

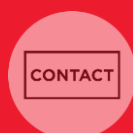
## CASE STUDY

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# Supporting managers of hybrid teams

*"The benefits of HDYDI's training are clear. They have helped both our managers and the members of their teams understand how best to work together when doing so remotely. We continue to apply what we learned to our new, hybrid model; and are grateful to HDYDI."*

Head of HR – Investment management company





# SUPPORTING MANAGERS OF HYBRID WORKING TEAMS



## INTRODUCTION

The Covid pandemic signalled an overnight shift to remote working for the majority of our clients' employees. As with many organisations, they have now moved from an ad hoc arrangement to a formalised hybrid working model.

In recognition of the key role managers play in ensuring the success of hybrid working for the individual, the team and the wider organisation, the organisation engaged How Do You Do It to run a 'managing hybrid teams' coaching programme for all managers.

From the outset the client appreciated that hybrid working brings many new dimensions to a manager's role and that such a fundamental permanent shift in working patterns may come with challenges. They sought to create a coaching environment that enabled managers to discuss things openly and work through solutions collectively.

### ABOUT HOW DO YOU DO IT

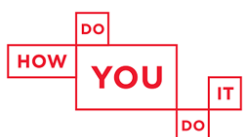
How Do You Do It is a specialist international coaching company, founded in 2006. Working with individuals, managers and the wider organisation, we run award winning group and 1:1 coaching programmes that support flexible and inclusive workplaces.

Looking at the whole person, how they navigate their career and home responsibilities and the critical role of managers in creating supportive working environments; our programmes help organisations achieve long term behavioural change that aids the attraction, retention and progression of diverse talent.

## PROGRAMME DESIGN

The coaching programme consisted of an interactive 2-hour virtual session for groups of up to 15 managers. Hosted by How Do You Do It on Zoom, the sessions came with supplementary handouts of tips and suggestions. Each group included managers from across the business with a mix of both geographic location and office/home-based to replicate our clients' real-world working environment.

Concrete ideas and reflections from managers were captured across all sessions and delivered back to senior leaders in an end of programme report and de-brief. These included a range of actions that could be taken or considered at an organisational, team or individual level, to continue to inform and shape the success of the organisation's hybrid working model.



# VALUE OF THE PROGRAMME

Structured participant feedback was gathered to assess the impact participants felt the programme had both for managers and the wider organisation. This was supplemented with a short survey.

The quality of the facilitation by the How Do You Do It team was highly rated with a score of:

**8.14/10**

What participants said:

*"Thank you - it was real food for thought about the impact my beliefs, actions and communications can have on my team."*

*"Thank you, I really enjoyed and benefited from the session."*

*"Really well-run session, considering the potential logistical challenges!"*

## SESSION HIGHLIGHTS

From the qualitative feedback, the following themes clearly emerged as the main benefits managers felt for themselves and their organisation in attending the coaching:

### Key benefits of the programme for managers

Talking to other leaders within the business

Learning new tools and techniques being used in other parts of the business

Understanding which topics around hybrid and flexible work to discuss with their team

I have benefited from sharing experience with other managers/leaders from across the business - survey score

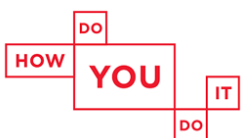
**8.29/10**

What participants said:

*"It was really beneficial to talk with other managers in the business and share experiences. The way the session was delivered set the tone for openness and honesty. The discussions really made me think about my role and what I can do to manage a hybrid working team more effectively and successfully."*

*"Really interesting session. Took a lot from it and will definitely be discussing many of the topics with my team."*

*"It was thought provoking. I think a lot of people have fallen into a new way of working without really actively evaluating what is and isn't working about it for individuals, teams and the business"*



## Key benefits of the programme for the organisation

Increased understanding of what is and isn't working and how to collectively improve things

Managers better equipped to understand (and aware of) the challenges of managing a hybrid team

Sharing of ideas and best practice between managers from across the business

My **organisation offers good** support to flexible workers – survey score

**7.93/10**

What participants said:

*"Everyone was very open, honest and keen to share experiences-good and bad- and I think that can help us all as managers learn from each other but also perhaps drive any changes if and where needed at a policy level."*

*"This is extremely helpful to have this type of session and seek to learn from the experience of others, we should be doing this more regularly"*

*"Think it definitely has us all thinking about what isn't working as well under hybrid working and thinking about how we can improve things"*

## SUMMARY

### COLLABORATIVE

The client fully supported How Do You Do Its' group coaching style of creating environments where people can talk freely and without judgement.

This enabled managers to work together to openly discuss challenges and co-create solutions as a single leadership body, rapidly sharing ideas across the organisation

### CONCRETE

By capturing constructive ideas and reflections throughout each session, How Do You Do It was able to provide the client with a temperature check of how their managers are feeling about hybrid working.

In addition, it highlighted areas for possible development to ensure a companywide rather than a siloed single department approach to implementing hybrid working.

### CONSIDERED

The coaching session helped managers reflect on their own views and how these may influence how hybrid working was implemented in their own team.

They were then asked to look at specific actions they would take in their team to accelerate the success of hybrid working.

