

Managing Performance in Hybrid Working Context

When staff work remotely for some of their working week or undertake other forms of flexible working, performance can be harder to observe. Effective performance management of hybrid staff therefore requires a shift in approach although many of the fundamentals of good performance management (objectives, feedback and timely conversations) remain the same. These tips can support managers in effectively managing hybrid teams:

Set clear objectives

Everyone should have objectives and should know exactly what is expected of them. Ideally objectives should be set annually but kept under review and discussed regularly. It is always good practice to have objectives that are well written, with deadlines for completion and clear measures of success. Where appropriate, encourage team members to share their objectives to help support effective communication and collaboration across the team.

Focus on outcomes

When staff have clear and up to date objectives it becomes possible to measure people's success based on outcomes, demonstration of values and their individual contribution, rather than whether employees are visible either in the office or in online spaces. Define successful outcomes for team members and include these in objectives.

Have regular 121s

When staff are working in different locations, or even at different times to their manager or the rest of the team, it is important to build in specific time to discuss performance and keep up to date with operational activities. There may be less time for those casual corridor conversations or informal catch-ups when teams are hybrid. Although this will vary from team to team, good practice suggests meeting at least monthly.

Look out for excellent performance

Remember to look out for and recognise excellent performance when teams are hybrid. This may include celebrating successes, recognising achievements or qualifications attained and saying a meaningful thank you. This can also be achieved virtually as well as face to face.

Address performance concerns promptly

Poor performance rarely improves without intervention. When there are concerns about performance, don't wait for a formal meeting or the annual performance review but schedule a meeting to discuss the issues as soon as possible. Meetings can be in person or virtual – ensure that notes are taken and the member of staff is clear on what improvements need to be made.

More information on performance management is available on [MyMentor | Performance Management](#).