

YOUR GUIDE TO SMARTER COLLABORATION

5 Strategies to Supercharge Team Collaboration & Productivity



SUMMARY

Deloitte's [2021 Global Human Capital Trends Report](#) identified five Future of Work trends to watch for, one among those being an increased focus on building teams (or 'superteams') that use technology to enhance natural interaction and collaboration.

In early 2020, the escalating COVID-19 pandemic forced organizational leaders to quickly reset business and workforce priorities. The pandemic's scale and severity challenged most organizations' views about what work was essential to deliver to their customers, shareholders, and stakeholders during a prolonged period of heightened uncertainty. To rapidly reorient their goals and operations, we saw that the most successful organizations turn to teams and teaming as the go-to unit for organizational performance.

Teams – newly forming, growing, and reconfiguring – were supercharging organizations' ability to pivot and get work done amid turbulent and demanding conditions. Teaming became an organizational life raft during COVID-19 because teams are often built for adaptability rather than predictability and stability. Teams can learn and adapt faster than individual workers alone, since teams of motivated individuals will challenge each other to come up with better, more creative ideas.

With 58 percent of Americans reporting having the opportunity to work from home at least one day a

week, McKinsey's [American Opportunity Survey](#) of 25,000 American workers shows that 87 percent of people are looking for flexible, remote or hybrid working arrangements. This data suggests organizations should invest in supercharging their teams – now in the context of permanently remote or hybrid work models – if they want to drive success and growth. To do it, future-thinking organizations have become increasingly determined to better support fully remote teams or teams that include both on-premise and remote employees.

Intended Audience

This guide is for organization, team, and HR leaders looking to build, repair, or strengthen teams in order to boost team effectiveness. With the right strategies in place, you can better support team members in remote or hybrid working environments, enable more effective collaboration from where a team member works, and increase engagement so that your organization's teams can power growth and success.

Strategy 1: Equalize to Engage

Strategy 2: Shift Communication Expectations

Strategy 3: Connect Rather than Transact

Strategy 4: Create Belonging by Recognizing

Employee Impact

Strategy 5: Leverage Collaboration & Coaching

Technology

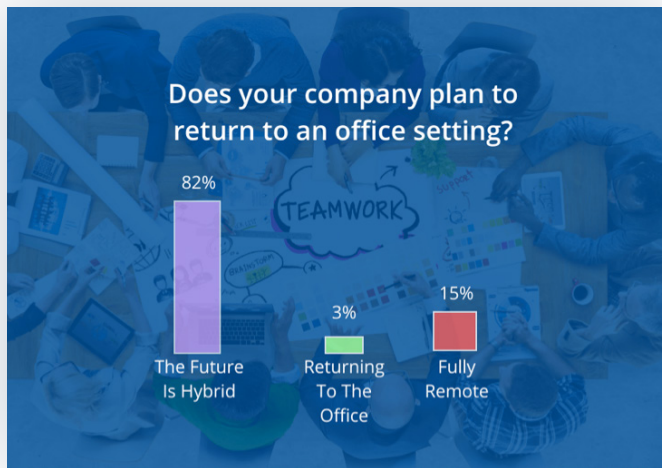
ABOUT HUMANTELLIGENCE

Humantelligence is a collaboration tool that helps remote & hybrid teams work together more effectively. It's based on the quickest, most comprehensive scientific personality assessment that measures behaviors, motivators, and work energizers. These assessment insights are then delivered through the communication tools you use everyday — email, meetings & chat — resulting in more meaningful collaboration, deeper engagement, and improved team performance. To learn more, visit www.humantelligence.com.

STRATEGY 1: EQUALIZE MEETINGS TO ENGAGE



In a live [webinar](#) poll of more than 200 HR leaders, a majority indicated that the future of their workforce would be hybrid permanently. It's clear that whether planning projects, collaborating on tasks, or conducting other types of meetings, leaders should operate differently in a hybrid work environment when on any given day, some employees will be present in the office while others work from home offices.



While unintentional, team members who are physically onsite are likely to get more attention from leaders who are also in the office. Remember back in the day when some team members called into a meeting, it was considered an exception. They were often treated as observers instead of active participants. Data confirms it.

70% of remote employees have felt left out of the workplace or note frequently missing out on important information. As more people work remotely than ever before, identifying meeting shortcomings is critically important in order to ensure your team members are engaged and productive.

This helps ensure that those working from home remain invested and productive without favoring on-site employees.

If leaders don't find a way to equalize the input from both on-site and remote team members, off-site workers may slowly grow distant and more removed. In this case, you're likely to see burnout increase, and productivity and engagement decrease – the opposite of supercharged teaming. But you can prevent this by conducting engaged virtual meetings in a more deliberate way.

Level the Playing Field: If there's a meeting that involves workers both in the office and offsite, rather than have onsite employees sit in the conference room for the meeting, have all meeting attendees log into the meeting individually, from wherever they are.

Increase Efficiencies: Don't make assumptions about silence. Solicit input from participants by name. This might also make meeting leaders think twice about who needs to be involved, optimizing the number of participants for greatest efficiency.

Become Inclusive: What compounds the communication and collaboration challenges of remote working teams is the issue of inclusiveness -- critical to culture and key to efficient communication. Different from diversity, inclusion is the degree to which employees feel valued, respected, accepted, and encouraged to fully participate in the organization. A company's workforce may be diverse, but if employees do not feel safe, welcomed, and valued, that company is not inclusive and will not perform to its highest potential.

- *Prep and send your agenda ahead of time:* If you're organizing a meeting, provide your meeting agenda one day ahead of time.

- *Keep schedules in mind:* Work is more flexible than ever. For parents, caregivers, or for an unlimited number of situations, there may be limited windows of quality meeting time during the day. Checking schedules before scheduling a meeting is a more inclusive approach.

By default, we as human beings are introspective, and it doesn't matter if you're introverted or extraverted either. [87% of extraverts and 86% of introverts agree](#) that they pay a lot of attention to the meaning of your own thoughts and actions. So while it may require more time to formalize an agenda and try to account for the various circumstances of your team members, you're also ensuring that your attendees have time to prepare and come to the meeting with more thoughtful inputs -- introverts and extraverts, parents and caregivers alike. If you do this, don't be surprised to find yourself with more engaged meeting attendees.

Welcome One and All: Take scheduling considerations to the next level by clearly articulating an 'All Are Welcome Here' environment. Often, people feel the need to apologize when a child, animal, or parent interrupts or disrupts. In these situations, how you respond can make or break your meeting vibe. Based on the situation, you can foster a welcoming environment with one of the following:

- *No need to apologize. X takes precedence.*
- *I love having the opportunity to see X...*
- *I know that X needs your attention. Please feel free to jump off if needed or turn your camera/sound off - whatever's most convenient, and just rejoin when you can.*

Not acknowledging or responding in one of these ways will only make team members working from home feel less than, unwelcomed, or like they have to hide away important parts of their lives.

Speaking of important parts of our lives...many video meeting tools allow users to change their display names, and as you might have seen, some people have added their personal pronouns. Consider beginning with yourself and encourage team members to insert their pronouns to support others, and you'll start cultivating a team environment that acknowledges you can't assume someone's gender, identity, or pronouns by looking at them. When you start welcoming one and all, you'll soon find a team [that's all for one and one for all](#).

- *Don't Just Be Open, Be Accessible:* Look for video tech that can help everyone participate in meetings more meaningfully. Some video conferencing solutions offer live closed captions, which appear as someone speaks, for users who are deaf or hard of hearing. There is also video meeting software available for people who are blind/ have low vision and use screen readers that turn text, images, and other elements into audio or braille. Google Meet, Microsoft Teams, and BlueJeans all offer live closed captions that are created by artificial intelligence. Zoom offers live closed captioning if you type them in yourself or use a third-party service. All of these programs are also screen reader accessible.

The tools you or your company select to use are important. Advocate for more accessible platforms, and you'll be demonstrating a commitment to inclusiveness.

Make Feedback King: You can take a number of steps to make your meetings more inclusive, but don't forget that one of the best ways to improve everyone's experiences is simple...feedback. Just as in the many other aspects of our work, be sure to get your team members' feedback about what's working and what's not.

If you're a manager, start a conversation with your team about what they think could be improved on how meetings are run -- and make sure you're inclusive of ways to submit that feedback! Why is this important? Studies show that the majority of women in the workforce feel excluded from decision making and uncomfortable expressing their opinions. In fact, in one survey, [only 2/3 of women said they felt they could voice a dissenting opinion](#) without fear of repercussion (versus 80% of men), so be sure you're practicing inclusion with this very activity!

- Encourage team members to write out a few simple suggestions for or submit feedback anonymously if possible.
- While organizations are creating settings in which people feel that they can speak up freely without fear of negative consequences, such environments take time to nurture. You could use a shared "whiteboard" like Padlet, which allows people to give feedback or make comments anonymously.
- You could also deploy a survey that covers video meeting inclusivity. Afterwards, disaggregate the data to look at race, gender, and other demographics, and you might find larger quantities of common feedback from particular groups.

Looking at the intersections of all of this feedback can help you identify if there are pockets of people who are not feeling included in how you're conducting meetings, and importantly, they may have suggestions that will make all the difference.

Don't Just Hold but Make Space: Hello quiet meeting people and those who have trouble getting a word in edgewise...this one is for you.

As the meeting organizer, pay attention to who is speaking the most—and who keeps getting interrupted. A few different studies have found that women are interrupted more frequently than men, and that men specifically interrupt women more than they do other men. Other studies have shown how men dominate meetings, calls, and other contexts. At some point in every meeting, say something like:

- Okay, let's pause here, and I'd like to invite anyone who hasn't had a chance to talk yet to come off of mute and share their thoughts. You're opening the floor to all, as opposed to calling on a specific person who might not be prepared at that moment.
- You can also break groups up so that people who have trouble speaking in larger settings have a chance to contribute ideas with just a few colleagues. For instance, if you're having the team brainstorm for an upcoming project, you could split them up into smaller breakout groups for a set period of time, and then have a representative from each group report back with the ideas. There are a variety of applications, like Zoom, that offer breakout rooms so you can facilitate this for remote or hybrid teams.

“Meeting culture is indicative of the broader company culture. It's when you communicate, when collaboration happens, and when and how decisions are made. Improving meeting culture can improve the company culture”

– Employee Listening, Research,
& Talent Strategist at Boeing



Reminder:

Changing your meeting culture to equalize and include will help reset your team culture.

If every team in your company did it, imagine how company culture would improve.



Key Action:

Consider trainings with functional leaders to provide a strategy for team meetings.

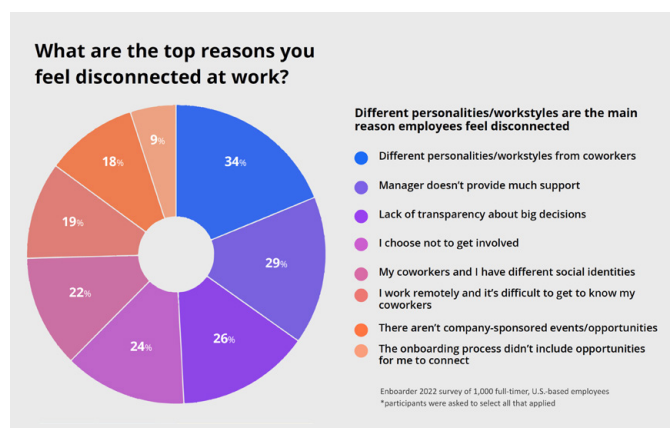
Consider making the implementation of an effective meeting strategy like this a key performance expectation for your team leaders. When you level the playing field, increase efficiencies, and become inclusive intentionally, you'll begin fostering new ideas, engagement, and collaboration – and be well on your way to supercharging your team.

STRATEGY 2: SHIFT COMMUNICATION EXPECTATIONS



In the HBR article [Collaborative Overload](#), we learned that the time employees spent on collaboration in 2016 increased by 50% over the past two decades — and we can be sure this has only increased over the last two years. Researchers found it common for workers to spend a full 80% of their workdays communicating with colleagues in the form of:

- email (on which workers' spend an average of six hours a day)
- meetings (which fill up 15 percent of a company's time, on average)
- instant messaging apps (the average Slack user sends an average of 200 messages a day, though 1,000-message power users are “not the exception”)



Of course, in-person meetings and other types of synchronous communication can be the most efficient solution in many situations – and help you feel more connected to your colleagues and work. It's understandable when everyone wants immediate answers to their “quick” questions. So while working remotely means you're not going to bump into co-workers around the water cooler to

answer or ask those quick questions, it certainly doesn't mean you're unreachable. It simply means we collectively must shift our expectations in communications timing and employee response times—and for good reason. Connection, communication, and collaboration continue to be a top pain point for remote teams.

Constant real-time communication means we don't take into account the different personalities and work styles of our colleagues when we communicate. As a result, communication is often misinterpreted, unclear, and not as meaningful and effective as it could be – which stunts productivity and connection. It also prevents the uninterrupted time that is necessary for team members to bring their full range of talents to their work, which is what makes them feel satisfied at the end of their work days.

Additionally, when people are working remotely, leaders have less control over the hours their team members work. This makes synchronous communication much harder. Remote work offers inherent flexibility, but if your communication doesn't adapt, flex-time quickly becomes ‘always on’ time and can result in [burnout](#).

Asynchronous communication – the transmission of data, generally without the use of an external clock signal, where data can be transmitted intermittently rather than in a steady stream -- is a driving force behind successful, supercharged teams, helping people focus on important work and collaborate more thoughtfully. An added benefit of prioritizing asynchronous communication methods is that it will encourage planning and more thoughtful responses. Some ways to do this:

- Encourage the use of “do not disturb” mode in your team communication tools

- Set clear and realistic expectations around email response times
- Designate a specific channel for real emergencies or crisis that require immediate response

When goals are clearly communicated, workers, whether in office or not, know what is expected of them and feel empowered to perform to the best of their capabilities. No matter what expectations you set, it's critical that team members have input. With input comes buy-in as well as engagement—both of which are key to productive employees.

However, there are likely to be limits on what your team can decide with regard to where, when, and how team members work. Perhaps headquarters already decided that employees must spend 12 hours per week onsite, and maybe you already know you want everyone in the office together one full day a week. These structures make sense, but there's still plenty of room for the team members' feedback on other operational guidelines that enhance their daily experience, such as input on which day of the week they will all come into the office, other flexible in-office time, and ideas on how to work better as a team.

Finally, synthesize these inputs and put your new team policies into a shared document or team management tool so that everyone can see and revisit them periodically as a group. Commit to a schedule of review and revision as you and your team learn more about what works (and more importantly, what doesn't). In the end, you'll supercharge your team and allow them the space and time to work on deeper, more fruitful work.

Examples of Shallow Work

Processing the emails in your inbox
Responding to colleagues on team chat tools like Slack
Making phone calls to arrange logistics
Attending status update meeting

Examples of Deep Work

Drafting a launch plan for a new feature
Programming
Preparing for an upcoming keynote presentation
Researching information on a specific problem



Reminder:

Collaboration overload and struggling to collaborate and communicate are not mutually exclusive.

With a new take on communication expectations, you can prioritize higher-quality communication versus knee-jerk responses. While it takes more time, when you give employees the time to think through a particular problem or idea and provide more thoughtful responses, you'll find a less stressed team. When ASAP requests aren't an option, advanced planning is a must, and people learn to plan their workloads and collaborations more carefully to give enough time for coworkers to see and respond to their requests. This leads to less stressful collaborations, and deep work becomes the default.



Key Action:

Shift expectations in communication timing to get better response.

Instead of immediate responses, consider asynchronous communication, whereby you seek feedback from your team members on how and when communication can take place. As a result, your team members will feel more control over the workday = happier and more productive employees.

STRATEGY 3: AIM TO CONNECT RATHER THAN TRANSACT



Social psychologists have been studying the human need for belonging for many years. It's been found that feeling a sense of belonging is an important intrinsic motivator. Abraham Maslow's hierarchy of needs includes a sense of belonging as a major need that motivates human behavior – just like food, shelter, and safety. And there's data to prove it.

The [Harvard Study of Adult Development](#) tracked the lives of 724 men for 79 years. Researchers hoped to discover the secret to success, happiness and a good life. The study found that relationships tremendously impact our health, happiness and quality of life. It was also found that the quality of relationships mattered more than quantity.

It's no different at work, where we spend nearly 40% of our lives! Strong social connections make people happier and physically healthier, which can translate into work performance – and employers that support social connections in the workplace and help employees form strong relationships with one another are helping to build a more successful workforce. This link between connections and performance has become more important than ever.



In that same poll of 1,000 professionals, two of the highest rated pain points of working remotely and in distributed teams included a loss of connection to team members and feeling isolated -- all of which can lead to decreased productivity. So what's clear is that when you do invoke synchronous methods like real-time meetings—whether one-on-one, with the team, or all-hands— prioritizing quality interactions over transactions can have a tremendous impact on driving connections, and as a result, performance.

When team members are physically together, informally interacting with colleagues before a meeting or during lunch helps create a bridge for connection, making the work more fun and rewarding. In meetings today, there are often no agendas at all or agendas are stripped to mere transactions—all the objectives, budgets, project items, as well as all the items missed from last time, and nothing more. Work the concept of informally connecting into your actual agenda in order to proactively enable connection among colleagues.

If leaders want to foster more effective collaboration – one based on connection and support in which team members care about each other – they must provide opportunities for colleagues to connect on a personal level. Try some of the following:

1. Virtual coffee or happy hour... Put together a virtual coffee break plan, having team members across functional teams reach out to one another to set up 20 minute coffee breaks to connect. This is especially helpful for people to connect with others outside of their own department or team. Want to provide some structure and ice breaking suggestions, here's some help from [ConceptBoard](#), makers of a collaborative online whiteboard solution to support remote and distributed teams.

2. More hands make for lighter work... Flashback to your school days, when teachers and professors assigned group projects. The idea was to help us build collaboration skills and operate more effectively within a group dynamic. Whether the goal is to achieve a business outcome or to enable connection, grouping colleagues together to complete projects can increase engagement. Try hosting mini [hackathons](#) or giving teams the opportunity to present their work to smaller audiences. The potential groups have to be more productive, creative, and motivated than

individuals on their own is something managers should leverage during workforce planning resets.

3. Schedule personal 1:1s... One-on-ones don't always have to be work related. Schedule [weekly or biweekly 1:1s](#) during which you and one of your team members can simply chat and catch up. Not only will you get to know your team members better, you will be able to identify potential matches for collaboration and connection with other team members for potential group work.

4. Virtual watercooler chats... Watercooler chat is what happens when colleagues take a break from work and socialize with each other. It's a chance to let everyone reset by talking about less stressful things, like hobbies and personal interests—fun topics not associated with work. Today's teams now miss out on the traditional watercooler. Use a standing virtual breakout room link as a watercooler and encourage employees to visit it when they need a short break. Instead of surfing the net or social platforms, virtual breakout watercoolers could help amplify social interaction among your team members, spark new ideas, and increase morale.

5. Create S/O channels... Create a channel within your organization's chat tool where employees can post uplifting and positive shout outs. Besides putting a smile on everyone's face, shout out channels that celebrate even the smallest wins and recognize contributions can increase engagement -- consider it the virtual high five equivalent.

6. Milestone celebrations... birthdays, holidays, anniversaries and more! Don't underestimate the power of a virtual celebration. Everyone at some point likes to have the spotlight, so make time to celebrate your colleagues. You could also host virtual holiday events with an optional secret gift exchange. Put a price limit in place and experience the joy of opening these gifts together on a live stream (have in-office team members call in from their desks!).

7. Virtual office games... In-office games are always fun, but what about including your remote employees? There are many different virtual games you can host while on a video call, like trivia for example. This is one way to boost engagement within your virtual teams and you can even provide gift cards as prizes for winners to increase participation.

8. Use tech to accelerate connection... With distributed teams as the norm, it can be hard to build trust and connect with team members, especially outside of project work. Add [simple plug-ins](#) to the communication tools your teams already use to help them gain a deeper understanding of their colleague's values, motivators, and energizers –

building trust and connection among distributed teams faster than ever!

Put it all together and doing these things will create intentional conversations and connections that otherwise would not have happened—and even the most introverted will find it valuable! Once people engage with one another on a more human level, you're able to have more energetic and fruitful work interactions rather than just transactions.



Reminder:

Unfortunately, forming connections and relationships in the workplace can seem a bit intimidating for many employees, and even more difficult when teams are distributed.

No one wants to overstep any boundaries, and sometimes it can be difficult to find ways to bond with colleagues on a personal level. This is why it's important that employers promote a work environment that encourages social interaction and helps employees connect – and it's up to leaders to empower their managers and people leaders with ways to do it.



Key Action:

Formalize opportunities for people to connect in hybrid and remote work environments.

Add a fun fact or question to meeting agendas and set aside a few minutes at the beginning or end to have each participant answer. Designate one day a week for a department (no work allowed!) lunch over Zoom. However you do it, remember that the goal is to provide runway for people to support one another so that interactions are more about connecting and less about transacting.

STRATEGY 4: CREATE BELONGING BY RECOGNIZING EMPLOYEE IMPACT



Studies show that remote workers tend to put in more hours than their in-office counterparts, but they often don't feel part of the team. One solution is to make employee recognition a priority for all team members no matter where they work. The most successful businesses know that the [more gratitude in a company](#), the more productive and engaged teams and the better it performs.

The data proves it. Appreciation, gratitude, and recognition are integral to creating a positive employee experience. Workhuman's [Employee Experience Index with IBM Smarter Workforce Institute](#) – based on a study of more than 23,000 workers – showed that when employees receive recognition for doing good work, 83% report a more positive employee experience. When workers don't receive recognition, only 38% have a positive experience. Data from the Workhuman Analytics & Research Institute showed that retention and engagement rates are higher for employees who receive recognition, and even higher still for employees who both give and receive recognition.

Organizations adopt employee recognition programs to raise employee morale, attract and retain key employees, elevate productivity, increase competitiveness, revenues, and profitability, reduce employee stress, absenteeism and turnover, as well as improve customer service. In a SHRM/Globeforce survey, [Using Recognition and Other Workplace Efforts to Engage Employees](#), 68 percent of HR professionals agreed that employee recognition has a positive impact on retention and 56 percent said such programs also help with recruitment. The results of recognition: morale goes up, employees create stronger social connections, and productivity increases.

Although organizations typically recognize employees' length of service as milestones and instances of strong

individual or team performance, many organizations are beginning to focus on other, less traditional areas for recognition because they acknowledge greater impact and reinforce the kind of behaviors the organization values. Among them include:

- The ability to manage or champion change
- Product innovation
- Fail-to-learn recognition for someone who took a good risk, went outside of their comfort zone, or created a new outside-of-the-box opportunity to pursue or learn from
- Systems improvements
- Customer or client retention
- Morale-building or culture championing
- Talent acquisition and retention
- Market diversification
- Technological advances
- Significant personal development
- Actions that embody the organization's core values

Authentic recognition serves three greater purposes:



1. Showcase Goal Achievement

Why does it feel so good to get a simple “thank you” from someone? All humans feel the need to be praised at some level. They want to know that their hard work and achievements aren't going unnoticed. When a person achieves a goal, personal or work-related, they feel a rush of achievement, and that good feeling is only amplified when others recognize and acknowledge the achievement.



2. Motivate Effort

Celebrate when employees go above and beyond. This helps them develop emotional connections to the workplace which fuel future performance.



3. Reinforce Values

Achievements and actions that are recognized more frequently show employees what is valued by managers, leaders, and the organization as a whole. When we receive positive recognition for

an action, we tend to associate that action with a reward and try to achieve that feeling again in future actions. So recognizing certain actions can reinforce the values an organization wants.

Types of Recognition

The “how” part of recognition is very important. Every employee embraces recognition differently. Some get a boost from public praise, while introverted workers prefer a subtle or private gesture. First, identify the employee’s personality type to determine the type of recognition that works best for them. Not sure how to do that? Use the personality assessment of your team’s collaboration plug-in tool! Then, encourage that team through the types of recognition and appreciation that mean the most to them. You can use the following types to create a recognition mix across your organization.

Peer vs. Superior... With peer-to-peer recognition, specific tools are used to provide a "communal forum" where workers of every level can come together, share their experiences, and assign rewards to or recognize their peers for their accomplishments. With employee recognition, workers recognize each other and make the workplace

increases job security and the likelihood of future growth with the organization. Regardless of where it comes from, recognition feels good.

Attributed vs. Anonymous... Most recognition is given by a known party. There’s typically no reason to separate recognition from the giver. But sometimes an anonymous shout-out or thank you card on an employee’s desk can have just as much power. It removes the thought that the giver is doling out recognition to seem like a team player rather than authentically expressing appreciation.

Social vs. Private... As mentioned above, no two employees prefer recognition the same way. Some crave the spotlight; others avoid it like the plague and would prefer subtle praise. Recognition should be tailored – when possible – to the preferences of each individual’s personality. But when in doubt, deliver it publicly if the only other alternative is not delivering it at all.

Behavior vs. Achievement... Recognition is often linked to metrics, such as hitting a sales goal or staying with an organization for 20 years. But praise can also be lauded for working extra hours, going above and beyond to aid a coworker, or for successfully organizing an awesome company party.

The Organizational Benefits

Spotlighting strong performance transforms a satisfied employee into one who actively pushes for greater things. And here are just some of the other organizational benefits:

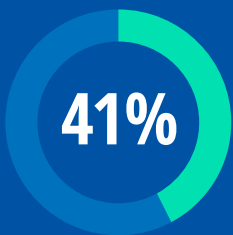


1. Drives Excellence – Employee recognition is the foundation for creating a high-performing team – one based on appreciation and empowering individuals. It strengthens relationships and provides a clear purpose aligned to achievable goals. Recognizing performance allows business leaders to drive toward key goals like retention, culture, and employee happiness by connecting people and culture to shared purpose.



2. Increases Engagement – Many people leave their jobs due to lack of recognition, while recognition is one of the top drivers for attracting candidates. Recognition not only reduces turnover by helping to stabilize your work

environment, but it can help bring top talent into your organization. 84 percent of those surveyed in this [SHRM/](#)



of companies that use peer-to-peer recognition have seen positive increases in customer satisfaction. (SHRM)

feel more inclusive and human. This kind of recognition is one of the most important factors in driving workplace engagement, productivity, and employee retention.

Receiving positive feedback from a manager or executive is a validation of good work. Impressing a superior

[Workhuman Employee Recognition Survey](#) said that social recognition measurably and positively impacted engagement.



3. Reinforces Company Values –

Employee recognition puts the power of gratitude to work, aligning your people and culture to a shared purpose.

Because employee recognition should be designed with rewards that map back

specifically to each value, it integrates those ideals into employees' everyday thoughts and actions.



4. Nurtures Trust – [According to a 2017 study](#),

nearly 90 percent of employees who received recognition from their boss indicated high levels of trust in that relationship vs. just 48 percent for those who received no recognition. Strong

organizational trust is a key indicator for profitability.

Research has shown that workers who trust senior leaders are nearly 2x as likely to be engaged and love their jobs.



5. Impacts Bottom Line – A Korn Ferry study estimates the cost of replacing an employee is between 50 and 150% of salary. For specialist, senior, and executive positions, the cost per employee rises to up to 213% of salary.

When you factor in the intellectual loss, and the time and productivity lost to vacancies and onboarding, you begin to see just how significant the “hidden costs” of employee turnover really are. Research overwhelmingly shows that recognized employees are more likely to stick with you. Organizations with formal recognition programs have 31% less voluntary turnover than organizations that don't have any program at all? And they're 12X more likely to have strong business outcomes.

Regardless of your workforce model – but especially if you are shifting to remote-first or hybrid teams – employee recognition is critical to connecting and engaging team members.

Need some inspiration to get your recognition program rolling? Here are some examples of employee-praising recognition programs.



"CRUSH IT" MEETINGS

The entire team from this healthy snack delivery company gathers Friday afternoons to recognize one another. The staff goes around the room nominating other team members who “crushed it” over the past week. It's helped the company maintain its connected culture even as it's expanded from 30 to more than 100 employees.



'G' BOOK

Employees are encouraged to recognize each other by writing complimentary notes in the company's book of “good stuff.” Submissions, both personal and work-related, are read aloud weekly at a company meeting. Employee recognition ideas like this have helped the company be featured on *Today*, *The Talk*, and *The Ellen Degeneres Show*.



WELLNESS GOALS

Recognition doesn't have to be all about work. Ergodyne, a protective workwear manufacturer, encourages its employees to stay healthy, recognizing and incentivizing them for hitting personal fitness or nutrition goals.



SOCIAL SHOUT-OUT

Extend recognition beyond your organization's population. A Chicago location of the hotel chain created a Facebook page for employee Wallace Pope, calling him a *Star of the Industry*. Twitter, Facebook, and LinkedIn are all easy ways to share standout employees with a greater audience.



People leave when they don't feel appreciated. That's why we've made recognition a really high value. Our business is people-capability first; then you satisfy customers; then you make money."

David Novak, Founder and CEO of David Novak Leadership & retired Chairman and Chief Executive Officer of YUM! Brands



Reminder:

Businesses that are outperforming others know their humans are their greatest asset.

And their biggest differentiator – and so they've put human connection at the center of everything they do, starting with giving gratitude.



Key Action:

Make recognition of your employees a priority – formalize and be consistent.

Research found that employee recognition is a top driver for employee engagement and performance. Regular recognition from peers and managers helps employees feel connected, appreciated, and valued. Identify the areas in which you'll recognize employees, determine how you'll recognize and honor employees, and make sure it's regular – you'll be that much closer to unlocking their full potential.

STRATEGY 5: INVEST IN CULTURE TECHNOLOGY TO SUPERCHARGE TEAMS



With pandemic-imposed changes to business models, you'll need to build and empower teams in new remote and hybrid working environments. As your company grows or pivots, it's critical to invest in solutions that can power more effective cross-functional collaboration and increase employee productivity.

In a [recent study](#) conducted by real estate property technology provider JLL Technologies, 55% of office-based employees are now in a hybrid working pattern. Still, companies on average have adopted only **four out of 15 recommended technologies** to address the hybrid work transformation.

For its "Technology and Innovation in the Hybrid Age" study, JLL created a list of what it calls "anchor technologies" that employers should consider providing employees. They include technology that addresses remote working, in-office collaboration, workplace experience, digital connectivity and more.

And it doesn't have to be a large undertaking or expensive. A cost-effective way to think of this is to create a baseline KPI, such as profit per employee. As you invest in productivity tools, your profit per employee has the ability to increase. This assumes you are growing the business. If revenue is consistent, then you would be looking at productivity solutions that allow you to reduce costs and overhead.

Either way, consider implementing a collaboration and coaching solution. It's one of the most important technology tools in the healthy team toolkit.

A Smarter Way to Collaborate

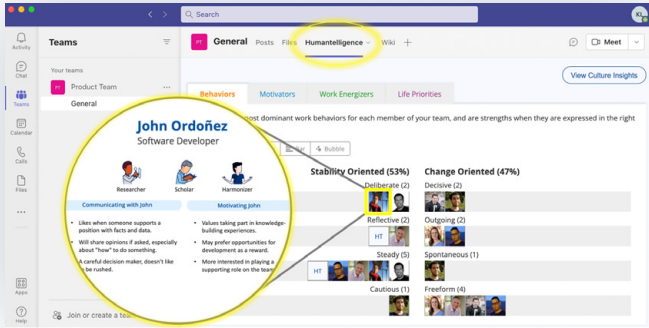
This can begin as easily as putting [personality insights](#) at the fingertips of every employee, where they communicate most often – think video meetings, email, and chat. You're probably already using communication tools like Slack, Microsoft Teams, Gmail, Outlooks and more! But you're probably not optimizing your use of those tools for your team.

With a simple plug-in, you can give your staff the kind of information needed to better communicate and collaborate with one another, taking all of the guesswork out of it and allowing them to spend time on the work that matters.

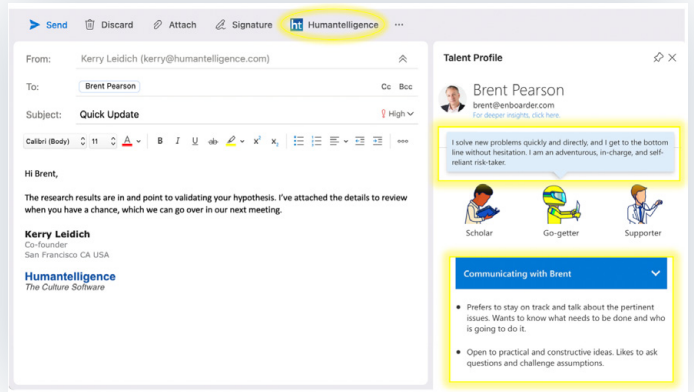
Here's how it works. Every team member takes a scientifically validated, 12-minute personality assessment. The plug-in then delivers those assessment insights through the tools you use everyday: Microsoft Teams®, Outlook®, Gmail®, Calendars, Zoom®, Slack® and Webex®.

When drafting an email, chatting with a colleague, or joining a meeting, the plug-in automatically surfaces useful, customized tips for more effective communication with peers.

Imagine being able to click on meeting participants and see real-time tips and recommendations for communicating, motivating, and influencing. Imagine seeing this same information in aggregate for your meeting group. Imagine knowing who best to tap on for pre- or post-meeting action items, for helping leading certain initiatives while identifying those better suited to document or support, and who might benefit from a heads up on particular messages — all of which take into account your team members' behaviors, motivators, and work energizers in an easy-to-understand way.



In this Microsoft Teams example, see the dynamic of this meeting group, and be able to tap into the unique behaviors and values of certain participants.



Quick personalized tips when writing emails.

As a team leader, you're able to lay a strong foundation for more inclusive communication and belonging for team members, along with:

- Creating more balanced, diverse & agile teams
- Ensuring employees onboard or transition teams smoothly
- Optimizing team members' impact by tapping into the unique behaviors, motivators & work energizers of each person.
- Experiencing the increased productivity that comes from improved team effectiveness.

As a team member, you're able to:

- Gain deeper understanding of one another, allowing better connection and ability to work through conflict
- Create deeper, more meaningful connection that translates into more effective collaborations and higher quality relationships at work
- Feel more engaged in your daily work

It's important to give your employees the opportunity to thrive and do the job they were hired to do -- instead of requiring them to spend their valuable time figuring out how to work better with one another. The truth is, most people won't take their time to figure out how to collaborate better, and as a result, connection wanes, relationships are reduced to transactions, and performance suffers. Don't let team members go down this road when there are easier tech-enabled ways to do it. Doing so drives trust in your processes and leadership ability, and keeps employees engaged and performing at their highest levels.

In the end, it's essential that HR be actively participating and collaborating with IT and employees to implement the solutions that work for their business ambitions and address the needs that the hybrid age will require. The right technologies and thoughtfully designed workplaces can create a more connected culture, support enhanced productivity, and drive employee retention.

CONCLUSION

PEOPLE + TECHNOLOGY

Superteaming is the combination of people and technology leveraging their complementary capabilities to pursue outcomes at a speed and scale not otherwise possible (Superteams: Putting AI in the group, Deloitte Insights, May 2020).

Organizations are investing in new technology and using it to change the nature of work so that it makes the most of people's distinctly human capabilities. From collaboration tools that enhance teaming and connection to artificial intelligence technologies that can guide people in making decisions, technologies integrated with humans on teams can enable those teams to pursue new and better outcomes at greater speed and scale. This investment combined with

strategies to improve team meetings, shift communication expectations, connect for quality, and recognize employee impact could spell the difference between just surviving another year, or thriving.

As your company grows and changes, as new faces join, and as roles and teams shift focus, remember so too can your culture. Use this guide as a reminder to consider the adjustments you can make in communication, structure, recognition, and technology in order to sustain and engage your remote and hybrid workforce so that your teams can perform to their highest potential.

humantelligence[®]
SMARTER COLLABORATION

LET US HELP!

Humantelligence is a collaboration tool that helps remote & hybrid teams work together more effectively. It's based on the quickest, most comprehensive scientific personality assessment that measures behaviors, motivators, and work energizers. These assessment insights are then delivered through the communication tools you use everyday — email, meetings & chat — resulting in more meaningful collaboration, deeper engagement, and improved team performance. For a consultation, contact us at www.humantelligence.com.