

# Hybrid Leader

## How to strike the right balance with hybrid?

### Why is it important?

Most organisations are now operating in a more hybrid way, recognising the benefits that this can bring, both to their people and their businesses. However, many don't recognise that to realise these benefits, their leaders will need to undergo a profound transformation.

Leadership is the human touchpoint between the organisation and its people, traditionally dependant on the in-person experience. As hybrid challenges this convention, leaders need to reimagine their role in engaging and enabling their people.

### When is it most valuable?



New **hybrid working model**



Leading **international / remote teams**



**Managing performance** in a new way



Need to upgrade **leadership capability**

PwC's Hybrid Leader framework, underpinned by research and data science, defines how leaders need to upgrade their approach in a hybrid world.

#### Managing and self monitoring

First, take care of yourself

Manage yourself, including your perceptions and expectations



#### Supporting and enabling others

Care for the person, then the job

Co-set expectations with each individual

Work the way that works for them, equitably



#### Stewarding the organisation

Monitor the climate and mental health beyond your team

Equip and support other leaders

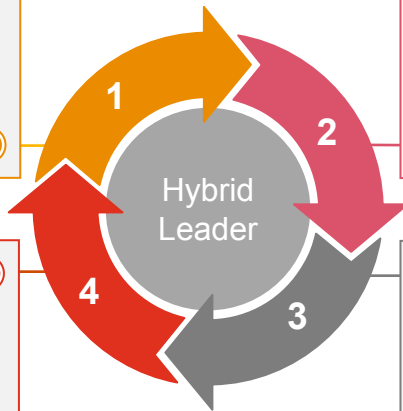


#### Leading and advocating for the team

Clarify, prioritise and adapt

Ensure inclusion to avoid creating 'us' and 'them'

Keep it human, keep it fun



### CEO Hybrid Leadership Agenda



#### Community

Do our leaders engage our people, creating a sense of community?



#### Mental Health

Are our leaders monitoring and supporting people's mental health?



#### Balanced Working

Do our leaders help our people strike the right balance?



#### Performance

Are our leaders ensuring that everyone is equipped and enabled to do their job?

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### How can we help?

PwC's innovative, research-based Hybrid Leader development programme enables leaders to rapidly 'upgrade' their capability for the new hybrid environment.

Through a series of five short, sharp modules that are delivered virtually, leaders have the chance to test their current ways of working with new approaches and learn new skills that they can immediately put into practice to enhance the way they engage and enable their people.

Are you looking to enhance your leaders' ability to lead in hybrid working? Let's chat.



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#### The Context of Hybrid Working

*Introduction to the changes brought by the hybrid model and their impact on leadership.*

##### The changing role of the leader

- The reality and challenge of working in a hybrid environment
- Introduction to the hybrid leader framework to understand how our role as leaders needs to evolve
- The importance of understanding context, building engagement and managing performance at each stage of the framework

#### Managing and Self Monitoring

*Self care and managing yourself, including your perceptions and expectations.*

##### Understanding context

- Reality of self directed working
- Neuroscience of virtual meetings

##### Building engagement

- Personal balance necessary to manage your energy to maintain productivity
- Managing bias towards people who are present and similar to you

##### Managing performance

- Time management and prioritisation of short and long term goals

#### Supporting and Enabling Others

*Care for the person, then the job and create an environment where people can be their best selves.*

##### Understanding context

- Adapting to individual styles to best check-in with people
- Monitoring mental health and wellbeing

##### Building engagement

- Creating trust in a hybrid environment
- Engaging with individual preferences to create an environment where people can thrive

##### Managing performance

- Co-setting expectations in a way that works for people and the business

#### Leading and Advocating for the Team

*Ensure inclusion and provide support by way of clarifying, prioritising and adapting.*

##### Understanding context

- Creating psychological safety for all team members to feel comfortable with sharing their views and concerns

##### Building engagement

- Empowering and giving employees accountability
- Creating a sense of community through shared symbols / actions
- Encouraging a team mindset by celebrating successes

##### Managing performance

- Clarifying, prioritising and adapting team objectives

#### Stewarding the Organisation

*Monitor what's happening beyond your team, sharing learnings and supporting other leaders.*

##### Understanding context

- Recognising culture as a proxy for the mental health and wellbeing of the organisation

##### Building engagement

- Looking out for fellow leaders and supporting each other
- Creating open and honest communication channels with other leaders

##### Managing performance

- Sharing best practices with other leaders and understanding what other teams are doing

Note: This design is flexible to the needs of participants and can be tailored from 3/4 hour 'upgrade' sessions for experienced leaders, to more comprehensive modules for newer leaders.