



Hybrid Work Stories

Rise of the Hybrid Team Leader



Alex Cohen ✓

@anothercohen



For the last year, my fully remote team has complained about poor communication and micromanagement.

Instead of addressing our issues, I mandated a return to the office.

Now, my team communicates poorly and gets micromanaged in person.

This is the future of work



Problem

Hybrid work
magnifies the impact
of bad management
practices.



My way to help solve the problem ...

I could be the poster child for hybrid work. As a Digital Operations executive educated in nuclear physics and corporate finance, I know a bit about applying traditional knowledge to emerging fields. Born and bred in Prague and now living in Canada, I love the opportunity to work with the best from all over the globe.

From my years of working both on-prem and remotely, I know first hand how hard it is to blend the two in the quest for extraordinary results. So in early 2023 I put my research skills to use and created a platform where practitioners from all walks of life can share their own “secret recipes” for hybrid work.

Here is hoping that many will benefit from this work.

Pavla Selepova



Solution: Crowdsourced Knowledge



Hands-on practitioners sharing best practices.

Our Mission:

- Help Hybrid Workers navigate their new reality.
- Track evolution of Hybrid Workplace.

Just Real People Talkin'

Collecting Structured Anecdotes:

30-min
interviews

12 industries **6** continents

88 of 100
interviews done to date



**It Feels Like
the Beginnings
of the Internet
Age cca 1995**

Fragmentation and Flux:

42%

worked on
hybrid teams
before Covid

22%

now work for
fully remote
companies

64%

now work for
hybrid
(have offices)



... and for the
team member
it's really a lot
like this ...



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Rise of the Hybrid Team Leader

Hybrid work magnifies the need for 3 critical management skills:

1. *Empathy*. Uncovering the “productive sweet spot” for each remote team member.
2. *Agreements*. Clear objectives - not time keeping.
3. *Facilitation* by job role - one size doesn't fit all.

Behold the Servant Leader!





“Hybrid is the way to go; you need regular social interaction balanced with alone-work.

I set social cadence based on function; CS to meet 1x / month, Engineering 2x / month, Product 3x / month. They organize their own offsites independently.”

**Jacopo Toccaceli
Chief Operating Officer
Italy**





“Our branch people are working in the field in heat and rain, so we can't possibly have the head office people working from home.”

**Berenice da Gama Rose
Chief Business Support Officer
Indonesia**



“Many teams don't know how to communicate respectfully. We need to overhaul the whole system; Currently the wrong people get promoted to managers and then perpetuate bad habits.”

**Gina Nepa
Virtual Therapist
New York**



The Truth About RTO

38%

mention loss
of serendipity
when remote

2

days / week
preferred to go
to office

27%

insist on
autonomy and
flexibility

37%

say they
go in mostly to
socialize

38%

say they find
office too
distracting



Work - Life Balance

55%

(men & women)
mentioned
dependents

63%

feel healthier when working
remotely

84%

report the same or more
productivity working
remotely





“I struggle with the term ‘work-life balance’, because work is such an important part of life that you cannot separate the two.”

**Souvik Mitra
Management Consultant
India**



Much Ado About Video Meetings

73%
camera on
(mostly)

46%
say video
meetings more
productive

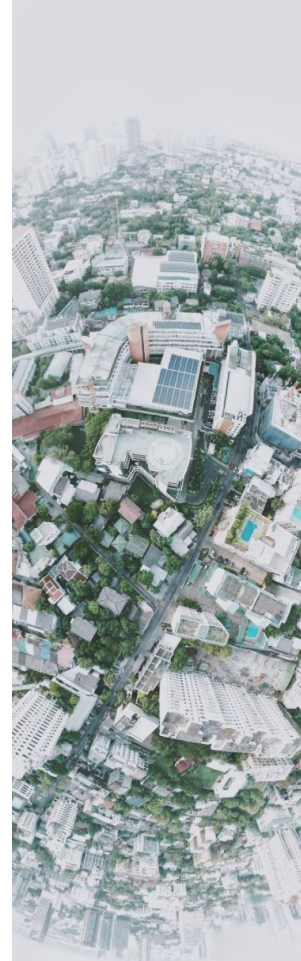
43%
find virtual
relationships
harder to form





“I was trained that 'camera ready' requires perfect presentation, including makeup, hair, and dress. It took me a while to relax.”

**Susan Colantuono
CEO, TED Talk Speaker, Author
Rhode Island**





“Long before Covid I was working with remote teams overseas. I had to master the skill of running effective meetings via teleconferencing. When video arrived, I found it easier to facilitate meetings properly.”

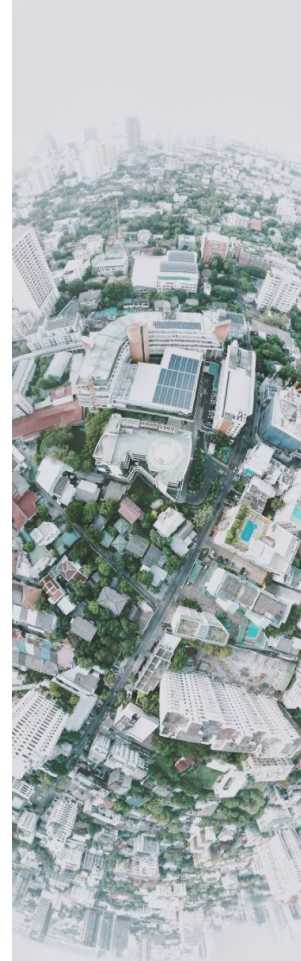
**Idana Silver
Senior I&IT Manager
Canada**





“When you are not a native English speaker, it helps a lot to see the facial expressions and lips moving so you can understand better.”

**Wilton Paulo
DevOps Engineer
Brazil**





“If a meeting has no agenda, I cancel it. I also encourage people to drop out from recurring meetings when their contribution is limited.”

**Jacopo Toccacieli
Chief Operating Officer
Italy**



About the Juniors

70%
say remote
work bad for
juniors

54%
say remote
work hurts
career





**“My camera is off in most video meetings.
But when I get comfortable with the participants,
I turn it on for the social portion of the meeting.”**

**James Champagne
FSO Staff Business Consultant
North Carolina**



Next Steps

- Complete this wave of interviews / drill into critical areas through surveys
- Focus on “B2B” next
- Continue longitudinal study over time



Thank You!

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