



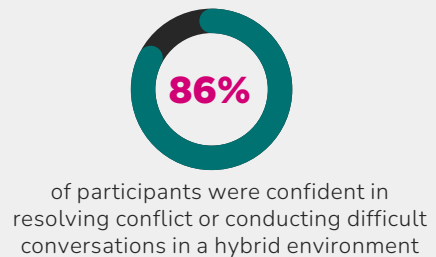
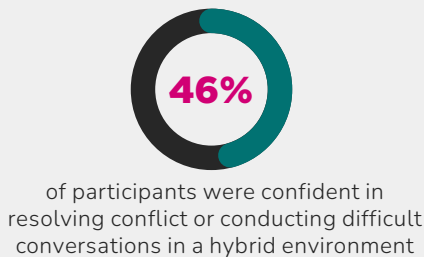
CMI has partnered with Timewise, a social enterprise consultancy that helps organisations to shape better flexible working policies and practices, to conduct a pilot programme “Making hybrid work for you and your team” – designed to teach managers how to navigate the evolving world of hybrid and flexible work.

From September to October 2023, we put 30 leaders, representing a range of industries – from education, health and social work to construction, manufacturing and real estate – through an immersive training course. Timewise designed and delivered the training and CMI evaluated the impact of it.

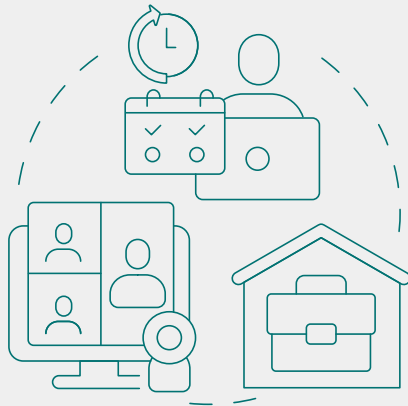
**After completing the targeted training, managers noted significant improvements in their ability to manage hybrid teams:**

**Prior to the training:<sup>1</sup>**

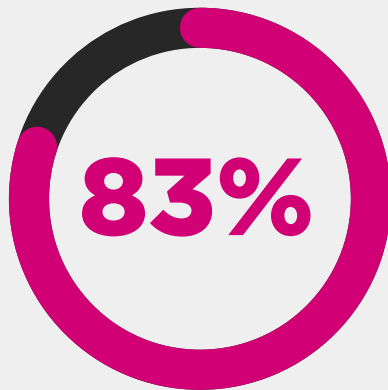
**Following the programme:**



<sup>1</sup>Survey of managers who participated in the training workshops, pre-workshop survey conducted in August 2023 and post-workshop survey conducted in October-November 2023



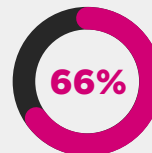
**According to CMI research, the majority of managers**



**are in favour of hybrid working<sup>2</sup>**

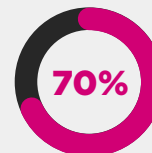
**Yet the task of establishing and running effective hybrid teams can create sticking points for managers. These include, but are not limited to:**

- ➔ Reconfiguring deeply ingrained working habits and patterns.
- ➔ Running schedules when the working day is less predictable.
- ➔ Keeping tabs on who's doing what.
- ➔ Fostering and coordinating collaboration, both formal and informal, often using new tools.
- ➔ Ensuring that hybrid work is distributed fairly without exacerbating existing inequalities.
- ➔ Enabling connection and cultural cohesion, and engendering a sense of belonging to the wider organisation.<sup>3</sup>



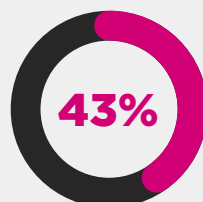
**of respondents said building relationships at work was harder in a hybrid work setting.**

- ➔ Onboarding new starters and ensuring they get the necessary opportunities for development.<sup>4</sup>



**of managers said they found onboarding new team members harder in a hybrid arrangement.**

**Our research highlights the crucial role that management skills play in overcoming the obstacles to making hybrid work and the impact of targeted training, however:**



**The University of Birmingham has found that only 43% of all managers have been trained to manage hybrid teams.<sup>5</sup>**

<sup>2</sup> Manager's Voice poll of 1,006 managers conducted 18–25 May 2023

<sup>3</sup> CMI Manager's Voice Pulse Point Poll conducted in November 2022

<sup>4</sup> Ibid

<sup>5</sup> University of Birmingham (2022), Flexible Working and the Future of Work: Managing Employees Since COVID-19