Session Three: Relational Leadership in Hybrid Teams

SNHU Student Experience Leaders

Conducted by: Michelle Joy Wecksler

MWI - *Negotiation, Ombuds & Mediation Services and Training since 1994*



Share in CHAT:
If you were a superhero, what superhero would you be and what super power would you have?

Getting Started

Download the agenda, slides and handouts for today's session at www.mwi.org/snhu-materials

- Check your **AUDIO**: If you cannot hear us, please
  - Mute and then unmute your speakers
  - Confirm you are using your computer's speakers
  - Try dialing in to the phone number listed in the meeting invitation
- Check your **VIDEO**: Turn on your camera by clicking on the video camera icon
- Open your **CHAT PANEL**: Use it to share during the session and try to keep it accessible and visible throughout the session
- Please have your **NAME** appear the way you want to be called by others



If things go wrong

If you are having any technology related issues during today's session, please private CHAT the Producer, Elise Ramos or text her at 617-795-4912

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Learning Journey

	May	June & July	September & October
WORKSHOP	Session One: *Regrounding in Collaborative Communication*	Session Two: *Negotiation Strategies Grounded in Mutual Gain*	Session Three: *Recognition & Relational Leadership in Hybrid Teams*
COACHING SESSION		*Negotiation Strategies Grounded in Mutual Gain* Coaching Session	*Recognition & Relational Leadership in Hybrid Teams* Coaching Session

Learning Journey

	May	June & July	September & October
WORKSHOP			Session Three: *Recognition & Relational Leadership in Hybrid Teams*
COACHING SESSION			*Recognition & Relational Leadership in Hybrid Teams* Coaching Session

Workshop Purposes and Agenda

- Increase Awareness about the challenges of relational leadership in hybrid teams
- Learn the 5 Core Relational Needs
- Assess the 5 Core Relational Needs on your teams
- Recognize the warning signs and contributing factors when relational needs are not being met
- Introduction to the Ombuds Team
- Enhance Skills
- Provide a Low-Risk Learning Environment

Share in private chat with Elise if you have needs regarding your groupings



What is Relational Leadership?

Relational leadership is the process of creating influence, coordination, and shared understanding through relationships and interactions with others.

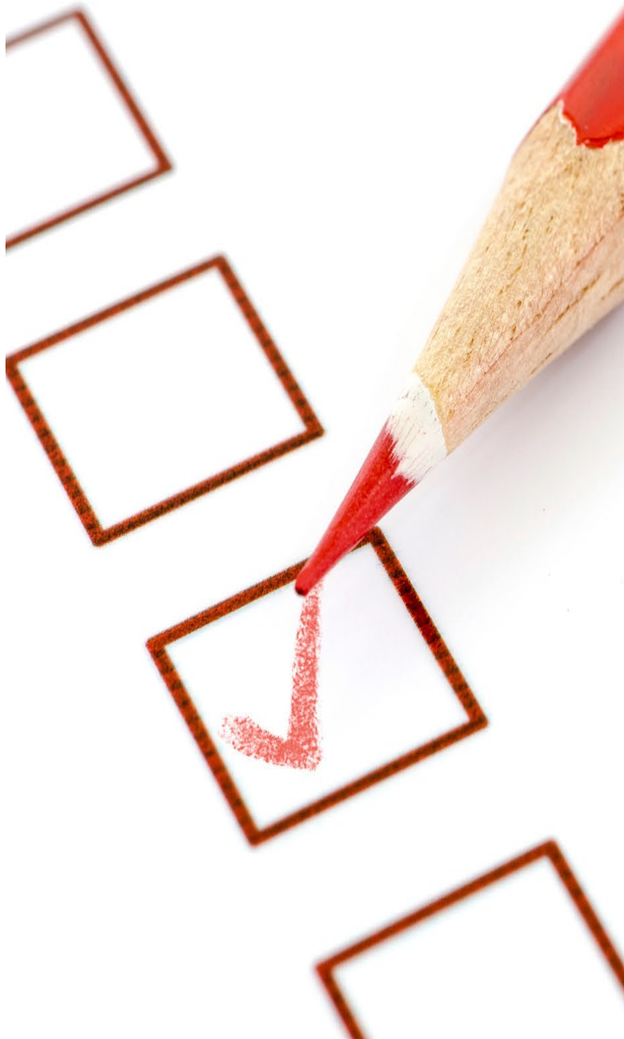
—Adapted from Mary Uhl-Bien, *Relational Leadership Theory* (2006)

In hybrid teams, relational leadership means intentionally creating the relationships, interactions, and conditions that help people feel connected, valued, trusted, clear about their roles, and able to contribute—regardless of where they work.

POLL: Environment

What type of environment are you leading in?

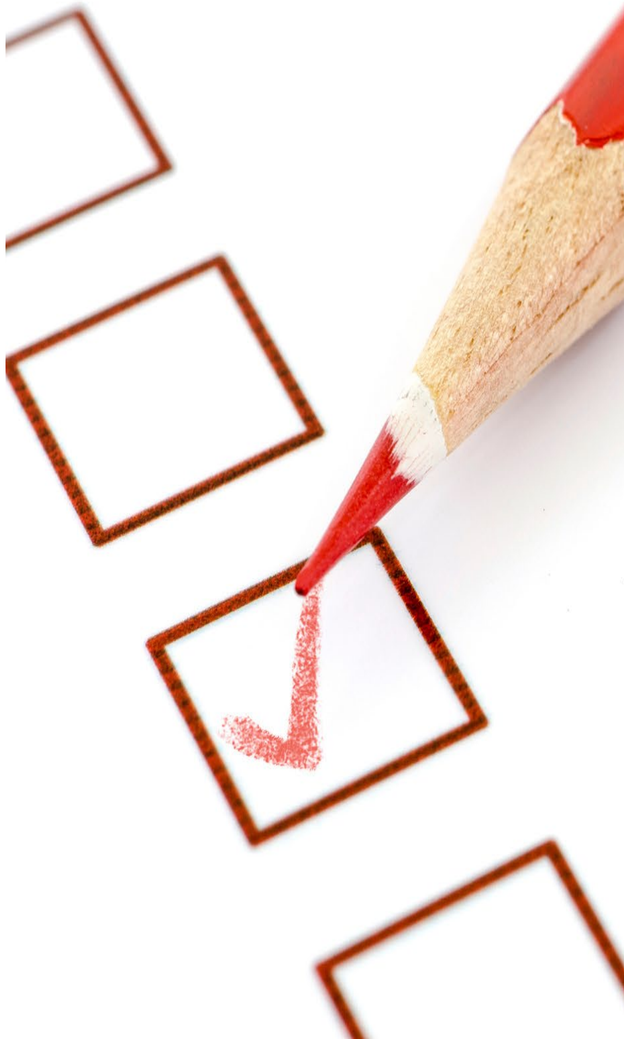
1. Fully remote
2. Fully in-person
3. Hybrid
4. Multiple team types



POLL: Relational Challenges

In your environment, which relational challenges do you face?

- ❑ Building trust
- ❑ Sharing information/context
- ❑ Building connection
- ❑ Creating inclusion
- ❑ Maintaining visibility
- ❑ Building cross-team collaboration
- ❑ Other (please place additional challenges into CHAT)



The Challenges of Relational Leadership in Hybrid Teams

In your breakouts discuss:

1) What makes relational leadership more challenging/harder when people aren't together?
2) What are the challenges you encounter?

Have a scribe so you can report out themes that you are noticing



The Challenges of Relational Leadership in Hybrid Teams

What themes did you notice?



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Key Findings

Key Findings on Hybrid Relationships

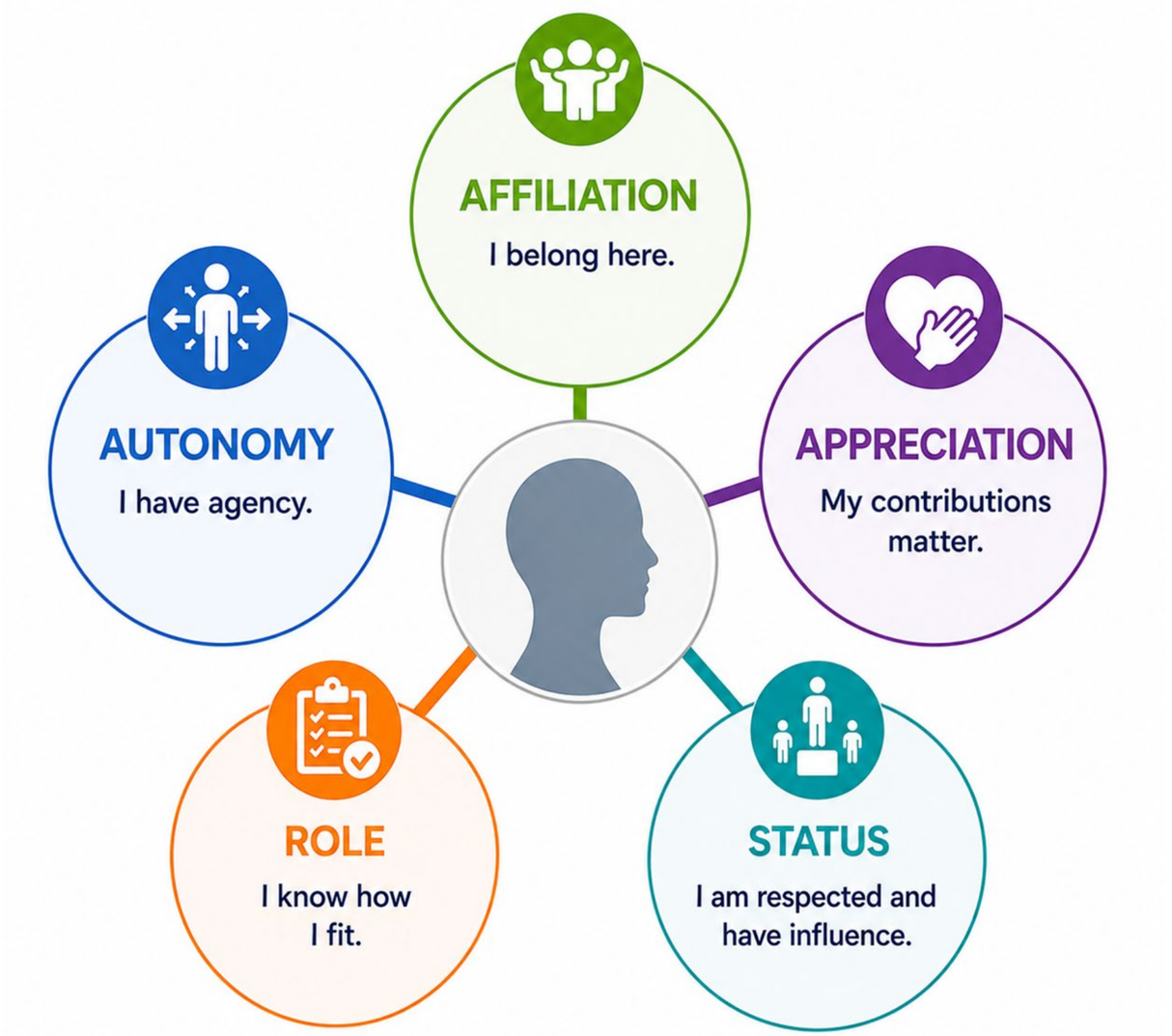
- Relationships matter for engagement
- Hybrid work reduces “accidental connection”
- Proximity can create advantages
- Effective hybrid teams compensate through intentional leadership practices

Research demonstrates that the success of hybrid teams depends less on where people work and more on how leaders create the conditions for connection, visibility, trust, clarity, and influence.

Proximity used to do some of this relational work for us, now we need to be even more intentional.

The 5 Core Relational Needs

The 5 Core Relational Needs



Adapted from Fisher, R., & Shapiro, D. (2005). *Beyond Reason: Using Emotions as You Negotiate.* Viking.

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The 5 Core Relational Needs



- Connection
- Inclusion
- Belonging

- Choice
- Trust
- Appropriate Control

- Recognition
- Feeling Valued

- Clarity
- Expectations
- Purpose
- Responsibility

- Voice
- Credibility
- Influence
- Respect

Adapted from Fisher, R., & Shapiro, D. (2005). *Beyond Reason: Using Emotions as You Negotiate.* Viking.

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Relational Needs Team Assessment

Relational Needs Team Assessment

1) Take out the Relational Needs Team Assessment you completed as prework
2) In your breakouts discuss your assessments
    - *What patterns do you notice?*
    - *What might be contributing to those patterns?*



The Challenges of Relational Leadership in Hybrid Teams

- What patterns did you notice?
- What contributing factors did you identify?



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BREAK

Recognizing Warning Signs

Warning Signs: Appreciation

IN PEOPLE

- Reduced enthusiasm or extra effort
- Less willingness to take on more
- Frustration about recognition or being overlooked

IN THE ENVIRONMENT

- Contributions go unnoticed
- Recognition favors the more visible
- The same people are routinely recognized

I’m not sure anyone notices what I do.



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Warning Signs: Affiliation

IN PEOPLE

- Less participation in informal interactions
- Relationships become increasingly transactional
- Limited connection beyond the immediate work group

IN THE ENVIRONMENT

- Connection depends heavily on physical proximity
- The same people form stronger informal networks
- Few intentional opportunities to build relationships across locations

I don’t really know anyone here. I feel out of the loop.



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Warning Signs: Autonomy

IN PEOPLE

- Seeks approval for relatively minor decisions
- Hesitates to act without explicit direction
- Shows less initiative or relies heavily on check-ins

IN THE ENVIRONMENT

- Decision rights or boundaries are unclear
- People lack the information or context to act independently
- Practices emphasize monitoring, visibility, or availability over results

Just tell me what you want me to do.



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Warning Signs: Role

IN PEOPLE

- Uncertainty about who owns what
- Frequent confusion about responsibilities or expectations
- Work gets duplicated, dropped, or avoided

IN THE ENVIRONMENT

- Responsibilities or decision authority are unclear
- Important context and decisions are shared unevenly
- Expectations or priorities differ across teams or locations

I didn’t know that was mine.
I’m not sure who’s making this decision.



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Warning Signs: Status

IN PEOPLE

- Speaks less or hesitates to offer expertise
- Ideas or contributions receive little response
- Frustration about who gets consulted or included

IN THE ENVIRONMENT

- Certain voices consistently dominate
- The same people are regularly consulted or included
- Influence is shaped by proximity rather than expertise or role

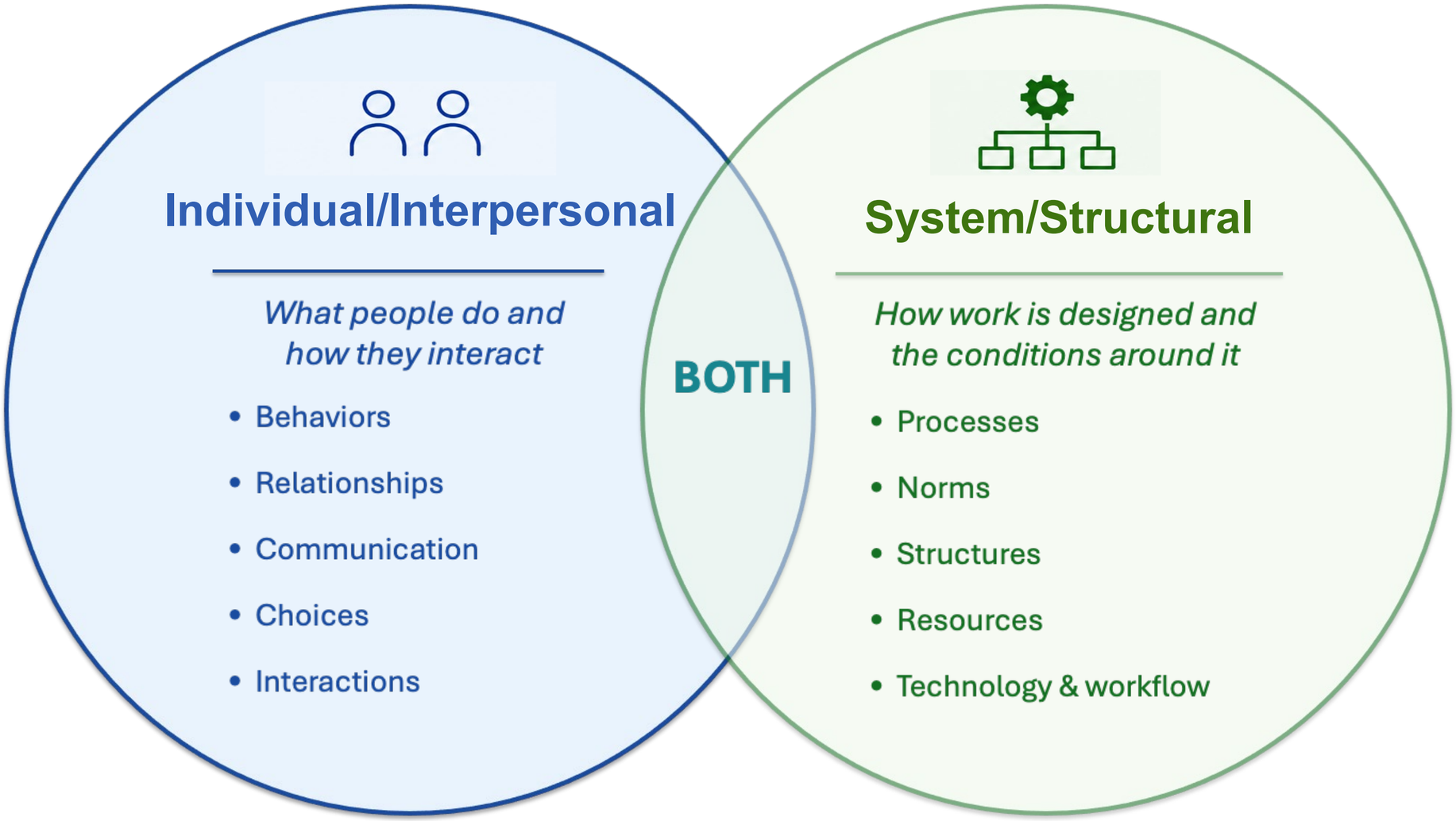
It feels like my perspective doesn't carry much weight.



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Explore Contributing Factors

Two Lenses



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Example: *Constant Check-Ins*

You notice that team members frequently message you throughout the day to ask whether they should move forward on routine decisions. Several employees wait for your approval before taking action, even on issues they have handled independently in the past. You are beginning to feel overwhelmed by the number of questions and check-ins.

What relational need/needs seem to be going unmet?

What might be contributing to what you are seeing at both an individual and at a system/structural level?

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Breakouts: Two Lenses

In your Breakouts discuss:

- What relational need/needs are implicated?
- What might be contributing to what you are seeing at both an individual and at a system/structural level?

Be prepared to report out in CHAT.

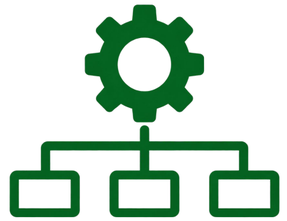


Two Lenses



Individual/Interpersonal

- The leader may respond differently when people make decisions without consulting them



System/Structural

- Policies may require approvals that aren’t really necessary.

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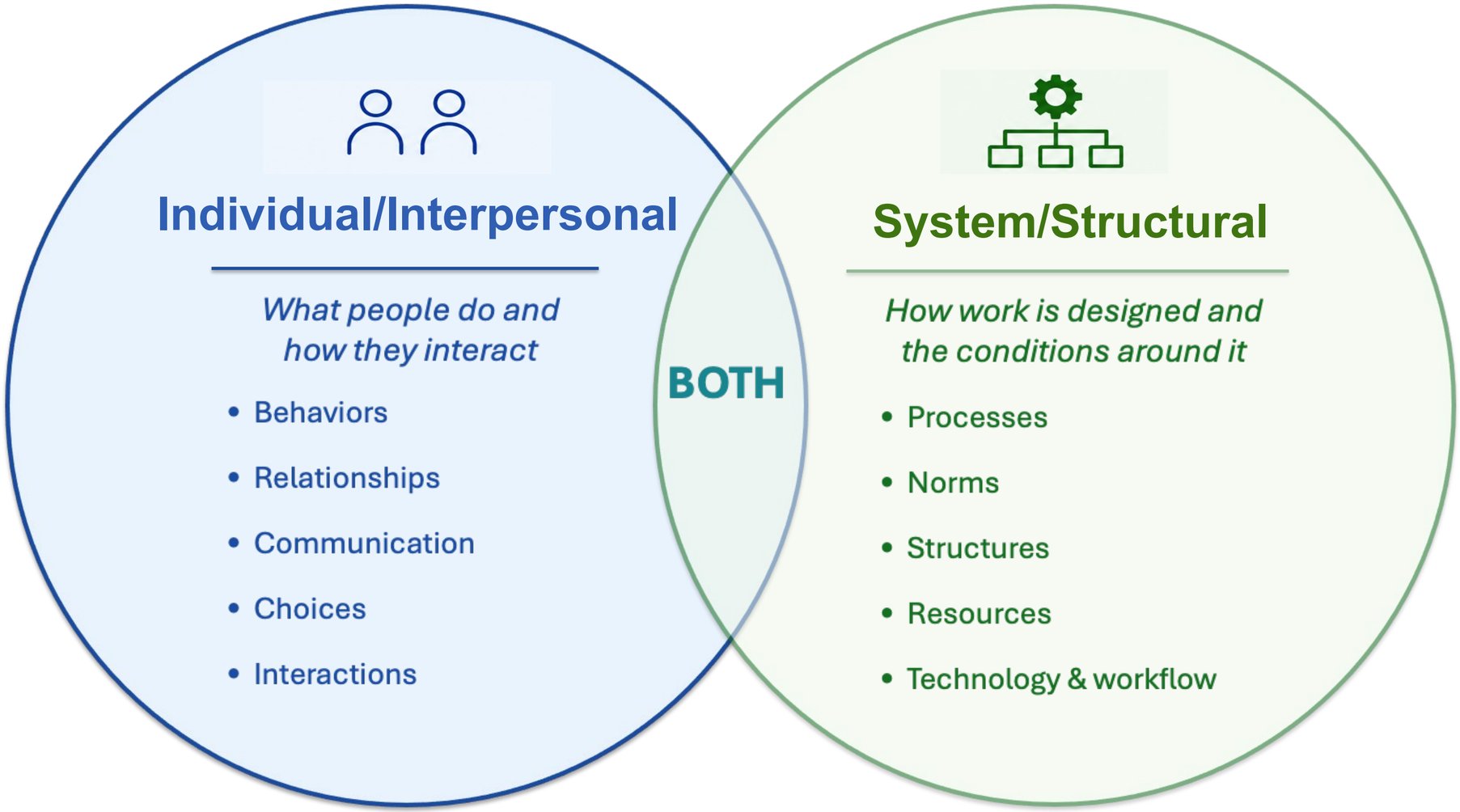
Debrief: Two Lenses

- What relational need/needs are implicated?
- What might be contributing to what you are seeing at both an individual and at a system/structural level?



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Two Lenses

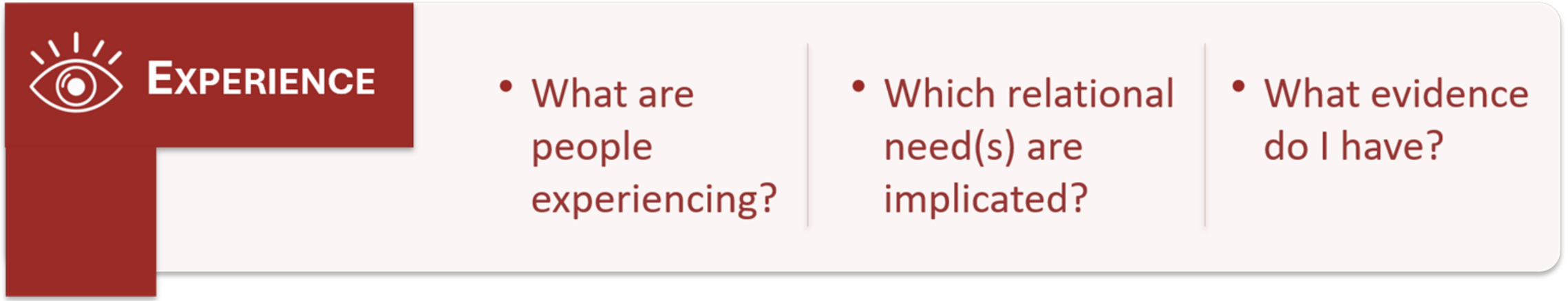


Effective solutions address the right level.

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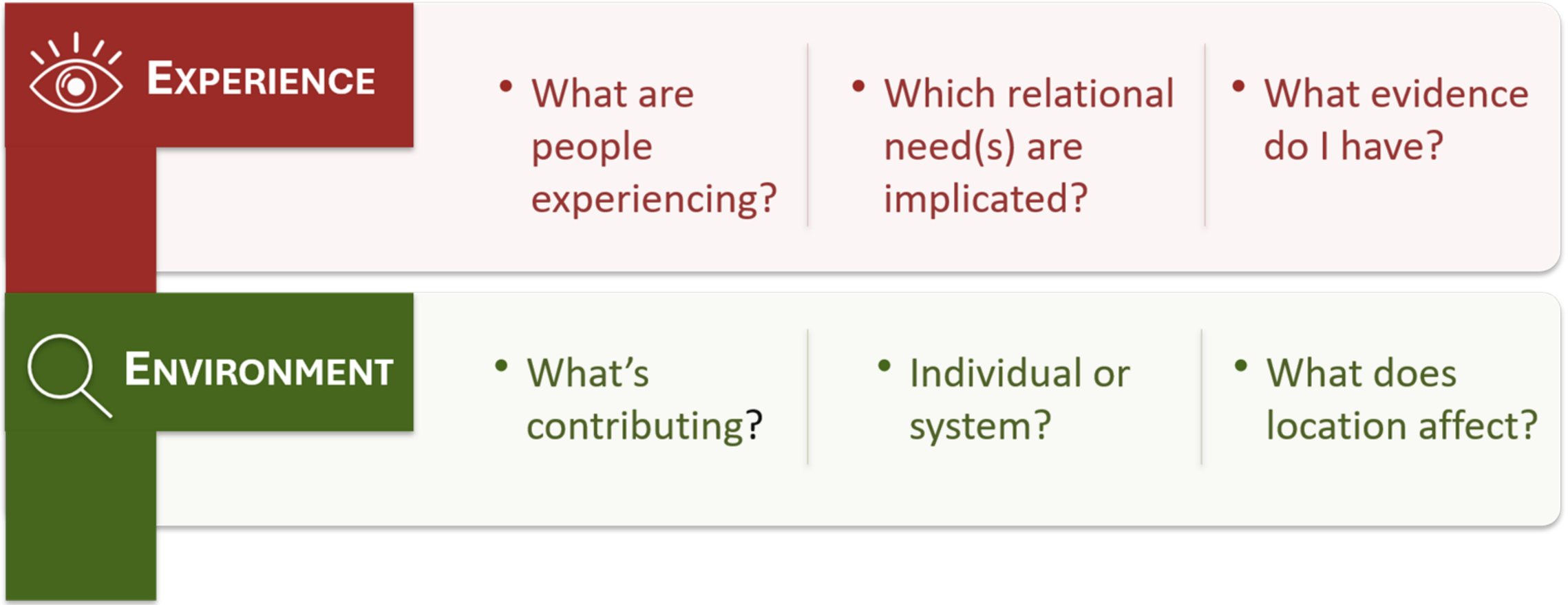
The 3E Framework

Addressing Relational Leadership Challenges: The 3E Framework



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Addressing Relational Leadership Challenges: The 3E Framework



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Addressing Relational Leadership Challenges: The 3E Framework

EXPERIENCE

- What are people experiencing?
- Which relational need(s) are implicated?
- What evidence do I have?

ENVIRONMENT

- What's contributing?
- Individual or system?
- What does location affect?

ENACT

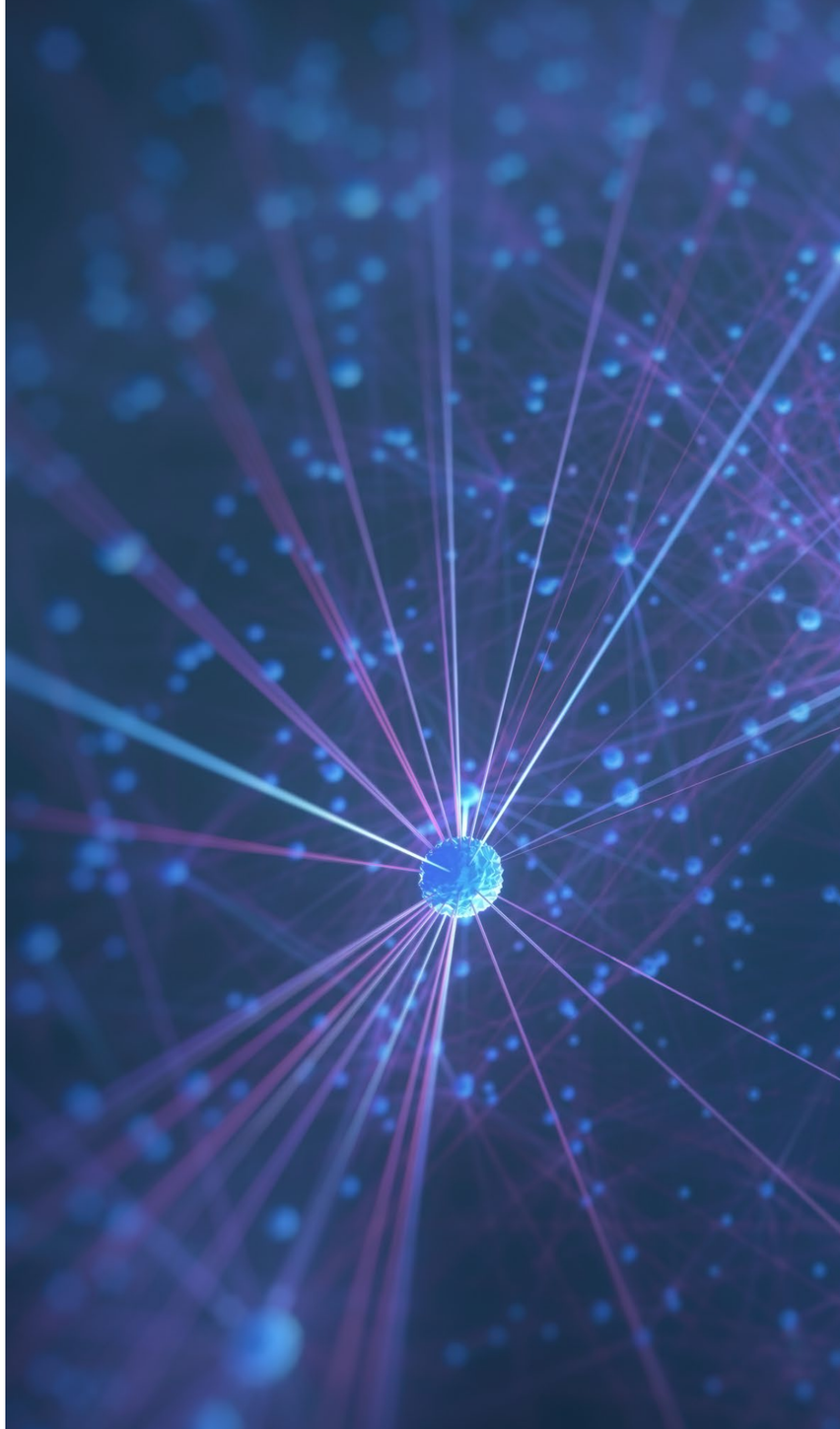
- What could we try?
- How will we know if it's successful?

DO MODEL CHANGE

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Key Take-Aways

What is one thing that you are taking away from today’s session that is of value to you as a Leader?



Southern New Hampshire University

Ombuds Overview

Fhanhysha Gaddis and Scott Deyo

SNHU Ombuds Team

Serving **faculty** and **staff** since 2023

Not available to students

MWI

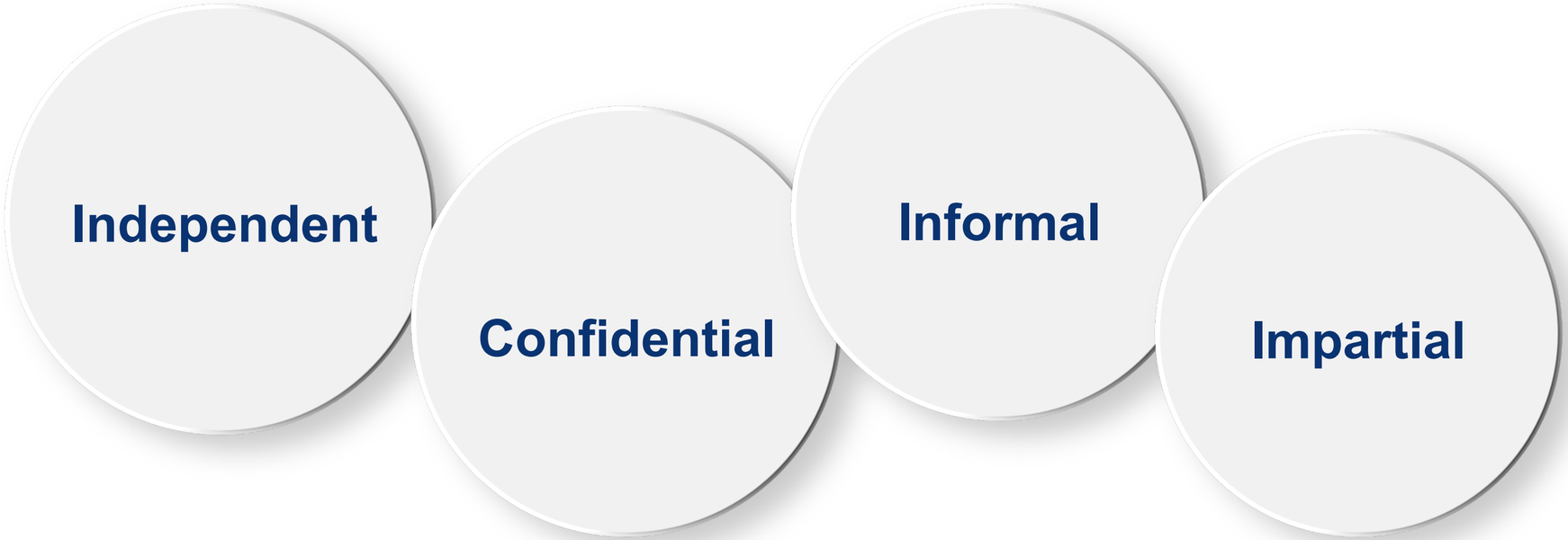
mwi.org/snhu-ombuds

Many Hats of the Ombuds

- A **thought partner** to help think through workplace challenges
- A **collaboration consultant** to help explore problem-solving and ways to improve relationships and work environment
- A **facilitator** that helps discover opportunities for positive change
- A **resolution catalyst** to help you explore the range of possible options, evaluate the choices, and help you decide next steps
- A **coach and trainer** to practice interest-based conflict resolution
- A **neutral observer** to share broad trends and systemic issues

SNHU

What Makes Ombuds Unique?



The Ombuds is not part of the SNHU administration and does **not**: keep records, receive official notice of claims; talk to anyone about your situation; investigate, evaluate, or adjudicate; takes sides, advocate; or tell anyone what they should do

WHEN TO CONTACT THE OMBUDS TEAM

- To confidentially explore workplace concerns before deciding on next steps
- To gain a neutral sounding board from someone outside of the SNHU organization
- To have informal, off-the-record conversations without initiating formal procedures
- To receive an impartial perspective on workplace dynamics, challenges, or conflicts
- To get guidance on navigating difficult conversations with colleagues or supervisors
- To brainstorm potential solutions without committing to any particular course of action
- To better understand possible outcomes and impacts before engaging existing resources

Contacting the Ombuds Team

Reach out to us directly:



FHANYSHA
Gaddis

fhanysha-ombuds@mwi.org

909-512-2915

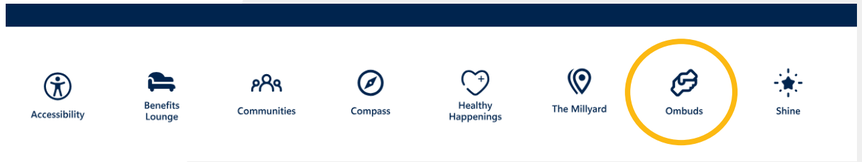


SCOTT
Deyo

scott-ombuds@mwi.org

703-887-2687

Access from the
Source homepage





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Wrap Up

Learning Journey

	May	June & July	September & October
WORKSHOP			
COACHING SESSION			*Recognition & Relational Leadership in Hybrid Teams* Coaching Session

Preparing for the Coaching Session

Breakout options:

1) Analyze a current relational leadership challenge
2) Analyze a past relational leadership challenge
3) Analyze a hypothetical situation



Workshop Evaluation

We’d appreciate it if you could take a few minutes to complete the workshop evaluation form by scanning the QR code below. Your feedback is valuable and helps us enhance future trainings.



https://mwi.org/snhu-workshop-eval

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About MWI

MWI achieves success for our clients by maximizing their capacity to collaborate, find solutions to difficult disputes and communicate effectively. Since 1994, MWI has provided thousands of individual and corporate clients with negotiation consulting and training, mediation services, and mediation training.

Negotiation and Mediation Training Programs:

- Effective Negotiation Skills
- Difficult Conversations
- Getting Past No
- Influence Without Authority
- Mediation Skills Training

Dispute Resolution Services:

- Business and Workplace Mediation Services
- Facilitation Services
- Organizational Ombuds Services
- Dispute Management System Design

Please visit **www.mwi.org** for more information.

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Appendix

The 3E Framework

Experience

- What are people experiencing?
- Which relational need(s) are implicated?
- What evidence do I have?

Environment

- What's contributing?
- Individual or system?
- What does location affect?

Enact

- What could we try?
- How will we know if it's successful?


DO


MODEL


CHANGE