

# Hybrid working – Key moments that matter

Hybrid working involves people working in different modes (e.g. remote, at the office) to make their life and work as effective and convenient as possible. These tips are to help you manage some of the **moments that matter** effectively in a hybrid world. They are not exhaustive, and they are not infallible, but they represent our view of best practice in many situations. There will, of course, be situations which demand different approaches and you should exercise your good judgement as a leader in deciding when it may be appropriate to flex them.

Some of the moments that matter are “set pieces” in our employee life cycle; on-boarding, performance management, creating development plans etc. We call these the Macro Moments. There are other moments which are not linked to the employee life cycle, and may not occur in a standardised way, but which also matter in the hybrid world because they are crucial to your people’s success. We call these the Micro Moments.

Our move to hybrid working gives us an opportunity to improve how we work, making things better for our clients and increasing productivity. It will help us position ourselves for success in a changing world. Having the right IT infrastructure in place is a prerequisite for success, as is full attention to the health, safety and well-being of our people.



# Macro moments



## Onboarding (new to bank or new to role)

Expectation	Tips to consider
<p>Provide a structured and supportive induction, which includes 1:1 face time (virtual and in person) with their leader and significant stakeholders.</p>	<ul style="list-style-type: none"><li>• Identify the key people in the team with whom the new joiner needs to form relationships and schedule face-to-face time with them. Where based in the same geography, this should be in-person</li><li>• Plan for regular face-to-face check-ins with the team leader. Where based in the same geography, these should for at least the first three months be in person</li><li>• While a new joiner learns about the expectations of the role and builds their social capital, it may be helpful to have a higher proportion of in-person working</li><li>• Allocate a virtual onboarding buddy, to help the individual settle in and understand the context and culture of the organisation</li><li>• Follow our top tips for onboarding a team member virtually and visit our Onboarding intranet page</li></ul>

## Managing performance

Expectation	Tips to consider
<p>Meet regularly face-to-face, in person or virtually, with all your people to discuss their performance and development.</p> <p>Evaluate performance, focusing on delivery against agreed objectives.</p> <p>Measure and manage productivity in a way that's balanced, proportionate and commercial, without being intrusive.</p>	<ul style="list-style-type: none"><li>• Clear objectives are a pre-condition for performance. Help your people focus on delivering outcomes rather than measuring hours worked</li><li>• Where located in the same geography, 1:1 catch ups with team members should be in person at least every other month</li><li>• Be intentional. Plan performance meetings – virtual or in person – with a clear agenda, and in a time and space where you can both be fully focussed</li><li>• Follow the top tips on our intranet page when having performance conversations virtually</li><li>• Discuss how, where and when a team member is working is supporting their performance – and if it's not, tackle it</li><li>• Provide regular feedback – balance face-to-face with email messages</li></ul>

## Development planning

Expectation	Tips to consider
<p>Give all colleagues access to opportunities to learn and grow.</p> <p>Consider individual development needs and aspirations — create growth goals aligned to these.</p>	<ul style="list-style-type: none"><li>• Be intentional and plan; when working virtually, opportunities to learn from others may be less likely to happen spontaneously</li><li>• When working in a hybrid world, the 70-20-10 model still applies. Most learning still happens on the job through challenging assignments. So think about how you can deliberately design learning on and through the job into how, when and where colleagues work</li><li>• Identify how your colleagues will learn from others, when they are not co-located. Be realistic and plan what can be covered virtually and what must be planned as in person time</li><li>• Follow our top tips for planning development in a hybrid world</li><li>• Learning how to work and lead effectively in our hybrid world could form part of a colleague's development plan</li></ul>

“Consider individual development needs and aspirations — create growth goals aligned to these.”

## Voluntary exit

Expectation	Tips to consider
<p>Treat someone leaving the company with the same diligence in a virtual setting as in person and plan it in a way that minimises disruption and risk (where possible.)</p>	<ul style="list-style-type: none"><li>• Consider how you can thank the individual for their contribution such as an e-card signed by colleagues, a virtual leaving party etc.</li><li>• Maximise virtual resources to ensure a thorough and comprehensive handover has taken place and ensure handover is also completed in writing</li><li>• Be mindful that there could be an increased risk of data leakage from virtual exits. Ensure that all property, IT equipment and documentation is returned even if the individual cannot physically return them to the office – for example utilise courier services</li></ul>



## Involuntary exit (e.g. redundancy, termination on poor performance or conduct)

Expectation	Tips to consider
Virtual working may lead to increased anxiety for colleagues facing redundancy, and you should ensure that there is regular communication, including checking on how the person is feeling.	<ul style="list-style-type: none"><li>• Have sensitive conversations in person where possible</li><li>• Increase the number of check-ins to see how the person is feeling and if any additional support may be required</li><li>• Be prompt, responsive and empathetic to areas of support the person may need. If the Bank is unable to support a particular request, be upfront and explain clearly why this is so</li></ul>

## Return from extended absence

Expectation	Tips to consider
Support colleagues when they return from extended absence and set them up for success.	<ul style="list-style-type: none"><li>• Ramp up dialogue with the colleague in advance of their proposed return date</li><li>• Check what method of communication is best for them – work email may not be available so check if they are comfortable using personal email or telephone</li><li>• Help the colleague navigate new ways of working and use of new technologies and give them time to adjust e.g. to BlueJeans, Skype calls etc.</li></ul>

“Support colleagues when they return from extended absence and set them up for success.”



# Micro moments

## Staying connected as a team

### Expectation

Help your team to stay connected, irrespective of working patterns. They work best when there are high levels of trust and openness.

Make your meetings as effective as possible by designing them to be collaborative and inclusive.

### Tips to consider

- Set up a pattern of meetings and check-ins to meet the needs of your team. Look at our Agile page to understand more about different types of meetings can help your team work most effectively
- Aim to have either everyone in-person or everyone virtual where practical. This might mean members of the team who are physically present in the office, dialling in separately
- As people don't always see each other in person, take the time at the beginning of each meeting for everyone to say how they are and what is on their mind
- Be deliberate in what type of problem-solving benefits from in person or virtual settings
- When working virtually it's harder to read people's reactions – so take the time to check
- Break virtual meetings into smaller group sessions, to maintain energy and pace
- Make use of tools and techniques such as Mural which can enhance innovation and diversity of thought
- Follow the top tips on our intranet page for making virtual meetings effective



## Moments to support

Expectation	Tips to consider
<p>Think about your team members' well-being and how you best foster a healthy and productive workplace.</p>	<ul style="list-style-type: none"><li>• When people are not physically in the same place as you, it can be hard to pick up when they are struggling and finding work – and life – difficult. You need to take the time to check-in<ul style="list-style-type: none"><li>– Take the time to ask people how they are and show genuine interest in their well being</li><li>– Look out for signs that someone may be struggling – e.g. they have stopped having their camera on in meetings, they are contributing less, seem distracted, or are working long or unusual hours</li></ul></li><li>• If you think someone may be struggling, don't delay. Take the time to give them a call and check-in with them to see how they are doing</li><li>• Visit our wellbeing toolkit for top tips on managing your own and your team's wellbeing and consider downloading our mental health app, Unmind</li></ul>

### Moments to celebrate

Help your team to learn from their successes as well as failures.

### Tips to consider

People thrive on praise. Take the time to call people up when they have done something well. Regular praise and encouragement builds confidence and success

## Moments to give feedback

Expectation	Tips to consider
<p>Be committed to giving your people regular, in the moment feedback, wherever they work.</p>	<ul style="list-style-type: none"><li>• Feedback is most impactful when given in the moment. If the person is not with you in person, find a way to contact them as close to the event as possible. Think about the most appropriate medium to deliver the feedback – video call or phone is often more appropriate than email</li><li>• Remember that when you are working virtually, it can be harder to gauge a colleague's reaction to the feedback you are giving. So take the time to check how they have received it, and if it is something significant consider checking in again with them before too long</li><li>• There can be a tendency to hoard up feedback when working in a different location from a colleague and then give them several pieces of feedback at one time. This can be hard for people to receive. It is much better to give one piece of feedback at a time</li></ul>

