

# Leading Inclusive Hybrid Teams



Session takeaways

## Our panel



**Cheryl Stokes**

Partner - Leadership,  
Diversity & Inclusion

Heidrick & Struggles



**Kerri Warner**

Global Head of Leadership  
Development & Engagement

Mastercard



**Alicia Millar**

Director of Learning &  
Development, EMEA

Reed Smith



**Eric Pardell**

Global People and  
Organization Leader

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## In session discussion points



### Technical Quotient

How can we achieve balance between post-pandemic commercial pressures and Human Centred Leadership?

“This is an example of a “right right” dilemma: there’s a deep connection between the two, they’re not mutually exclusive. Tap into the talent – focusing on an inclusive human centred way to unleash the potential.”

Cheryl Stokes



### Emotional Quotient

As Leaders, how do we ensure that being Inclusive in the hybrid landscape doesn’t become a potentially excluding mission?

“Create a sense of belonging, feeling valued for who you are. When we peel back the different labels and values, move from inclusion as a standalone to creating that sense of belonging in everything we do; we encourage active conscious behaviours into habits.”

Kerri Warner



### Decency Quotient

Should organisations decide what is best for their people from a relationship and mental health perspective, or do we leave it up to individuals?

“Organisations need to recognise the importance of relationships and mental health and create channels to talk about it e.g. create apps etc at peoples’ fingertips to encourage an environment to help people.”

Eric Pardell



### Multiplier Quotient

In terms of Inclusive Leadership how has hybrid challenged the way we define and measure our own impact?

“How do we make sure it’s the right impact, with the right intention and if it’s wrong, how do we learn from that lesson? We’re no longer on autopilot... it’s about letting our heart beat into our ears with the right intent and inclusive frame of mind to bring everyone with us. We have to know that we will do things along the way that will challenge our assumptions about whether we are truly human centred.”

Alicia Millar

# Top tips breakdown



## Challenge Assumptions

- Review performance management processes – is it meaningful and relevant in a hybrid world?
- Ensure that team routines and processes encourage huddles, collaboration and connection regardless of location
- Challenge assumptions in decision making processes and systems - What could be adapted/what could be added/what should remain?
- Revisit core values/mission statement – does it reflect the human at the centre of your business?



## Create and Promote Belonging

- Support leaders to lead by example and be open to, and embrace, vulnerability e.g. sharing their own personal stories
- Make space for team members to share both positive and negative experiences without judgement
- Be open and transparent about pressures within the organisation so employees understand context



## Provide Opportunities to Connect

- Identify in what way your own organisational challenges reflect your clients', and seek to connect on that basis
- Recognise that personal purpose motivates employees and find opportunities for employees to combine skills/offer support to connect with clients beyond BAU
- Open channels of communication within teams and outside teams through e.g. apps and/or affinity group. Be curious and recognise when movements and energies do not seem to align with organisational culture



## Support Leaders

- Fully listen to and take care of our leaders so that they can do the same for their teams
- Be cognisant of how you show up to meetings and notice how they show up - be curious
- Check in regularly without an agenda
- Provide opportunities for peer-to-peer support e.g. forums to share experiences and challenges
- Review priorities around well-being and self-care resources – make sure support is available to all as an option and overtly supported by leaders.