MODULE OVERVIEW

Managing a hybrid team: Lead by results, not presence

Adaptive module | ~20 min

Hybrid work has become the norm: most teams alternate between in-person and remote work, and managers can no longer rely on their presence alone to lead. Managing a hybrid team does not mean working around distance: it is a new job. This module builds the three skills that matter most—more conscious communication, more strategic flexibility, and more mutual accountability—and supports the shift from "command and control" to shared responsibility between adults.

LEARNING OBJECTIVES

01 Communicate in hybrid work: balance live and asynchronous exchanges, make in-person time intentional, and write and give feedback with care.

02 Co-create a charter with your team, covering channels, availability, and anchor days, and adjust it over time.

03 Gain flexibility, both operational and strategic, and stay alert to weak signals and to isolation.

04 Build accountability by handing power back to team members: co-created goals, gradual delegation, tracking value, and shared decisions.

WHO IT'S FOR

Managers whose team alternates between in-person and remote work and who want to lead by results, not presence.

- **Prerequisite:** none

HOW THE MODULE WORKS

Self-paced, with practice tailored to each learner.

1. **Self-assessment**: on 9 dimensions, to gauge current habits and guide the practice.
2. **Expert video**: 10 minutes, with 3 pauses for reflection.
3. **Practice scenarios**: the first 2 chosen from the self-assessment, then 16 optional ones. Every answer gets feedback: what it leads to, and one way to improve.
4. **Dated commitment**: one action to try, written by the learner or picked from the suggestions.
5. **Memo to download**: key takeaways, questions, commitment, personal notes and checklists.

A SAMPLE PRACTICE SCENARIO

You take over a hybrid team with no clear rules. Everyone answers messages at their own pace, no one knows when the others can be reached, and people's days in the office only overlap by chance. How do you set up ways of working that suit the whole team?

ASSESSMENT AND COMPLETION

Pass mark: 80%

The score takes into account your answers to the practice scenarios, your commitment and, where relevant, any additional learning activities. Passing requires a commitment and a score of at least 80%.

METHODS & MODELS

- BANI (Brittle, Anxious, Nonlinear, Incomprehensible) – Jamais Cascio
- Shared responsibility (an adult-to-adult relationship) – inspired by the work of Francis Boyer
- Intentional in-person time / anchor days – Afthonios coaching practice
- Synchronous vs. asynchronous – Afthonios method

SOURCES & REFERENCES

- Jamais Cascio – creator of the BANI framework (2018)
- Francis Boyer – consultant and author specializing in management innovation ("command and control" vs. a culture of shared responsibility)
- Gallup, Hybrid Work Indicator (2026) – how US employees who can work remotely organize their work
- Bloom, Han & Liang, Nature (2024) – trial on hybrid work, job satisfaction, and retention

Module created by Afthonios.com.

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