



Hybrid culture – Top five tips for creating a hybrid culture

Questions and answers from the Inform webinar

29 November 2021

What you asked us

Here are the Q&A from our webinar on Monday 29 November, 2021.

This webinar was about your organisation's work arrangements and how they impact culture – the lifeblood of your organisation. You've probably realised a hybrid culture is more important than ever. In the hybrid workplace, you need a culture that drives mindset and behaviours to encourage your people to stay healthy, happy, productive – and aligned with your organisation's goals. Whether your people are in the office or at home. Tools, policies, and processes just aren't enough. To truly embrace hybrid work, you need thoughtful consideration of a hybrid culture.

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About the speakers

Gini Holden, Behavioural Change Consultant

Gini has extensive experience developing and implementing people-focused change strategies. By applying key scientific and psychological principles, Gini has created data-driven methodologies to sales, partner, and transformation processes with impressive global results. Gini has over three decades researching, developing, and launching successful business initiatives for a diversity of businesses: P&G, Mars, WestLB, BT, DHL, and Deutsche Bank. Currently, Gini is building a partner, programme, and deployment division for global powerhouse, Ricoh.

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Natasha Bradley, Commercial Manager at The Inform Team

Natasha has worked in the IT industry for over 12 years and has a good understanding of technology and how it can be used to overcome business challenges. Before joining Inform, Natasha ran a sales and marketing business for five years, delivering services to a range of Microsoft partners in the UK. Natasha has innovative ideas on how to use technology and is working with several large NHS trusts to introduce new ways of working with Microsoft Teams.

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The questions

We've indicated the initials of the person answering the questions. The answers are either as they were given in the session or with some additional information added after more time for reflection.

Question	By	Answer
<p>Do you have any specific tips and advice about how you can effectively onboard new joiners remotely?</p>	<p>GH</p>	<p>Gini: May I ask a little bit further, are those new joiners a part of your organisation and mutual team or are they new to the organisation?</p> <p>Participant: They would be new to the organisation</p> <p>Gini: Right, and a third question, are they new to your industry or would they know the industry you're working in?</p> <p>Participant: That's a really good question, and it's probably a mixture in all honesty, so some may know it, some may not.</p> <p>Gini: Okay, so, one of the things I keep coming back to but the way your brain takes on data information and knowledge, is a function of how it's grown up within an environment. The reason I asked those three questions were very specific, it's because if someone has, let's take the worst scenario, someone</p>

		<p>has no knowledge of your industry, no knowledge of your company, and no knowledge of your team and that they know nothing at all, what you need to be able to do is, in their heads, build a picture of all those things.</p> <p>So, what's our industry like, how does it work, what do we do? Even what's the core competences our industry is here to create? First, think of your industry. Then think about work and how you present your work and perhaps how you structure your presentations or who you are as an organisation. Think about how to present that to that person. It might be a walkthrough; it might be a 'this is how we actually work' presentation and a 'this is who we are conversation'. The final thing would be to welcome them into your team. Be really active about how you give those messages across. And think about how you'd do it if you were in the office. We've recommended people do videos, we've recommended people talk in a specific way, especially if you're very social.</p>
<p>Remote working has caused people to behave in a way that they would not normally, such as panic attacks, how would you suggest that could be handled?</p>	<p>GH</p>	<p>This is a very deep question. One of the major impacts for people working remotely and especially if they've never worked remotely before, or it's completely new to them, is that you have two selves. You have a work self, and you have a home self.</p> <p>If you've never worked away from an office, in your mind there'll be a subconscious programme that says work belongs in the office. And if you then take that person and put them directly into working from home, all the structures they expect to see in how they see work have gone. Literally overnight disappeared.</p> <p>So, you started to see a lot of really fascinating behaviours. Like people didn't know how to start work, they couldn't keep themselves focused because what they've lost is the physical interaction structure their work self has.</p>

		<p>The other thing about a work self and a home self is some people can fundamentally change. And women have found this incredibly challenging. They might be one way at work, and then at home, they might have to be five or six different other people. So, you know, you can come home, and at home you are mum first, not a leader, you're responsible for a load of other things than you would be normally. And in your brain, because you're actually physically at home, your brain will start to reorder what it thinks is a priority because you're at work while at home.</p> <p>This is why people can have panic attacks. It's what's called cognitive dissonance. This is where your brain can fire off flight or fight. Because it's so different than what you're usually expecting, and it can cause you panic attacks.</p>
<p>Do you think it's important for an organisation to link success celebration to any codified values that organisations may have in place, so as to create that cohesive idea of organisational value that I think you covered in tip two? Or should successes be celebrated more generally?</p>	<p>GH</p>	<p>It depends on how evolved your organisational culture, or team culture, actually is. And that, an organisation's culture grows and changes as its industry culture and its wider society culture change. Because of that, your culture will be in different stages of development.</p> <p>What I have seen work incredibly well though is a ground up process of you and your team celebrating what it is and pushing that out. And interestingly what you will find is someone in your team knows their value, and is really comfortable with that, when they then go and talk to someone else in the organisation.</p> <p>Knowing what that value is, is probably one of the oldest human programmes that we have because we survived better when we worked together. To work</p>

		together we needed to know what each other's values were, so you'd find your people automatically sharing that company culture value.
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Have a question that's not answered here or want to talk about your own project? [Contact Natasha](#) and she can help.