

## Manager Quick Guide: Adjusting to the hybrid workplace

**Why this matters:** As some of us return to the office, others will continue to work remotely. This new hybrid workplace will feel different. We'll need to learn new ways of interacting with one another and familiarize ourselves with the new processes that enable each of us to be healthy and safe. Deciding how we work is just one of the many decisions we will need to make during uncertain times.

**Your role:** As a manager, your role is to create a hybrid workplace where everyone can be at their best. This includes involving and supporting your team in decision making, agreeing how you will best work together, and prioritizing the health and safety of our employees. You must **model**, **coach**, and **care**.

### Decision-making during uncertain times

Neuroscience and experience tells us that making decisions without complete information can be tricky, but you can make it a little easier.

#### Model

- Ask yourself, how do I make decisions when I don't have all the information?
- Involve your team in team-based decisions whenever possible, ensuring their voices are heard.

#### Coach

- Encourage your team to share their views and ideas when making decisions.
- Support your team in navigating through difficult decisions using company values. See your [HR resources library](#) for additional hybrid workplace guidance.

#### Care

- Have empathy and recognize that decisions impact people in different ways.
- Create a safe space for your team to share their challenges and support one another.



#### Start a conversation

Use [our guides](#) to host a team conversation about decision-making during uncertain times.

### Enabling health and safety in a hybrid workplace

Health and safety is our No. 1 priority, no matter where you are working.

#### Model

- Ask yourself, what do I need to do to manage my health and safety in a hybrid workplace?
- Follow our organizational guidelines about what to do if you feel unwell. See [your organization's guidance on a hybrid workplace](#) for more information.
- Remember to take care of your personal mental health and be aware of your team's mental health. See [your organization's guidance on mental health](#) for help managing stress or anxiety.

#### Coach

- Encourage your team to prioritize and be responsible for health and safety wherever they are working.
- Encourage feedback during team check-ins and 1:1's. Ask what's working well, what's difficult, etc.

#### Care

- Show accountability, integrity, and respect if you see a breach of health and safety guidelines.
- Seek understanding and explore ways in which you can support others.



#### Start a conversation

Use [your organization's resources on team health and safety](#) to host a team conversation about enabling health and safety in a hybrid workplace.

## Manager Quick Guide: Adjusting to the hybrid workplace (continued)

### Working together as a hybrid team

The hybrid workplace may feel different. We'll all need to learn new ways of working with one another where we can all be at our best.

#### Model

- Ask yourself, what do I need to be at my best in a hybrid team, and how do I demonstrate that I am open to flexibility in a hybrid workplace?
- Model how others can practice awareness, exercise curiosity, and demonstrate courage.
- Agree with your team on the behaviors that enable everyone to be at their best in a hybrid team. Hold a team workshop to help you and your team create team agreements to live by as a hybrid team.

#### Coach

- Support your team in taking both personal and collective accountability for being at their best in a hybrid team.
- Have regular check-ins on how the team agreements are working and evolve them as needed.

#### Care

- Empathize with changing personal circumstances of team members and support them in managing their needs.



### Start a conversation

Use your organization's resources on hybrid teamwork to host a team workshop about working as a hybrid team.

### Resources

- For more information about hybrid work environments, see your organization's guidance.
- To learn more about how to create inclusive experiences where people feel valued, respected, and a sense of belonging, see your organization's guidance.
- For more guidance on making decisions during COVID-19, read this article from McKinsey: [Decision making in uncertain times](#).
- For activities, programs, and resources to help you care for your body, nurture your mind, and invest in your future, see your organization's guidance.
- For guidance on time management, setting up your remote workplace, and how to avoid burnout while working from home, check out [Time Management: working from home LinkedIn Course](#).
- For general guidance, tips, and resources for working from home during COVID-19, see your organization's guidance

