23RD ANNUAL

Building Culture in a Hybrid World

Bernita Beikmann, HKS and Andrea Sponsel, HKS

LEARN BY DOING FROM THOSE WHO DO

October 20, 2021

Who We Are

Bernita Beikmann
HKS
Chief Process Officer
Teen Anxiety Counselor/
Pantry Stocking Ninja

Andrea Sponsel
HKS
Process Improvement Strategies Leader
Elementary School Virtual Learning Teacher/
Cafeteria Worker

Are you listening?

Lean Construction Institute
Transforming Design and Construction

Hearing vs. Listening

"The difference between the sense of hearing and the skill of listening is attention." *– Why Listening is So Much More Than Hearing*

"To speak is to transmit, but to truly listen is to connect." *–*
The Science of Listening

Active Listening:

1. Stay focused- keep eye contact
2. Really listening
3. Allow for silence
4. Repeat the other persons word, paraphrase
5. Understand emotions behind words

Listening Skills

Overview

Building Culture in a Hybrid World

- What We Learned in 2020

- Hybrid Future for a Company

- Hybrid Future for a Project Team

WE'VE DONE THE BEST WE CAN!

#SCHITTSCREEK

What we Learned in 2020

Lean Construction Institute
Transforming Design and Construction

What We Learned in 2020

- We are a resilient industry

- We had to quickly pivot our teams to remote collaboration to survive

- Who has kids, dogs, or cats and what their bedroom, living room or kitchen looks like


how it started   how its going

What We Learned in 2020

- We are multi-tasking too much

- We lose focus if the web meeting is too long and there is no interaction or activity – or if there are no scheduled breaks

- We all suffer from chair burnout

MULTITASKING
DOING TWICE AS AS MUCH AS YOU SHOULD HALF AS WELL AS YOU COULD.

What We Learned in 2020

- We can focus and do heads down work better remotely

- We can engage across a firm or project team on a level playing field

- We can bring experts to our projects better, faster and more cost effectively
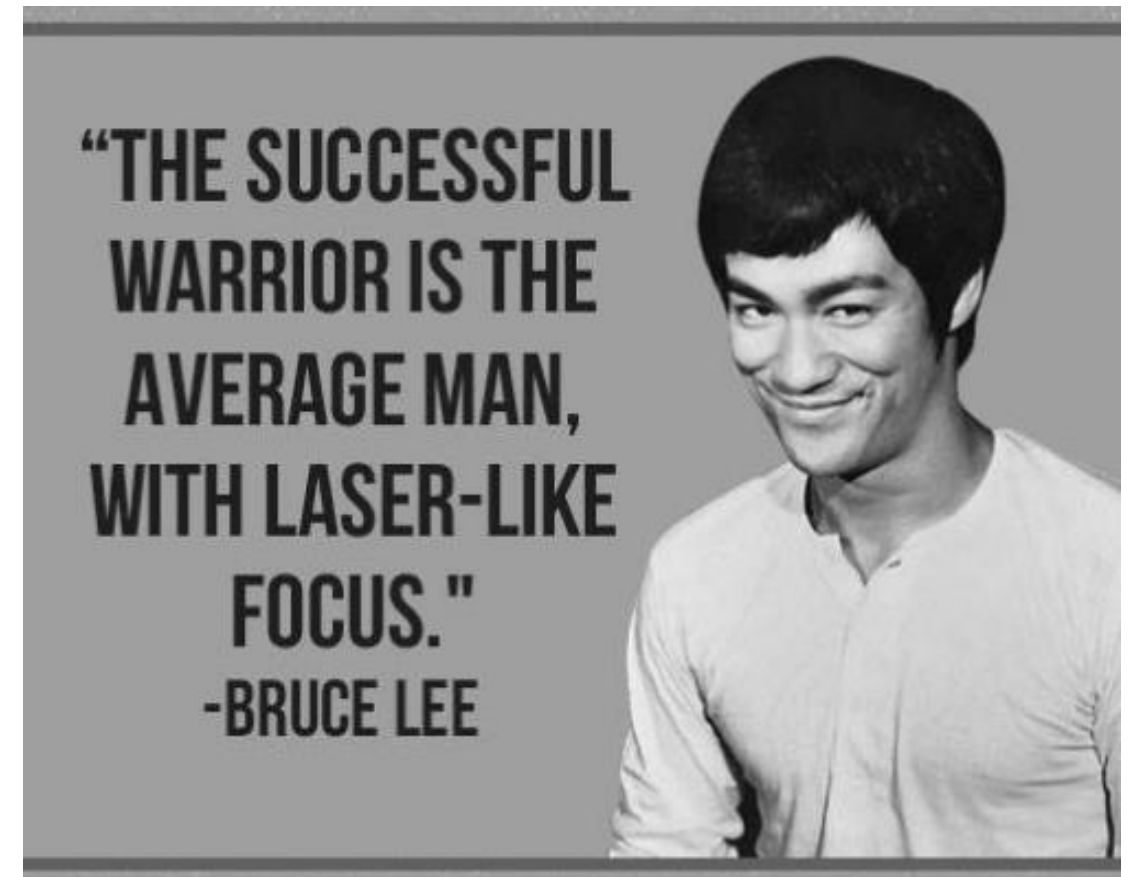
"THE SUCCESSFUL WARRIOR IS THE AVERAGE MAN, WITH LASER-LIKE FOCUS."
-BRUCE LEE

What We Learned in 2020
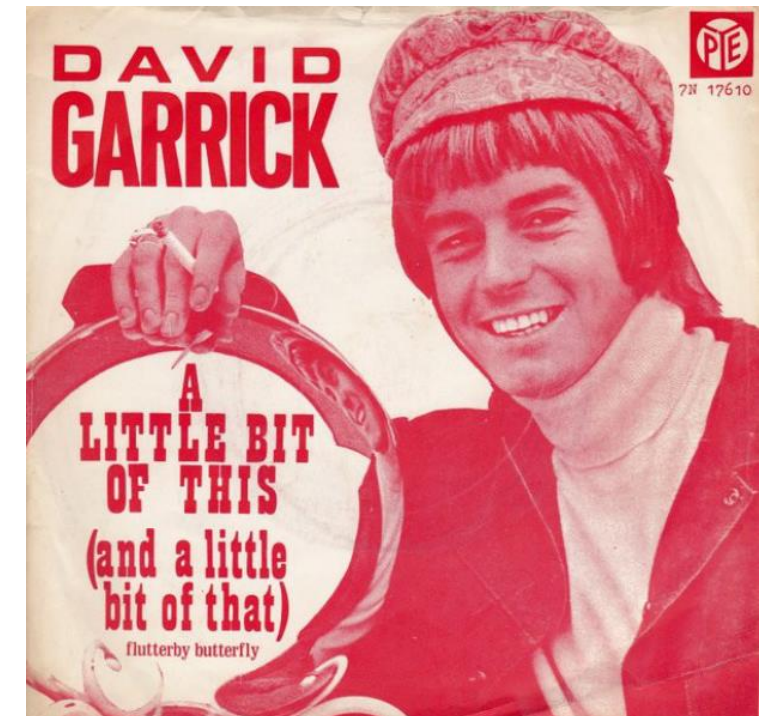
What We Learned in 2020…

…should inform 2021 and beyond.

So what do we want to leave behind
and what do we want to take with us?

Hybrid Future for a Company

Lean Construction Institute
Transforming Design and Construction

What are we walking back into?

"Over the past 12 months, we've figured out how to get things done when everyone is working from home. Now we need to rethink how to handle that messy middle—when some people are together in-person, and others are remote."
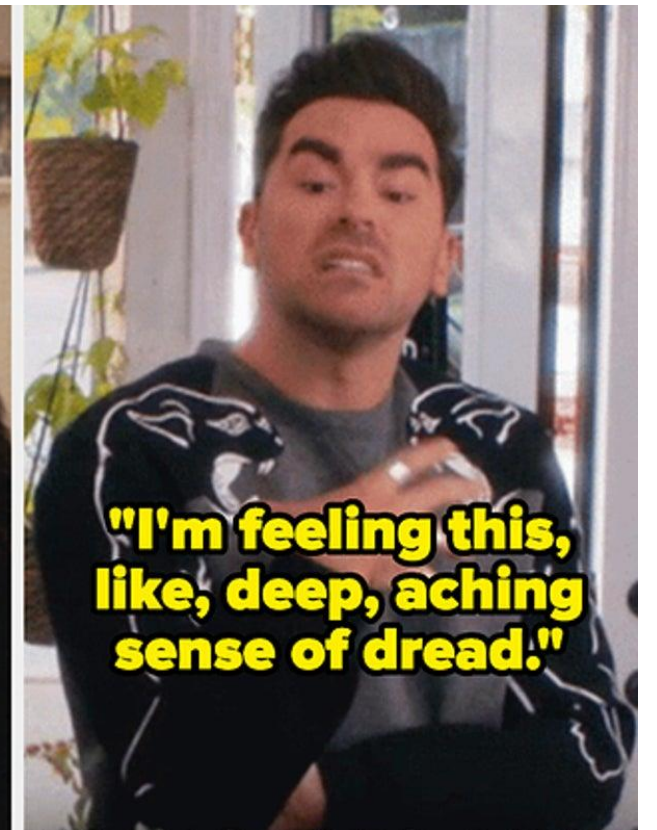
Jared Spataro,
CVP at Microsoft 365

"When you lose connections, you stop innovating. There are no new ideas getting in and groupthink becomes a serious possibility."

Dr. Nancy Baym,
Senior Principal Researcher at Microsoft

"Has our quarantine been lifted?"

"I'm feeling this, like, deep, aching sense of dread."

Flexible work is here to stay

We need to make a plan for it.

Employees with standard 40 hour in-person work week.

36% High Performers

Flexibility over when, where, and how much they work.

55% High Performers

Harvard Business Review, Gartner's 2020 ReimagineHR Employee Survey

Leaders are out of touch with employees

- People want to work for companies that has values that align with their own

- Employees expect their employer to adopt a stance on current social issues

Actively involved in cultural debates:

74%
Expect Engagement

64% of Managers
believe in-person workers are higher performers.
The truth is the opposite, resulting in potential bias for remote workers

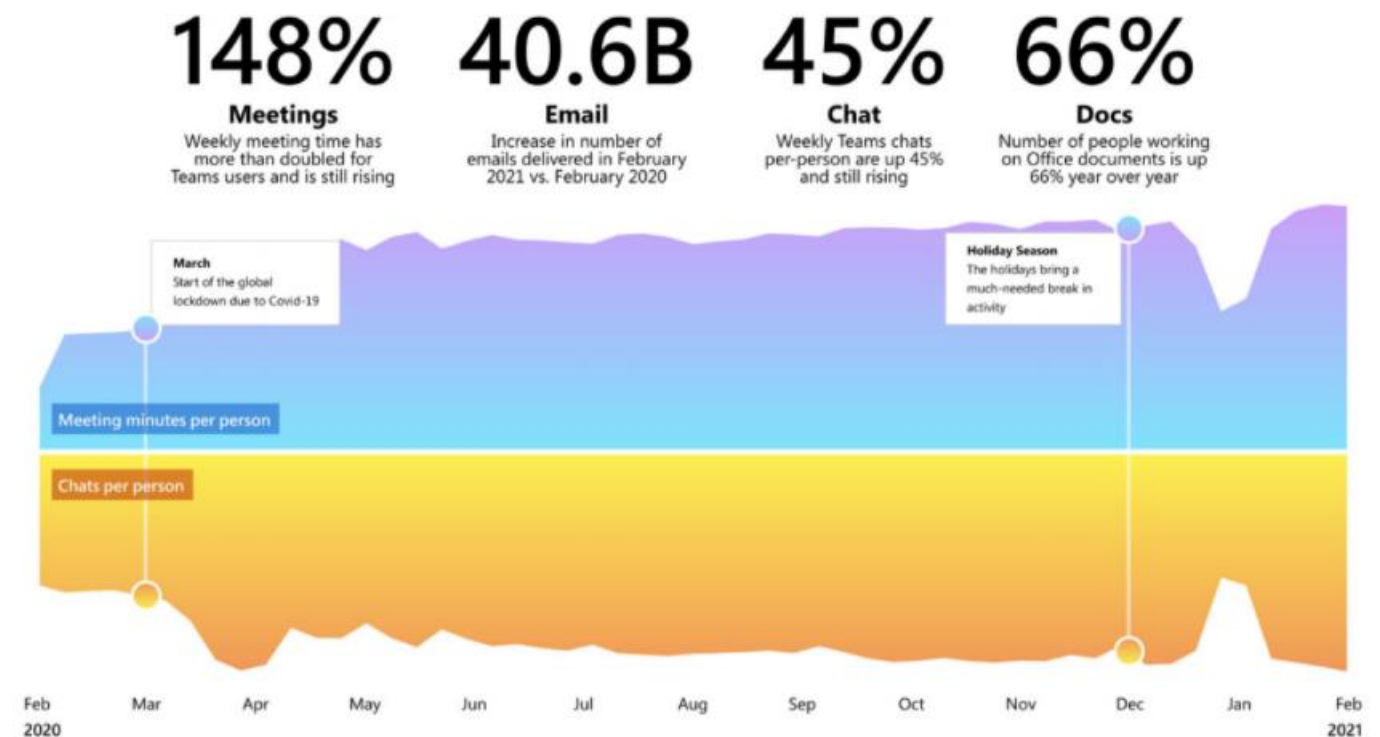Harvard Business Review, Gartner's 2020 ReimagineHR Employee Survey

High productivity is masking an exhausted workforce.

"To avoid burnout, Dr. Albert Einstein sat in a tub and watched the bubbles. No one could talk to him. He was thinking and watching the bubbles. To reduce your risk of burnout, take a few minutes every day to have quiet. Even three minutes a day will make a difference."

Dr. Mary Donohue,
Founder of The Digital Wellness Center

Digital overload is real and climbing
One year in, time spent in meetings and chats sent per person each week continues to climb.

148%
Meetings
Weekly meeting time has more than doubled for Teams users and is still rising

40.6B
Email
Increase in number of emails delivered in February 2021 vs. February 2020

45%
Chat
Weekly Teams chats per-person are up 45% and still rising

66%
Docs
Number of people working on Office documents is up 66% year over year

March
Start of the global lockdown due to Covid-19

Holiday Season
The holidays bring a much-needed break in activity

Meeting minutes per person

Chats per person

Feb 2020 | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb 2021

Analysis reflects the change in collaboration activity across Microsoft 365 tools from February 2020 to February 2021. This visualization is based on aggregated data, without personal or organization-identifying information. Learn more about our approach.

GenZ is at risk and needs to be re-energized

"Networking as someone early in their career has gotten so much more daunting since the move to fully remote work - especially since switching to a totally different team during the pandemic. Without hallway conversations, chance encounters, and small talk over coffee, it's hard to feel connected even to my immediate team, much less build meaningful connections across the company."

Hannah McConnaughey, Product Marketing Manager at Microsoft

I'm trying very hard not to connect with people right now.

- Difficulty feeling engaged or excited
- Lack financial means to create proper workspace at home
- Missing out on mentorship

Shrinking Networks are endangering Innovation

- Professional and personal networks have shrunk by 16%

- More siloed behaviors and less opportunity for connection

- Intentionally seek out collaboration

- TVD (Target Value Delivery) model does work in a company setting too

Talent is Everywhere

- Recruit and Retain

YOU GOT ANOTHER JOB?

Employees are at an inflection point

41% of employees are considering leaving their current employer this year and 46% say they're likely to move because they can now work remotely. Your approach to hybrid will impact who stays and who goes.

41%
of employees are considering leaving their current employer
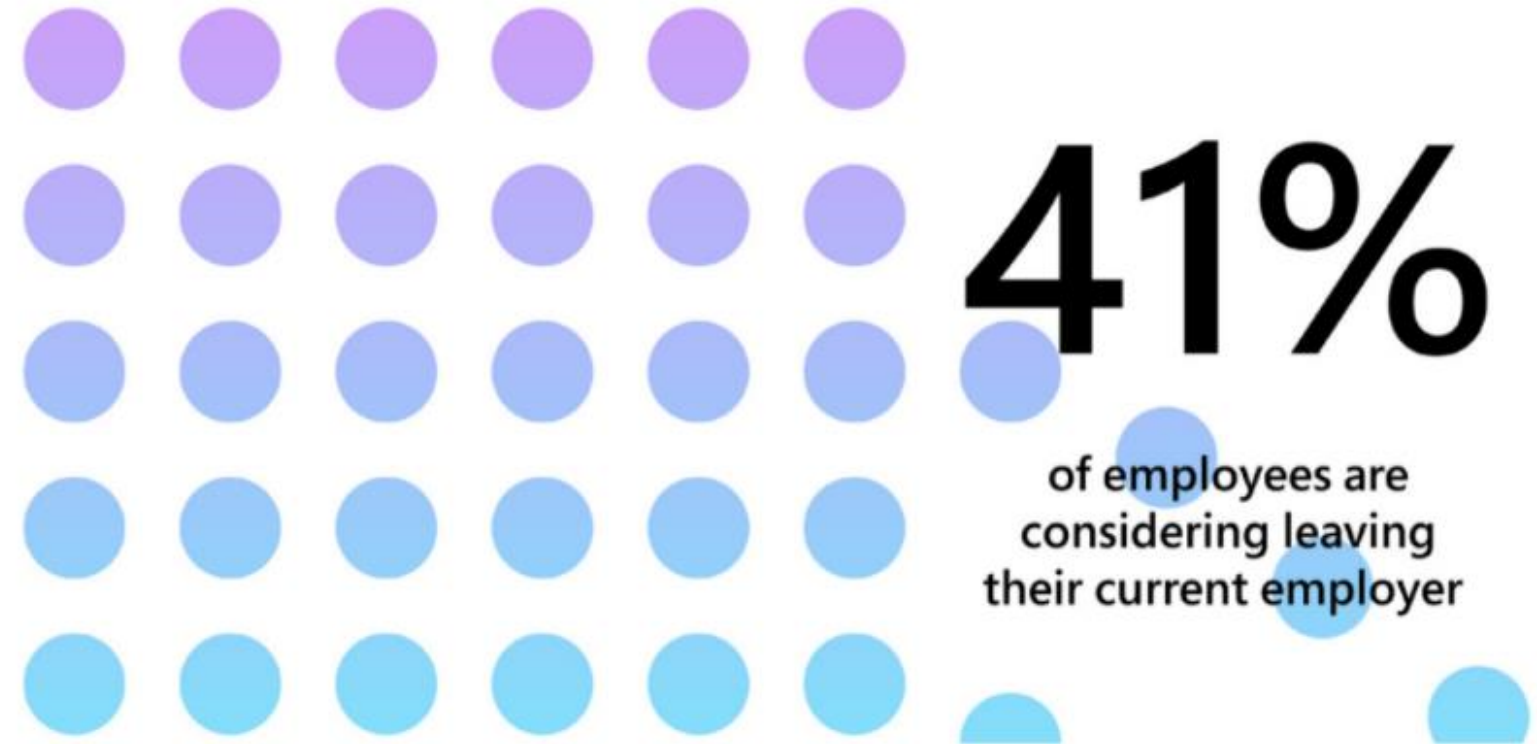
The Work Trend Index survey was conducted by an independent research firm, Edelman Data x Intelligence, among 31,092 full-time employed or self-employed workers across 31 markets – between January 12, 2021 and January 25, 2021.

Building Team Culture in Hybrid Environment

- Create a plan to empower people – ask your people what they need.

- Invest in space and technology to bridge the physical and digital worlds.

- Combat digital exhaustion from the top- make it part of your plan.

- Prioritize rebuilding social capital and culture.

- Rethink employee experience to compete for talent.

Create Equity

- Headquarters vs everyone else (past) – everyone on a level playing field (future)

- Some meetings work better virtually (promotions)

- Better connection to leadership (fireside chat)

- Be intentional

- Be present and listening

Um... You've made my life here survivable.

It's not over….

- Respond to National and Local Mandates

- Lead where our National and Local Leaders are failing

- Lead by Example

- Maintain Equity

- Be Flexible

- Don't forget what you learned in 2020

SEEMS TO HAVE BEEN A CHANGE OF PLANS

#SCHITTSCREEK

Hybrid Future for a Project Team

Lean Construction Institute
Transforming Design and Construction

Hybrid Future for a Project Team

We must have…

- Team Introductions and Team Building

- Established Rules of Engagement

- Clear Channels of Communication

- Culture of Safety – Physical and Psychological

- A Willingness to Fail – Talk About Why it Failed - and Try Again

- Trust

Maybe we can live without…

- We can only do a Team Building Event once we can get everyone in the room

- Rules of Engagement that only apply to those physically present

- If you aren't in the room, you can't be part of the conversation

- Judgement

- If I can't see you, I'm not sure you're working on my project or you're not available to collaborate

Hybrid Future for a Project Team

- Are any tasks, meetings, etc.. redundant?

- Can we reimagine the time + place + technology we need when we come together to work?

- Are the new practices supporting equity and inclusion?

- Are the new practices adding value and supporting a healthy project culture?
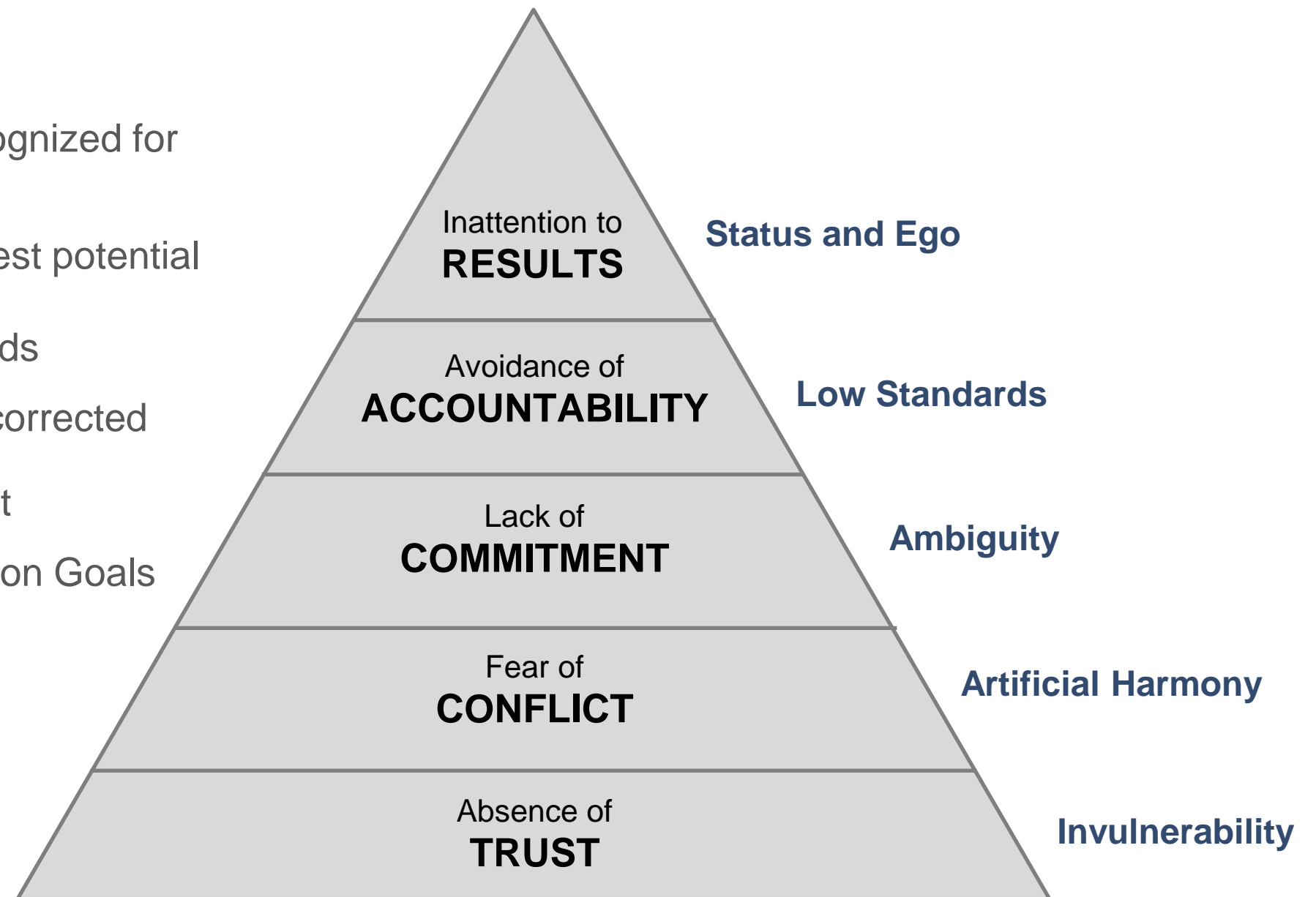
"New hybrid arrangements should never replicate existing bad practices."
- Lynda Gratton – *How to do Hybrid Right*

Where to Start…Build a Functional Team

- Safe Environment to Speak Up

- Leverage Strength and Expertise
  - Teams and Team Members are recognized for their exemplary performance

  - Everyone is performing to their highest potential

  - Hold Everyone to the Same Standards

  - Poor performance is managed and corrected

  - Create Clarity and Real Engagement

  - Get Buy-In and Alignment on Common Goals

  - Confront Issues Quickly

  - Gather Input from Team Members

Inattention to RESULTS — **Status and Ego**

Avoidance of ACCOUNTABILITY — **Low Standards**

Lack of COMMITMENT — **Ambiguity**

Fear of CONFLICT — **Artificial Harmony**

Absence of TRUST — **Invulnerability**

Patrick Lencioni – 5 Dysfunctions of a Team

Trust in a Hybrid World

- Still do project team kickoffs – meet the team

- Still take time for Social Events

- Talk to the experts in real time – send a chat or text – get that expertise without costly travel – only time

- Authenticity, Empathy, Credibility and Trust go hand in hand

TRUST

Connection

Authenticity

Empathy

TRUST

Respect

Credibility

Influence
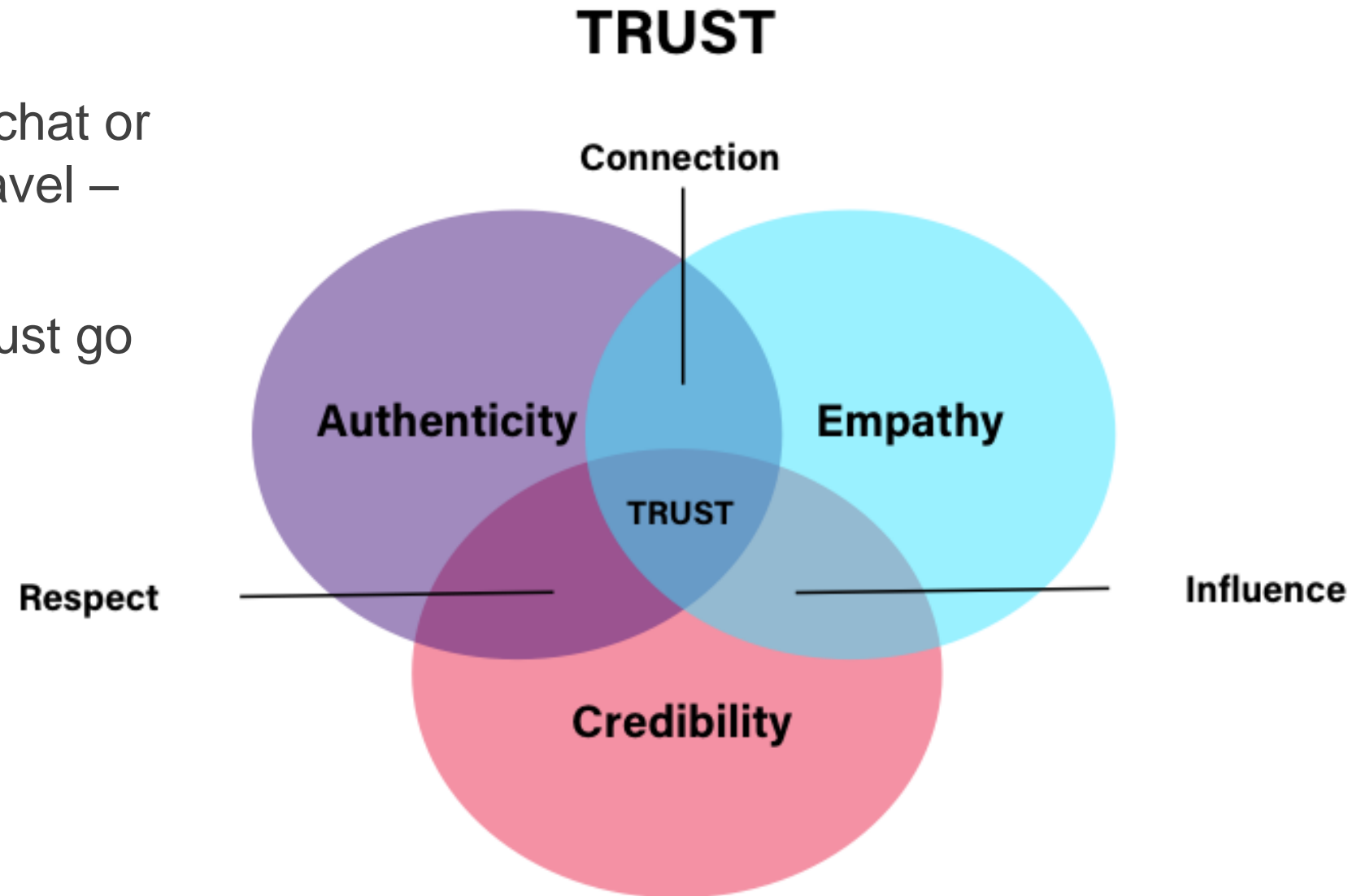
© Jane Anderson

Conflict in a Hybrid World

- Use a virtual Parking Lot

- Stop the meeting if the right people aren't in the room – and call them

- Keep your cameras on if you need to keep people focused, read body language and manage engagement.

Commitment in a Hybrid World

- Leverage technology in a way that enhances the experience (Jamboard, Miro, Mural, Zoom Breakouts)

- Use collaborative scheduling – make your promises reliable

- Implement frequent huddles – talk often, meet less, fail small

60% OF THE TIME
IT WORKS, EVERY TIME
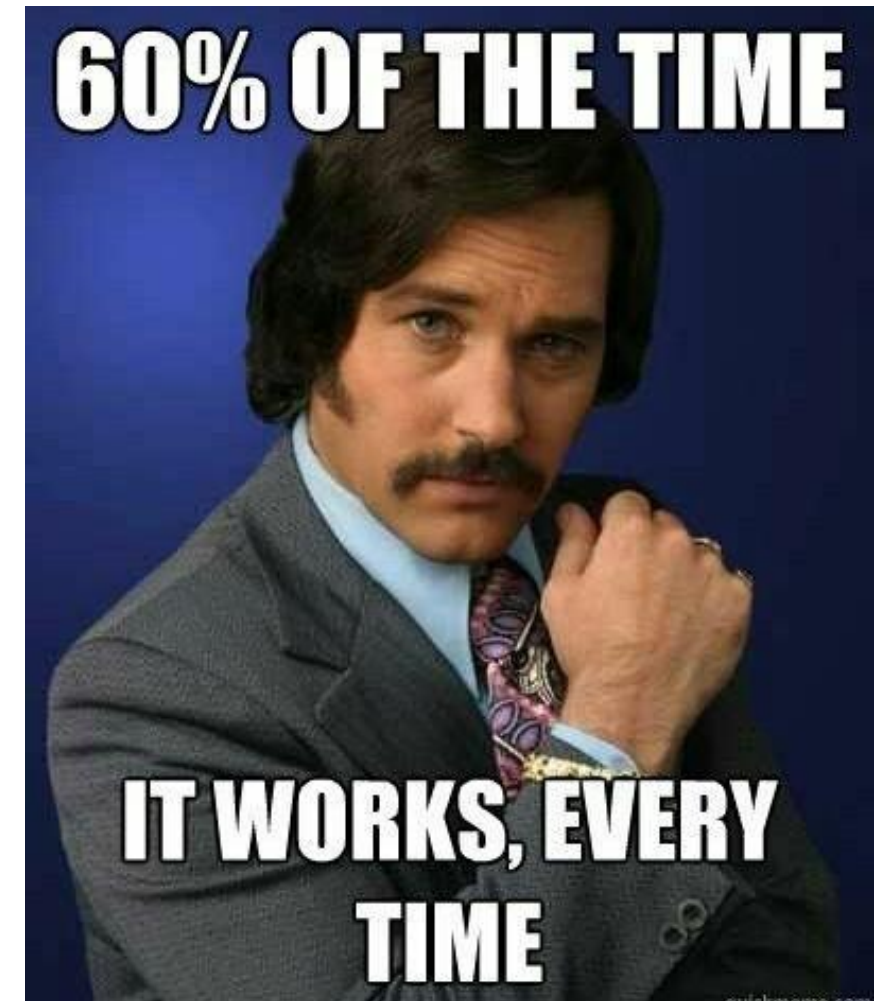
Accountability in a Hybrid World

- Call out multi-tasking – but don't overbook the team

- Leverage your Lean and technology tools – Last Planner®, Trelo, Microsoft Teams, Cortana – what do we need, who's responsible and when is it needed

Celebrating Results in a Hybrid World

- Make celebrating team achievements part of the agenda

- Personal and Professional Best

- Quick Wins of the Week

Hybrid Future for a Project Team

- Authenticity + Empathy + Credibility = Trust

- Engagement should be intentional and with a clear purpose – prioritize the work

- Leverage technology, but don't overuse it

- We support what we feel connected to and when we feel we have been heard

"Individual commitment to a group effort—that is what makes a team work, a company work, a society work, a civilization work."
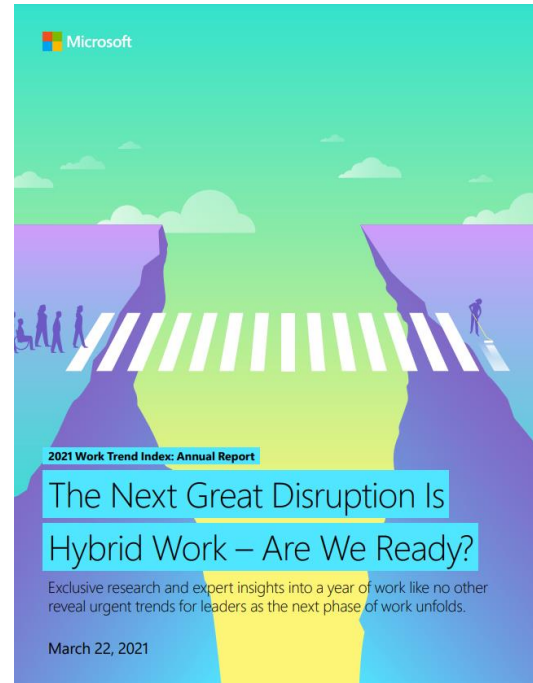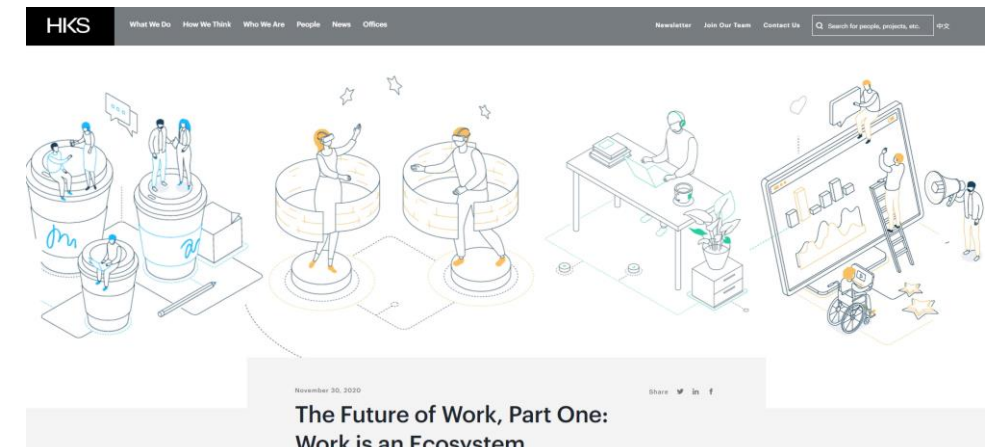- Vince Lombardi

What now?

Lean Construction Institute
Transforming Design and Construction

Where can I learn more?
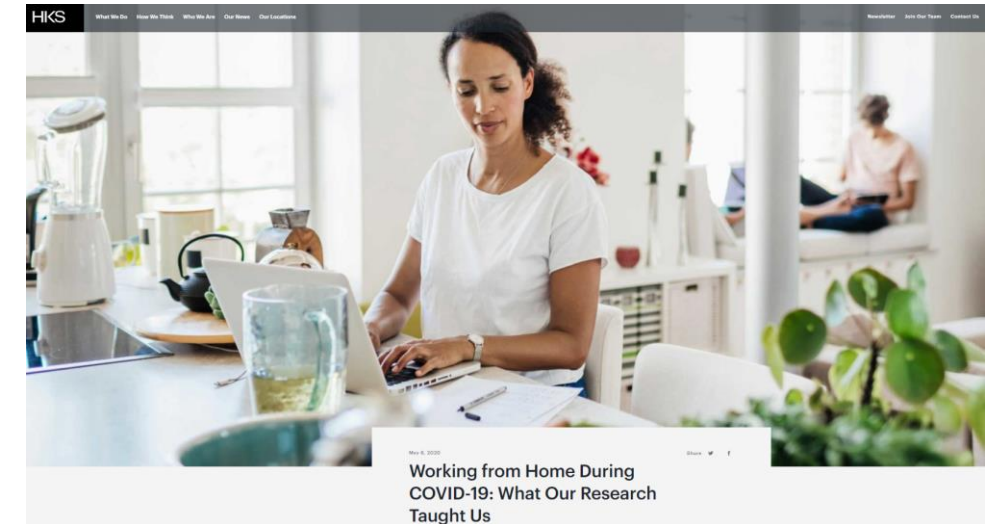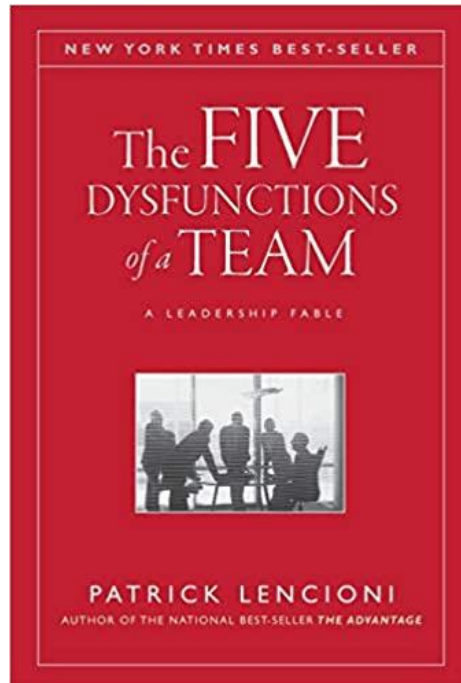
Working from Home During COVID-19: What Our Research Taught Us | HKS Architects (hksinc.com)

https://www.playmeo.com/outcome/build-trust-and-empathy/

The Future of Work, Part One: Work is an Ecosystem | HKS Architects (hksinc.com)

Thank you for attending this presentation. Enjoy the rest of the 23rd Annual LCI Congress!

23RD LCI CONGRESS
OCTOBER 19-22

Building Culture in a Hybrid World

This course is registered with the International Design Continuing Education Council (IDCEC) for continuing education general credit.

The content included is not deemed or construed to be an approval or endorsement by IDCEC of any material or construction or any method or manner of handling, using, distributing or dealing in any material or product.

Questions related to specific materials, methods and services should be directed to the instructor or provider of this CEU.
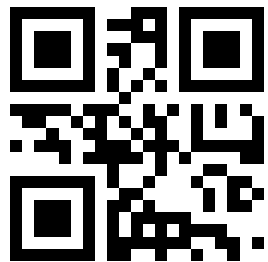
Seminar Code:
SE-11016-103

This program is registered for 1.5 CEU value.
IDCEC members, please use the IDCEC app to scan the QR code to report your attendance.

- Certificates of completion will be issued online. You may also obtain a transcript of your CEU activity thorough your account dashboard.
- Attendees who do not have an IDCEC number will be provided with a Certificate of Completion after this CEU and must self report they credits

In the spirit of continuous improvement, we would like to remind you to complete this session's survey! We look forward to receiving your feedback.

Contact Us

Bernita Beikmann

HKS

bbeikmann@hksinc.com

Andrea Sponsel

HKS

asponsel@hksinc.com