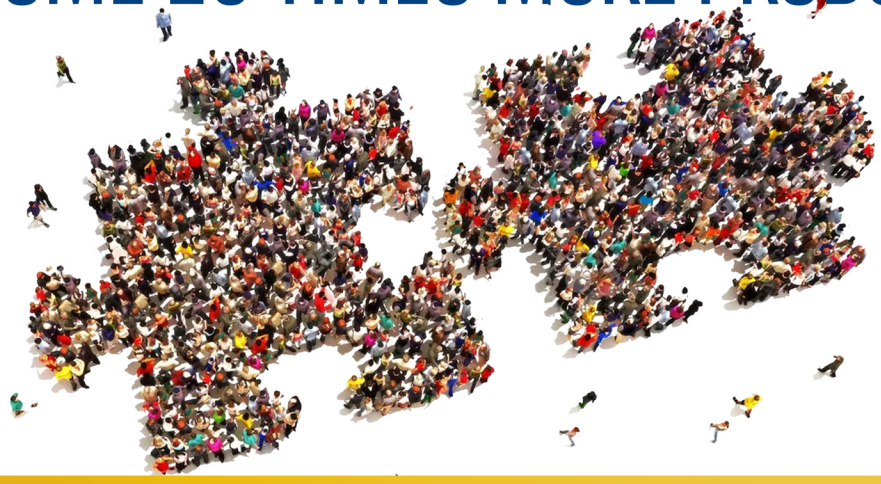
How to Build a Happy and Successful Hybrid Team

AND BECOME 10 TIMES MORE PRODUCTIVE



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Have you noticed the recent changes in the way that employees are evaluating work, work schedules, and work environments?

Are you concerned about continuing to attract talented employees?

Are you wondering if your current work environment is enough to keep your team members engaged, happy, and productive?

If so, you are not alone. We are entering a new era in the world of work. The power has shifted from organizations to employees. The way the work environment functions has been completely turned on its head by the global events of recent years.

In working for more than two decades with leaders at all levels and in different kinds of organizations (including Fortune 50 companies), I'm seeing these changes in real time, every single day. Since the pandemic arrived, I've helped resourceful and cutting-edge clients make the adaptations to their culture that will meet the unique needs of today's, and tomorrow's, employees.

I'm going to share with you some key concepts, techniques, and specific steps that the best of the best use to build a thriving hybrid culture and happier, more successful—and amazingly productive—teams. We'll cover…

…how you can start planning intentionally and strategically to foster the culture that will meet your employees' needs.

…the data needed to design what works best for your employees, your team, and your clients.

…how to bring your team members together to design the schedules, processes, tools, norms, and communication to enable your team to get extraordinary results.

…the 5 secrets to strategically strengthen your culture and attract, engage, and retain the best talent.

…how to implement these changes, with proven examples and creative ideas to enthusiastically bring everyone on board.

Why meeting the needs of today's and tomorrow's workforce is so important

Workers have experienced the benefits of working from home (WFH) and now expect flexibility. We've all had the opportunity to take our kids to school, have lunch with our significant other, or the opportunity to play piano, hockey or chess in the early evening because we didn't have an afternoon commute home.

We are seeing new ways to prioritize our lives.

As a result, employees everywhere are re-evaluating what they are doing and why. They are asking themselves: *What kind of work is worth taking time away from my loved ones and these enjoyable, important activities in my life?*

Let's look at a few eye-opening statistics:

- Job seekers are 2.5 times more likely to apply for a job that is remote.
- Pre-pandemic, 1 in 67 jobs was remote. Post-pandemic, 1 in 7 jobs are remote. Quite a shift!
- The number of employees voluntarily quitting their jobs hit an all-time high in 2021 (according to the Bureau of Labor Statistics). In the second half of 2021, in the US alone, over 20 million people quit. Of course, this is not just a US issue. In Germany, Europe's largest economy, more than a third of all companies are reporting a scarcity of skilled workers, according to an Ifo institute study. Authorities in China warn of a growing shortage of skilled workers (source: The Washington Post). Everywhere, high numbers of employees report that they want better jobs and a better company experience.
- Happy workers are 13% more productive (according to several studies, including recent research by Oxford University). And, it's important to note that these happy workers are not productive because they work more hours, they are more productive within their work hours.

Employees everywhere are re-evaluating what they are doing and why. They are asking themselves: *What kind of work is worth taking time away from my loved ones and these enjoyable, important activities in my life?*

There's every indication this is a fundamental societal shift in the work world that is here to stay.

This can sound daunting to team and organizational leaders. Yet, I believe there's an opportunity here.

Covid-19 arrived, and we reacted and responded. We all did what we had to do to keep the work of our teams going. People came together in impressive ways. Employees showed us their resilience, their innovation, and their resourcefulness. We can continue to leverage and foster this.

Teams can be more extraordinary than ever!

There is an opportunity for your team and your company to significantly improve…

…your ability to engage talent and more effectively tap into their innovative ideas

…communication, with better focus and efficiency

…productivity with employees who feel happier and more valued

…customer service because of the measurable – and immeasurable – results that come from engaged, high-performing, and happy teams

I spend a lot of time talking with leaders in coaching and consulting conversations about talent retention. While every company, leader and team are different, we've been getting top-level results with companies using universal tenets which leaders are customizing for their organizations. Not only

are they seeing happier employees and better team engagement, yet also higher productivity and better performance companywide.

Let's get into concrete tactics to improve retention, responsiveness, engagement, productivity, and performance so your team can become more extraordinary than ever!

> People came together in impressive ways. Employees showed us their resilience, their innovation, and their resourcefulness. We can continue to leverage and foster this. **Teams can be more extraordinary than ever!**

How to Use this Unprecedented Time to Make Your Teams Extraordinary

There's an unprecedented opportunity to determine what will work best for individual team members, for the overall team, and for the work to be done exceptionally well. It's also an opportunity to demonstrate transparent, innovative, courageous, empowering leadership that will set your company apart.

The key to accomplishing this? ***Stop reacting and start planning intentionally and strategically.***

There are individual needs, common technology challenges, and specific considerations about the work you do and the clients you serve. This means you want to be intentional and strategic about how to simultaneously meet individual and collective needs. There's not a simple, standard answer, and this is nothing short of a transformational change effort. I'll show you how it's done and where you want to begin.

I've seen this time and time again: The companies that feel confident about their current company culture ***start by gathering data.*** We want data in order to effectively strategize, and we want data about:

- The individual team members
- The collective team
- The work to be done

What do the individual team members need?
Employees in most industries have experienced WFH recently, and clearly know what they see as its personal benefits and challenges. If you're asking them to come back into the office for part of their week, they need to know why.

How do you understand the needs of each of your team members? By asking them! Talk with them personally about their wants, needs and views on the new work environment. Here's what you want to find out:

- ***What benefits of WFH matter most?***

  Examples/prompts: see kids off in the morning; easier or shorter commute; better work-life balance; location independence; customizable office; less stress; more freedom with time

- ***What are they looking for from their leader and company right now?***

  Examples/prompts: development of a skill; stability in salary and health benefits; more flexible time for their family; quiet time to be more focused and get their work done; feeling included in the office while WFH; ability to rely on team and company systems

- ***What input/collaboration does their work need? How do they prefer to get hold of people and keep in contact with others in the company to get things done?***

  Examples/prompts: how quickly they need responses on various aspects of their work and from whom; which types of communication they prefer (phone, text, message boards, etc.); how to connect with colleagues when WFH; how to ensure support from their manager and other company resources

Intended outcomes:
- Identifying what employees need personally and professionally
- Taking the time to understand all the nuances
- Allowing team members to say exactly how they feel

This is not a one-and-done exercise. We are all continuously learning about and adapting to the new rhythms in our lives. These are conversations that you want to have at least once a month, as views may shift from one month to the next.

What does the team collectively need?
You have gathered information from your team members, and now you have the task of solving for what's going to work for the team collectively. It would be nice if what works for one team member works for the others. I've seen this happen on some small teams. Yet, more likely, you've got a puzzle to put together to see where pieces overlap.

Bring your team together to hear one another and discuss possibilities. The goal at this point is to get all the information out on the table. Questions for discussion and data to collect:

- ***How do the team members want and need to be in touch with each other?***

  Examples/prompts: how much interaction; what stages of project work need what kind of interaction; if, when, and how often to meet in person; preferred ways to keep accountability on projects; who needs to meet about various areas of responsibility

- ***What tools and modes of communication will work best in this new environment?***

  Examples/prompts: preference for phone, text, email, message boards, etc.; security and privacy concerns; ways to check in and connect without becoming a distraction; ensuring the right people get the right information; using online connections creatively, such as polls, surveys, and project apps best practices; online whiteboard or mapping apps such as Miro

- ***How are online meetings working and how can they be improved?***

  Examples/prompts: how meetings could be more meaningful and efficient; preferred meeting platforms that allow best interaction like chat, hands raised, breakouts, shared screen; when to hold

meetings and how long they should be; best agendas, decision-making, and next-step methods; meeting etiquette and protocols

- ***What do teams need to make sure everyone is included and heard?***

  Examples/prompts: what the meeting leader can do to bring everyone into the conversation; if some input should be anonymous; when to talk through ideas with the whole group or in smaller groups; how they can feel engaged and stay engaged; how and to whom they can bring up issues privately and feel safe

Then, you as the leader (or engage an outside expert facilitator) can guide the team through some decision-making about how and when to collaborate.

Intended outcomes:
- Preferred and acceptable ways for team members to share critical messages
- The best collaboration methods and tools for your team
- Agreed-upon ways to conduct meetings for maximum participation, great decision-making, and effective follow-up within the team and with you, as the team leader

What does the work need in order to be done exceptionally well?
Before finalizing operational norms for the team, you want to consider: What are the best ways for the work to get done exceptionally well and exceed the expectations of your customers?
Questions to consider include:

- ***How is work getting completed, and what could be improved?***

  Examples/prompts: some work is best completed by someone who is heads-down, with no interruptions and complete focus; some work needs an immediate response and the ability to get quick information from others; some work needs creative brainstorming collaborations; some work needs a combination of remote and on-site work

- ***What needs to be shared amongst the team? Across departments or functions? What technology is needed for effective communication?***

  Examples/prompts: what is needed to keep the right people in the loop companywide; how to facilitate communication when one department needs to understand what another department is doing; what information needs to be communicated, when and how to deliver it; what are the best and most secure communications delivery systems; how to share information that's not crucial at the moment, but will be important for future decision-making

- ***What is needed to sustain and improve customer-facing contact?***

  Examples/prompts: best ways for individuals and teams to coordinate customer-facing functions; best ways for people to lift each other up after they've just handled a couple of stressful customer interactions; how they share the way they handled a customer question because others will undoubtedly encounter the same question

Intended outcomes:
- Identifying the workflow needs inside and among departments

- Incorporating the individual and team data into best-practice ideas for the work and the customer experience
- Seeing the commonalities among the needs of individuals, teams, and the work itself rise to the top

With all of this data, now you can take the next important steps to decide the schedules, processes, tools, norms (ways of working), and systems of communication which will enable your team to get extraordinary results.

It's a process, for sure, yet it's worth it! I want to tell you about one of my clients.

It was worth it for my client Jim, the CEO of a technology company. To help him with his goal of meeting the needs of every employee, every team, and every customer (globally), we needed to figure out what those needs were because things had changed.

First, we designed a checklist and had leaders talk with each team member about their personal and professional needs. Meanwhile, the salespeople were checking in with customers about how their situations and needs had shifted. Multiple color-coded charts of needs were created.

I worked with each leader to draft a schedule of virtual and in-office hours, recommended tools, and communication methods for them to take to their teams. The leaders were often excited and ready to go, thinking we had found the perfect solution. I needed to shift their perspectives. I told them that this wouldn't be the final draft. We don't want it to be. We want to hear everything that is wrong with what we've drafted. We need team members to poke holes in the plans. Then, we'll have a plan we can implement.

I facilitated these discussions with the teams so each leader could participate in sharing their own personal view of what was and was not going to work. We got all the issues and potential issues out on the table (sometimes that was a meeting in itself). After the discussions we generated solutions. After that, we took a pause…yes, a pause.

Evaluation of possible solutions happened after a few days, so team members had time to consider the viability of various solutions. This simmer time, more often than not, brought important insights. They had time to weigh different solutions that would work best for them, their team, and the work.

The result was that each person had a hybrid schedule, as did each team. Some teams planned to come into the office every week, and some planned to come in a couple times a month.

The new process went into effect smoothly because data was gathered, discussed, and vetted in an intentional and strategic way. The employees had a part in creating the plans. Also, they were told that the plans would be revisited monthly. This was important because everyone was getting used to new rhythms in their lives, and they needed to know there would be flexibility and follow-up to ensure success.

The employees in this technology company appreciate their new schedules. A lot. Leaders are hearing from team members in their one-on-ones that they are more satisfied with their jobs, have better mental health, and feel proud of themselves and their teams. Teams have clearer protocols. They know when and how to go to whom. They feel more effective and efficient. And they are!

Productivity update: At their next quarterly meeting, Jim was proud to announce that ***customer responsiveness was up 17%.***

5 Secrets to Strategically Strengthen Your Culture

"Culture eats strategy for breakfast." ~ Peter Drucker

Paying attention to your culture couldn't be more important. Especially now. We need to find new ways to foster culture.

Culture includes a company's or a team's expectations, philosophy, ways of interacting, and the values that guide all members' behavior. In terms of this new world of work we are interested in building, we want a culture that ***ensures a fair, inclusive, and healthy work environment.***

Also important to the employee experience that makes for strong and productive teams is to ***build in structure, consistency, and predictability*** – so everyone knows what is expected and what they can count on, whether they're in the office, the plant, out in the field, or working from home.

Here are five secrets to strategically strengthen your culture based on what has been universally successful with the clients I've worked with, particularly over these past challenging and unprecedented years. You have the opportunity to capitalize on these lessons we've learned.

SECRET #1: Replicate the customer experience internally.

What experience do you want for your customers? How do you create the desired experience for your customers?

Consider these questions and figure out how to replicate those kinds of experiences internally for your employees. Because, what employees *get* from their leaders and colleagues, they are better able to *give* to their customers.

Here's a client success story to illustrate:

I worked with a division of a client organization consisting of three departments who strived for 24-hour turnaround on many of their customer requests. In a virtual environment, this meant that the three teams were constantly pinging each other throughout the day to get needed answers in a timely fashion. This caused frustration! They experienced constant interruptions and they felt unfocused.

We kicked around some different ideas. Given what they were saying, I encouraged them to try office hours. Each person was to pick an hour each day when they'd be available on a video call and others could pop in to ask their questions. You could get your answer from Marissa within the 24 hours, you just needed to show up during her 1pm office hour to get it.

Now, this took a bit of shuffling and figuring out to make sure Marissa's office hour didn't happen while Martin was picking up his kids from school each day. They worked it out! And were quite pleased with the results. They felt less harried and more organized. Also, it felt more personal and considerate to connect on a video call and be able to explain the context for the request.

Productivity update: This project revealed that so much time and mental energy had been wasted reaching out to someone multiple times and rechecking their list of who they needed to contact and get information from. Now, at some point during each hour they just check what they need from those who are having office hours. Most people have gotten into a simple rhythm: Jack most often needs information from Nora at 10am, Maurice at 1pm and Maria at 2pm. He simply sets himself three reminders on his phone, and no more mental energy is spent on it throughout the day.

As a result, team members have more time and energy for proactive project work. The leaders of the three teams impacted have been astonished – pleasantly so – by the new project completion rate.

Companywide, customer satisfaction scores increased by just over 10% and employee engagement scores increased by 23% according to next-quarter reporting. Clearly, both the team and the customers are having a better experience!

SECRET #2: Support employees with the challenges associated with working from home.

Most people want to work from home, at least some of the time. At the same time, employees report issues with WFH. Top companies want to be focused on how to support employees with the common challenges associated with working from home:

- Feeling isolated or out of sync with colleagues
- Working more hours or outside of desired hours
- More distractions that cause stress
- Being out of the loop with company information which causes uncertainty or anxiety

Some of the companies I've seen that are flourishing right now have come up with innovative ideas to help their employees with these challenges:

- Offer mental wellness days.
- Have weekly one-on-ones with each team member to check in on how they're doing personally as well as professionally.
- Offer days off periodically. One Fortune 500 company client of mine is offering "Day for Me" days off about once a quarter.
- Use staff meetings not only to check in on the work, yet also on every team member personally and how you can support them. For example, Damen's childcare worker called in sick again this week, what support does he need? What creative ideas do we have for his team? Can EAP help with childcare options? Can we shift the workload temporarily for Damen so it's more flexible?
- Reward those that find innovative, personalized solutions to real-time issues.

As host of The Courage of a Leader® Podcast, I interviewed a Chief People and Culture Officer who shared that, to entice employees to come to the office, they offer Wellness Days, Days of Connection, celebrations, and other special events. The vast majority of their employees report that they feel more energized and

connected after time in the office. They don't want to go in every day, yet realize it serves them to go in from time to time, which gives them a feeling of belonging and reduces feelings of isolation or disconnection.

Find out what best serves your employees and provide it. Build the content for your offerings based on what you are learning from your team members (collecting the data) about what's working and what's not. Be sure to promote what you're providing and why, so everyone understands what is being offered and is ready to take advantage of the opportunities!

SECRET #3: Reinvent people and business processes through the lens of inclusion.

We've all heard of DE&I. Have you heard of ***DEI&B***?

The ***B*** represents the sense of belonging.

How do we foster a sense of belonging when our people can be scattered geographically in their offices and homes, including globally?

There are many little and big ways to reinvent people and business processes through the lens of inclusion. I'm going to share some powerful things you can do on a strategic project basis, as well as in your everyday interactions with your team members.

1. Focus on acknowledging team members as individuals.

Tell team members about the value they provide. When you are reviewing work or connecting one-to-one with employees, highlight the value the employee brings to the work – for customers, specific projects, and specific relationships.

Intentionally invite individuals into the work and into the decision-making, in ways that work for them.

2. Talk as a team about preferred communication modes.

You can conduct a formal communication style assessment process (with the DiSC Personal Profile Tool or the Myers-Briggs Type Instrument), in which everyone gets a report and a debrief and the full team comes together to explore style/preference differences and how to work best together.

You can also take advantage of free assessments online.

Additionally, you can simply have a conversation. Discuss who likes to keep conversations at a high-level and who is more comfortable diving into the details. Talk about whether people prefer to reach out via phone, email, or discussion thread. Know who wants to chit chat about the weekend before you get to the business at hand, who gets impatient with chit chat, and who wants to be invited to share ideas about the new project.

3. Redesign business processes to include other voices and perspectives.

Make sure everyone feels heard, valued, and respected. If you are not being intentional about inclusion, you risk leaving out some important voices, such as those who need more process time or don't feel as comfortable speaking up in a group. These are people who may have important issues that aren't getting addressed, or who have great ideas to contribute that aren't being tapped.

- Use a whiteboard (virtual or real) and capture each perspective and idea, making sure you include and invite every team member to participate.
- Make note of whose voices get heard, and whose don't get heard as often and find better ways to enable them to participate. Consider the ways that may work best for them. You can also simply ask them privately: "Hey, we want to hear more of your ideas about X or more from your perspective. How do you like to share your ideas? In what kinds of settings are you most comfortable sharing your thoughts?"
- When making decisions, consider holding an anonymous vote so people feel confident to express themselves without recourse.
- Reach out to other groups outside the team to weigh in. Put out polls or "We need your perspective!" questions on your intranet or a shared platform. Reach out to everyone in the company, and/or randomly invite a cross-section of employees to respond.
- Designate liaisons to other departments. The liaisons attend the other department's meetings, get copied on project plans, and serve as a resource to the team on behalf of their department with information or ideas. They keep their own department updated about relevant happenings in the team.

Productivity updates: Back to my client that launched office hours, these three leaders also wanted to be intentional about incorporating more voices into their work. They asked a couple of employees, Nick and Ayesha, known for their organization and streamlining strengths, to gather data and offer insights. Nick went to some project status meetings and Ayesha had a couple one-on-one discussions with a team member.

Nick and Ayesha noticed some inefficiencies. A primary timewaster was searching the Trello board (a task management system using cards and lists) for the process steps. They suggested changes to how the departments tracked their project flows, for example, simply moving a couple of workflows from Trello to shared spreadsheets. Now, with one click (instead of clicking and hunting), employees could easily check each morning whether any pieces of work had progressed to the column representing the work they were assigned to handle.

After shifting to office hours and redesigning the system to track key project flows, I asked the leaders of the three departments, "How much more productive are you?"

"Ten times more productive!" was the response from one of the leaders, as the other two nodded in enthusiastic agreement.

SECRET #4: Empower personal leadership to consciously cultivate culture.

Every leader can engage *every* employee in consciously cultivating the culture. You want to get every employee thinking about how they personally affect the culture, how they can lift up the team overall. You need everyone thinking about not only WHAT they do, yet HOW they do it and WHO they should include.

This takes operational discipline and organizational savvy. Start with…

1. ***An invitation.*** Let each person know the power they have to impact their colleagues and their teams. Share examples: how Maria from Risk Management involved Mark from Claims in a discussion to inform the decisions that affect both departments. How Scott really took time with Sarah to understand the report she was requesting and exactly what information she needed from it. Look for examples of individuals consciously creating the type of culture you want and share those examples again and again.
2. ***An exploration.*** With every interaction, get team members thinking from a cultivating-culture lens: *What's the impact you're intending to have? What new ideas do you have to help you have that impact? Who can and should be involved in new ways? How do you embody the company values day-to-day, with what specific behaviors?* Have these conversations with team members regularly.
3. ***A recognition.*** Then recognize those team members who are taking action day-to-day to foster the culture you want.

Here are a couple innovative ideas to inspire you:

- One of my clients gives out *Culture Counts* awards every month. Any employee can nominate any other employee for these awards. This has people on the lookout for what positively contributes to their team culture or their overall corporate culture.
- Spot reward employees who are taking on the personal responsibility to positively impact culture. These rewards may take the form of gift certificates for coffee, lunch, a favorite activity, or a day off. Reward and give positive feedback when you're getting what you want.

SECRET #5: Build *Lead with Culture* and *Courage* teams.

Identify what needs to be created or enhanced to foster the culture you desire. Then, create small, committed *Lead with Culture* teams and *Courage* teams, each to be charged with a specific task. One team can create wellness events, another can look at cross-functional collaboration, another can work on in-person events, and so on.

Engage those best-suited and most passionate to contribute. Get people outside of Human Resources and senior leadership involved.

I was invited to join a Lead with Culture *Team started by one of my clients to help them generate and prioritize ideas. And I want to tell you about one of the ideas that exceeded everyone's expectations. The best part is that it's easy to create and packs a big impact:*

An Online Scavenger Hunt!

Here's how it works:

1. *Everyone logs onto a video call from home. Then a list of items and a timer are displayed, then…*
2. *Go! It's a race to get back to your computer with all the items on the list in hand.*
3. *The list includes:*
   Everyday personal items like an alarm clock and a comb
   Items that tap into various interests, such as sports, art, cooking, and other hobbies
   Personal items with a story, such as a memento from a trip or an object you hold dear
4. *Then people present their items to the group, and a judge determines whether the items qualify (such as someone holding up their phone and claiming, "This is my alarm clock!").*

People got into it! They learned about each other. They had fun. They had points of connection for the future. There were inside jokes that lived on. They heard about what was important to their colleagues.

You can structure this in various ways, for example:

- *Departments compete – Procurement versus Sales versus R&D versus Customer Service. You could put together cross-functional teams, and they get time in a breakout group to strategize and decide who is running off to get which items.*
- *Different themes, such as Movie Matinee, where all the items relate to movie titles.*
- *Anything that will keep it fresh, fun, easy, and inclusive. This is a great task for a* Lead with Culture *Team or* Courage *Team.*

None of these ideas I've shared with you are one and done. It takes commitment, and you can see it takes revisiting, tweaking, and updating to meet ever-changing needs in order to see the resounding successes I've witnessed time and time again. The *Lead with Culture* and *Courage* Teams can help with keeping the focus where it needs to be, engaging everyone in the effort, and keeping the forward motion and momentum going.

Measure the results of your efforts to build a happy and successful hybrid team

When you take intentional and strategic measures to foster a culture that meets the unique needs of your employees, teams, and team objectives, you will see measurable differences in engagement, hiring and retention, satisfaction, and productivity.

Yes, these projects take planning, time, and effort at the front end. Yet, as some of my examples show, the effort can pay for itself within a quarter, and continue over time.

It's prudent to do the numbers to measure any gains, and you can start with the data-gathering phase. Here are two examples:

One of my clients has really embraced the practice of having department liaisons. After four months of gathering reporting data, with three active liaisons per department at a time (some liaisons are only planned for the beginning of the year or during a product development cycle) here is what they found: 120 hours per month of time invested. This sounds significant! Yet, they estimated that the changes saved them 400 hours *per month per department*, for a total of 2,000 hours per month. Now, that is a measurably significant gain.

They accomplished this amazing outcome primarily by eliminating duplicate work, workarounds, and efforts wasted on work that wasn't quite right because people didn't have up-to-date information from other areas. These numbers don't even include productivity enhancements due to improved cross-functional collaboration.

Restructuring virtual meetings for higher engagement and greater efficiency can result in measurable increased engagement and productivity. Studies show (and we already know too well) that too many meetings are a waste of time. By being intentional and strategic about making meetings more efficient and productive, you can measure in dollars the time saved per employee during their workday and work week, which is time that can be used for more productive work.

You also want to keep anecdotal evidence of the ways that your team members are experiencing a better working experience. When you share stories and quotes about what some team members are appreciating about your culture, your teamwork, your meetings, your flexible schedules and so on; then other team members are more tuned into those benefits as well.

Everyone wants to work for a company with an amazing culture.

Employees want meaning in their lives and their work. They are looking for quality of life (beyond the money) and will make the job changes necessary to achieve that for themselves and their families.

We've explored a number of different ideas and actionable recommendations that I've pulled from my experience working with top-notch leaders achieving extraordinary results with their extraordinary teams.

- Stop reacting and start planning with intention and thoughtful strategies to foster a culture that meets the unique needs of today's and tomorrow's employees.
- Collect data on what will work best for your individual team members, the collective team, and for the work to be done exceptionally well.
- Bring your team together to decide what schedules, processes, tools, norms, and systems of communication will enable your team to get extraordinary team productivity and customer service delivery results.
- Practice the ***five secrets to strategically strengthen your culture*** that will attract, engage, and retain the best talent:

  #1: Replicate the customer experience internally.

  #2: Support employees with the challenges associated with working from home.

  #3: Reinvent people and business processes through the lens of inclusion.

  #4: Empower personal leadership to consciously cultivate culture.

  #5: Build *Lead with Culture* and *Courage* teams.

I'm here to support you as you build the best culture in this virtual world. Reach out to me to **schedule a conversation or have me come speak to your team, company or association**.

For more great ideas on adapting your team or company to a virtual work world, read my free eBook ***How to Lead, Sell and Succeed Virtually***.

For more inspiring leadership tools and insights, listen to my podcast series, ***The Courage of a Leader® Podcast***.

To get a copy of my latest #1 international best-selling book, ***The Courage of a Leader: How to Inspire, Engage and Create Extraordinary Results,*** **visit my website**.

You now have some excellent tools to be able to create a more powerful culture. I know you can use these tools to bring out the best in your team members, your team, and serve your customers better than ever before.

That's because I know you have The Courage of a Leader!

How to Build a Happy and Successful Hybrid Team
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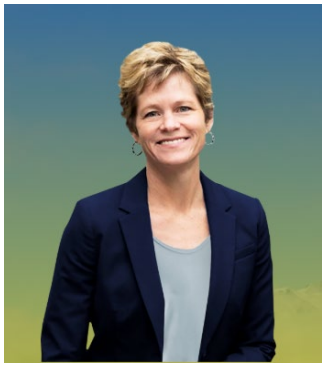

Amy L. Riley is an internationally renowned speaker, #1 international best-selling author, and leadership development consultant. She's worked with organizations such as Deloitte, Cisco Systems and Barclays and has over 20 years of experience working with leaders at all levels.

Amy earned a Masters of Science in Training and Development (MSTD), with an emphasis in Organization Development (OD), from Loyola University in Chicago, Illinois. She is a Certified Professional Behavioral Analyst (CPBA), a certified Tiara International LLC Coach and is certified in the Meyers-Briggs Type Instrument.

Amy's latest book, ***The Courage of a Leader: How to Inspire, Engage and Create Extraordinary Results***, has reached #1 international bestseller status. To get a copy, visit ***The Courage of a Leader Products page***.

Speaking

Amy Riley's most requested Keynotes are:

- **The Courage of a Leader:** ***How to Inspire, Engage and Get Extraordinary Results***
- **The Courage of a Leader:** ***Create a competitive advantage with sustainable, results-producing cross-system collaboration***
- **The Courage of a Leader:** ***The Power of a Leadership Legacy***
- **The Courage of a Leader:** ***How to Lead, Sell and Succeed Virtually***

For more information, visit ***The Courage of a Leader Speaking page***.

To see a segment of Amy's keynote at the ***Be Legendary conference****, visit* ***The Courage of a Leader Videos page***.

Consulting and Coaching

Amy L. Riley consults and coaches with…

Exceptional and courageous leaders to fully step into their leadership, boldly achieving what's really important so that they:

- enhance and develop leadership in individuals throughout the team
- think and plan strategically so everyone's efforts are optimized
- take risks to boldly expand capacity and create new endeavors
- have the courage to be authentic, say what needs to be said, trust their legacy and create the extraordinary

Amazingly productive teams that are:

- aligned on objectives and approach allowing them to achieve extraordinary results quickly
- empowered, engaged and proud
- leveraging each others' strengths so the sum of what they create together is exponentially more than what they could create working as individuals

For more information, visit ***The Courage of a Leader Consulting page***.