintain consistent behavior whether in the office or at home.
- Make sure people don't get too lax in their working from home environment.
  - Before

