

Hybrid Management

Develop your communication and organization to engage your remote team

Sarah Tabatoni



Target audience

Team managers in their role for at least 1 year—public or private sector- facing challenges in engaging remote teams.

Prerequisites

Use a remote communication system (Zoom, Google Meet, ...).



Teaching Methods

Remote training, combining short theoretical inputs, individual reflective exercises, pair and small group work, role-playing scenarios, and action plan development.

Assessment Methods

Continuous formative assessment (role-playing, feedback), self-assessment of learning at the beginning and end of the course, immediate satisfaction questionnaire, individual SMART action plan formalized at the end of the training.

PRACTICAL INFORMATION

Inter or Intra - Remote



Price: **Inter:** €220 / person for 2 days - **Intra:** 1400€ / 2 days

Duration: 2 days, 14 hours

Group size: 6 to 12 participants

D1: 9:30 AM–5:30 PM - **D2:** 9:30 AM–5:30 PM

Lunch break of 1 hour and 2 breaks of 15 minutes

Location: Zoom

Accessibility for people with disabilities: please contact me by email to discuss your needs.

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Training access lead time: 3 weeks

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By the end of the training, you will be able to:



Build and maintain trust within a hybrid team:

- Establish a **climate of trust** by fostering better mutual understanding
- Identify the **specific challenges** posed by **remote/hybrid management**
- Detect **early warning signs of psychosocial risks** (isolation, disengagement, irregular communication) and know how to act



Communicate and deliver feedback with precision:

- Deliver **motivational feedback** using the SCARF and DESC models
- Conduct **effective remote check-ins** through active listening (questioning, rephrasing)
- Distinguish a need from a strategy to **defuse sources of conflict**
- **Manage conflict** through compassionate communication (self-empathy, authentic expression of needs, OFNR method)



Energize and unite your team remotely:

- **Diagnose the relational dynamics** and cohesion of your team
- Facilitate a participatory meeting to **co-create team rituals**
- Identify, in a team member, the **signs of "survival mode"** according to the 4 communication profiles and **adapt your communication** to re-energize them



Structure the hybrid functioning of the team:

- Select the appropriate **digital tools** (communication, task tracking)
- Co-create and facilitate the development of a **hybrid team charter** with your team



Develop your managerial posture:

- Adopt a **reflective posture** on your hybrid management practice
- Engage in **peer co-development** to find collective solutions
- Develop a **SMART action plan** to evolve your practice over the 2–3 months following the training

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Day 1 program: Building cohesion remotely



Module 1 — Opening, getting acquainted, and facing the challenges of hybrid management

- Presentation of the program and key sector figures
- Paired introductions to establish an initial climate of trust
- Sub-group reflection on one's vision of hybrid management and its challenges



Module 2 — Feedback and active listening

- Motivational feedback: SCARF and DESC models, practised in trios
- Active listening for effective remote check-ins: questioning, rephrasing, demonstration followed by trio exercises with an observer



Module 3 — Compassionate communication and conflict management

- Distinguishing needs from strategies: a frequent source of conflict
- Principles of compassionate communication (self-empathy, expressing needs)
- Application using the OFNR method on real conflict cases from participants



Module 4 — Team Cohesion and Remote Facilitation

- Diagnosing the relational dynamics of one's team (mind map) and linking to performance
- Team rituals: facilitator posture, remote tools, follow-up
- Facilitation of a mock co-construction meeting of rituals by a participant
- Early warning signs of psychosocial risks at a distance and levers for action
- End-of-day round table: reminders and intersession assignment

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Day 2 program: Stepping back and building effective communication



Module 5 — Reflective review of the intersession

- Opening round: feelings and needs for the morning
- Sharing observations and reflections on one's managerial posture
- Collective debrief on key learnings



Module 6 — Understanding and supporting profiles under tension

- Discovering the 4 survival profiles: primary needs and adapted communication
- Role plays on the 4 profiles, strategies to re-energise each one



Module 7 — Structuring the team's Hybrid Working Framework

- Digital communication and tracking tools (Notion, Mural, Slack...): needs assessment in subgroups
- Building a hybrid working charter: key questions, preparing the facilitation
- Role play: co-construction of the charter facilitated by a participant, debrief



Module 8 — Peer co-development

- Presentation of the co-development phases (issue, exposure, clarification, proposals, choice, feedback)
- Experimentation with a mini co-development session; debrief on feelings and ground rules



Closing the training

- Individual drafting of an action plan with 2 SMART objectives
- Closing round: feelings and each participant's action plan
- Post-it restitution: 3 things to keep, to discard, to change