

# Hybrid leadership

## 69 questions that will steer you in the right direction

How will you maximize your team's engagement, performance, and output when some work from the office while other team members work from ...anywhere?

After doing research on Hybrid leadership and asking more than a thousand managers on what challenges they see with virtual and hybrid leadership, I have gathered 69 questions for you and your team to reflect, discuss, decide and act upon! There is no one-size-fits-all-formula. Every team must decide what values, culture, processes, tools, behavior, communication etc. that fits them best.

The smart thing to do is to involve as many people as you can, getting their input on these 69 questions (or a selected few that you believe will make the biggest impact).

I have divided the questions into three categories, based on my Blueprint:

**Communication insights/Collective intelligence:**



These categories are:

Communication Excellence, Meeting Competence and Maximizing Performance.

**Now it's your turn:**



1. Why do you consider hybrid at all? What is the purpose? How do you communicate that?
2. How will your communication be affected when going hybrid?
3. **What happens with communication, bonding, team dynamics if you will have some people always in the office and some always remote?**
4. **How do you make sure you are transparent in your communication so that everyone feels that you are fair?**
5. How do you agree on, and clarify what expectations you have within your hybrid team?
  - Do you always need to include everyone in the team when you communicate?
  - Must recipients acknowledge every email?
6. **What channels will you use? Will they be synchronous (live e.g. CableTV) or asynchronous (not live, e.g. Netflix)?**
7. How much information should be handled asynchronous vs synchronous? What kind of information?
8. If you shifted to more asynchronous communication: What would need to change?
9. How do you enable cross functional communication? How do you make that happen? Do you even want to?
10. How can you communicate content to everyone so that one group don't feel left out?
11. Will you share information to all and at the same time? Why?
12. Where will common information be stored so that everyone can access it? Where will specific information be stored and how will it be available?

13. Who should have access to what information?
14. How do you support your team? What support do they want from you? What can you expect from them?
15. How can you plan your feedback and support in a hybrid environment compared to all remote or all onsite?
- 16. Are you equally available to remote workers as to in-the-office workers?**



- 17. Who is most important in a hybrid meeting? The remote participants or the in-office participants? Why? How is that shown in the choice of technology, choice of meeting time and involving methods?**
- 18. How will you run your hybrid meetings compared to pure physical or pure virtual?**
19. How do you handle participants that say nothing, or take over the meeting, or are constant nay-sayers, or bully people?
20. How much support and competence does each team need to meet online, on-site, or off-site?
21. How will you handle pauses (length, frequencies etc.)?
22. How will you run workshops in a hybrid meeting?
23. What kind of ice breakers and energizers are possible in a hybrid meeting?
24. How do you handle coffee breaks? Will the in-office people have biscuits and buns?  
What about the remote team members?
25. What do you need to think about when you run a virtual kick-off?
- 26. What technology platforms do you need for both in-office and remote participants?**
27. Will you have meetings where you only meet in person? What would be the purpose?
28. How often should you meet in person?
29. How will you maximize participants experience and social interaction when meeting only in person?
- 30. Will you have off-site kickoffs? How will you make them awesome?**
- 31. What collaboration tools can you use to involve all participants?**

**32. How will you make sure no one is left out in a hybrid meeting?**

33. For larger events: What will a production look like?



34. What does success look like in the hybrid workplace? For a hybrid leader? For non-managers? What does it NOT look like?

**35. What new rituals and habits do you need when working in a hybrid context?**

36. What values do you have that supports Hybrid? How is that reflected in people's behavior?

37. What kind of culture do you want to nurture in a hybrid context? Why? Does it match your current culture?

38. Which tasks can just as well be done remotely? Which cannot? What obstacles can you remove so that people can be flexible?

**39. Can people work from anywhere or should they be in the office some days per week (meaning that they cannot move away from the close region of the office)?**

40. A great team work on their identity, values and behavior. How do you do that when going to hybrid?

41. Do leaders need to be in the office all the time?

42. Do your team members have to be a 9-5 worker when working from home? Or can they be more flexible?

**43. How do you foster an environment of psychological safety?**

44. What do you do to have fun?

45. How can you make sure that employees feel engaged and appreciated, regardless from where they work?

**46. How can you create enough autonomy for people in a hybrid world?**

47. How can you foster collaboration and inclusion?
- 48. Will WFA (Working from anywhere) for some create jealousy among those who cannot be flexible?**
49. How will you handle people who will be disappointed if they have to be in the office at all rather than remote?
50. How do you battle the risk of feeling left out or alone when you are not in the office?
- 51. How do you make sure that you don't favor and promote people just because they are in the office more often than others?**
52. In which way will you show that you trust your team members?
53. Will you support your team with the right technical equipment to work from anywhere?  
How? What?
- 54. How do you know if people are actually pulling their weight, whether it's at home or in the office?**
55. What do you do when motivation goes down?
- 56. What about WLB (Work Life Balance)? How can you encourage a good WLB?**
57. Can the people in the office feel ignored when managers go out of their way to care for remote communication?
58. Who sets the standard for what a solid performance is?
59. Will you track productivity? If so, how? What are the benefits and drawbacks?
- Tracking productivity or activity like Manager check in, daily reports, logging or clocking? Or just trusting people and get out of the way?
60. Can you give them the tasks that fit them best? (Leads to discretionary efforts)
61. Let them do the task the way they want?
62. Agree on goals and get out of the way?
63. How will you measure KPIs and performance in a hybrid team?
64. What do we need to invest so you uphold or increase performance in a hybrid context?
65. What processes do you have to document and digitize? Transcript?

**66. What will your office space and meeting space look like to accommodate for the hybrid workforce?**

67. Will you shrink the space or keep it? Will you change layouts?

68. What can you do to minimize interference, noise, and disturbance in the office environment?

**69. How do you make sure you don't give more tasks to team members on site because you see them in the office?**

**Plus a leading question: Will Hybrid leaders spend less time being the Transformational beacon on inspirational light, and more focused on delegating decisions and promoting self-leadership?**



**I wish you a great journey into your flexible,  
Working From Anywhere, hybrid work!**



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