

## Addressing Issues with Hybrid Work Arrangements

Walking through the template hybrid work agreement with your employee is a proactive way to ensure the expectations are clear, questions can be addressed in advance and you and your employee are on the same page on what a successful hybrid work arrangement looks like. If questions or issues begin to surface, quick, clear communication is the best method to quickly address them with your staff.

The GROW Model guides your conversation so it is purposeful and two-way. The use of open-ended questions helps conversation flow. Employees feel heard and valued because they share their thoughts, insights and are receptive to feedback. The GROW model helps to build trust, is supportive and empowering of others. It's all about the conversation.

**GOAL**



**REALITY**



**OPTIONS**



**WILL**



**Agree on the topic and specific objective of session; set long term aim if appropriate**

**Invite employee self-assessment; offer specific feedback with examples; avoid or check any assumptions**

**Brainstorm options; invite suggestions from employee; offer suggestions carefully; ensure choices are made**

**Commit to action; identify any barriers and solutions; make steps specific with timelines; agree to support**

Modify as it fits your speaking voice, communication style and relationship with your employees.

**Sample Conversation Starters**

*I have some concerns with how the hybrid work arrangement has been going lately. Specifically, my concerns are:*

- Outline your concerns, being as specific as possible and using examples, where applicable.
- Diffuse defensiveness by clarifying that this conversation is not intended to be a threat to end the arrangement, but an opportunity to re-establish an understanding of what success looks like.

**Sample Conversation Starters**

*Invite the employee to assess their performance while working remotely. For example, do they believe they have been as efficient as they can be, while working remotely? How has it been working for them?*

- Reiterate that this is not an attack or a threat to end the arrangement, but an opportunity to raise the concerns you have and have a two-way conversation on how to approach them. Also reflect on whether there's anything you could have done better to support the employee.

**Sample Conversation Starters**

*Based on our discussion, what changes do you think are necessary to ensure success moving forward?*

- Does the employee recognize there is room for improvement?
- They need to be part of the solution for it to be successful.
- Offer the opportunity for a follow up discussion the next day, to allow them some time to consider some approaches they may take.
- Provide any suggestions you have as well, while taking a supportive approach in providing feedback.

**Sample Conversation Starters**

*Let's confirm the strategies you'll use moving forward and how we can ensure a successful, long-term hybrid work arrangement.*

- Remember, this is a two-way conversation, so you can also outline strategies you'd like to see put in action.
- Continue to hold regular meetings for regular discussion/feedback.
- How will you support your employee to ensure they're successful?

Topic and objective of discussion is confirmed.

Goals are reviewed against priorities and employee role and capabilities.

Set and confirm goals for next cycle.

Commitment and action plan is confirmed.