Session Three: Relational Leadership in Hybrid Teams

Coaching Session

SNHU Student Experience Leaders

Share in CHAT:

1) What's one thing within arm's reach of you right now that tells us something about you?

Conducted by: Michelle Joy Wecksler

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

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			
COACHING SESSION			*Recognition & Relational Leadership in Hybrid Teams* Coaching Session

Coaching Session Purposes and Agenda

- Gather Best Practices for Addressing the 5 Core Relational Needs
- Discuss and Receive Peer Coaching on Your Real-World Relational Leadership in Hybrid Teams Challenges
- Enhance Skills
- Provide a Low-Risk Learning Environment

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



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What is Relational Leadership?

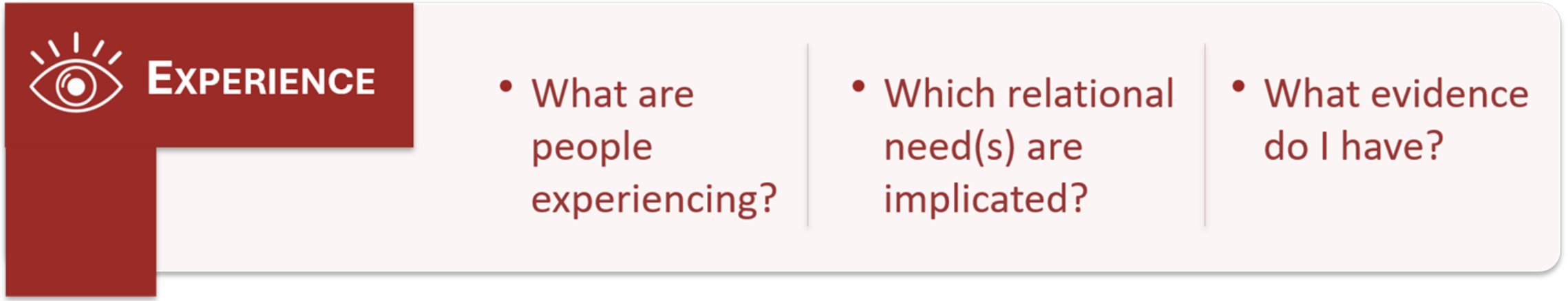
Relational leadership is the process of creating influence, coordination, and shared understanding through relationships and interactions with others.

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

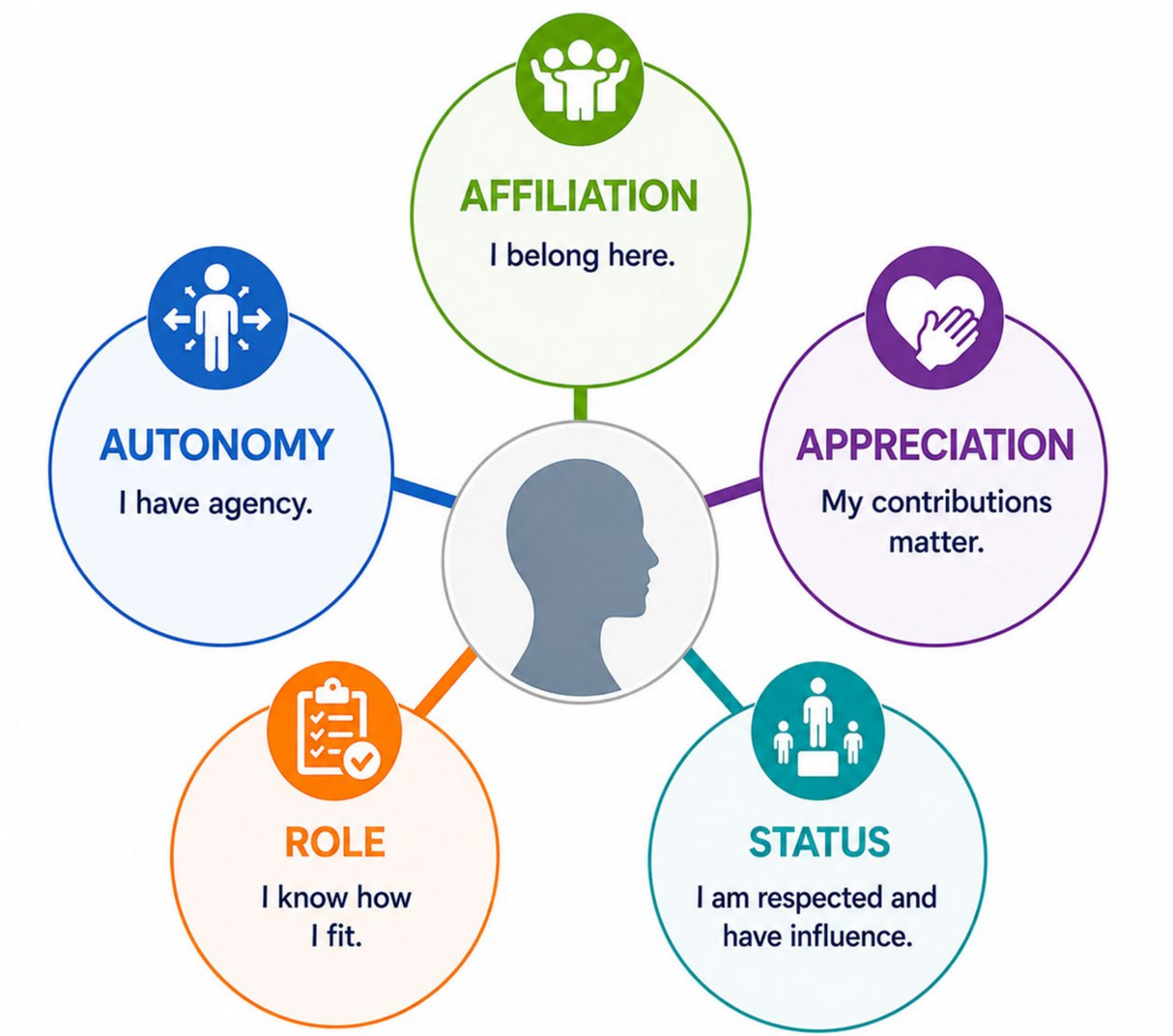
In hybrid teams, relational leadership means intentionally creating the relationships, interactions, and conditions that help people feel connected, valued, trusted, clear about their roles, and able to contribute—regardless of where they work.

The 3E Framework

Addressing Relational Leadership Challenges
The 3E Framework



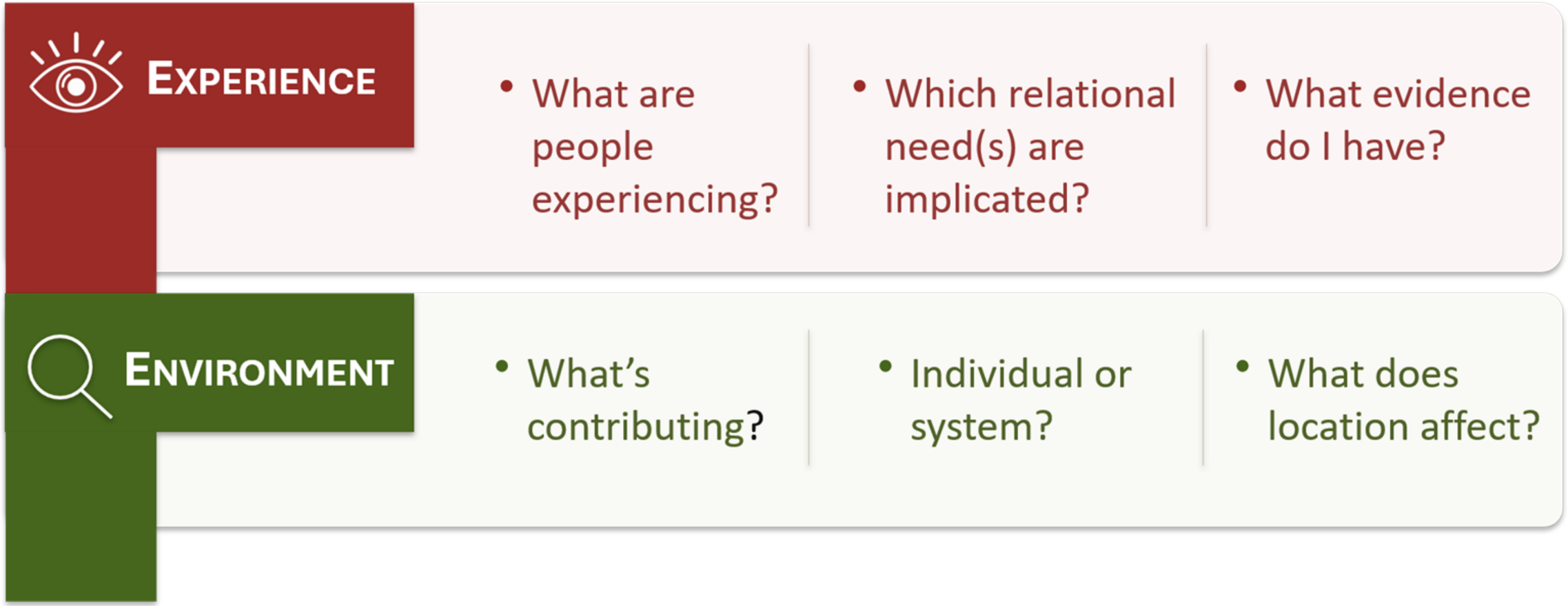
The 5 Core Relational Needs



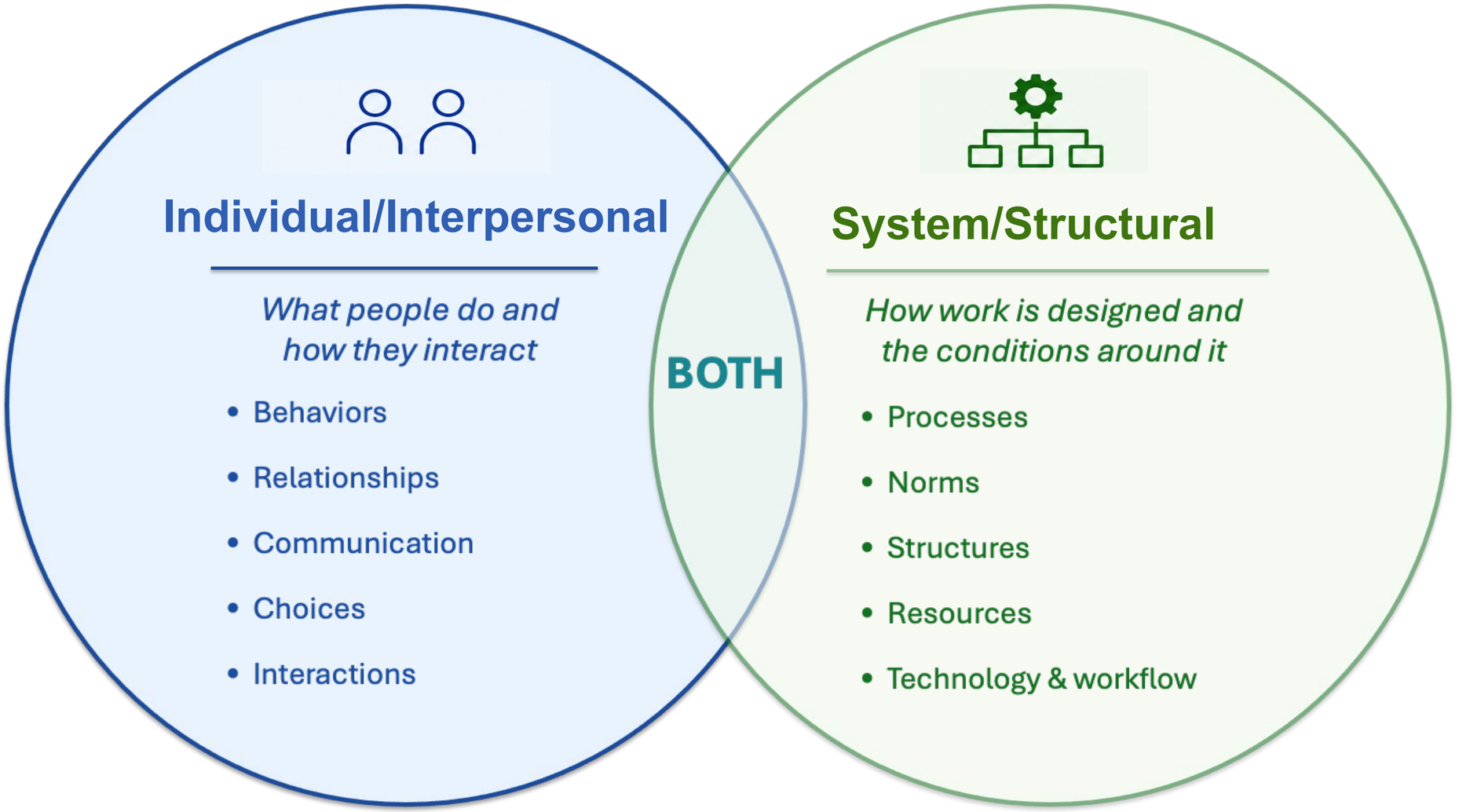
Adapted from Fisher, R., & Shapiro, D. (2005). *Beyond Reason: Using Emotions as You Negotiate.* Viking.

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Addressing Relational Leadership Challenges
The 3E Framework



Two Lenses



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Responding at the Right Level

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?



DO



MODEL



CHANGE

- How will we know if it's successful?

Example: *New Team Member*

You notice that a new team member isn't integrating into the team.

EXPERIENCE

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



Example: *New Team Member*

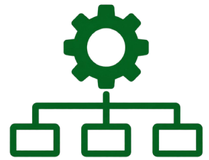
ENVIRONMENT

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



INDIVIDUAL / INTERPERSONAL

- New team member isn't reaching out
- Leader didn't introduce the new team member to others
- Other team members are not including the new team member in informal connections

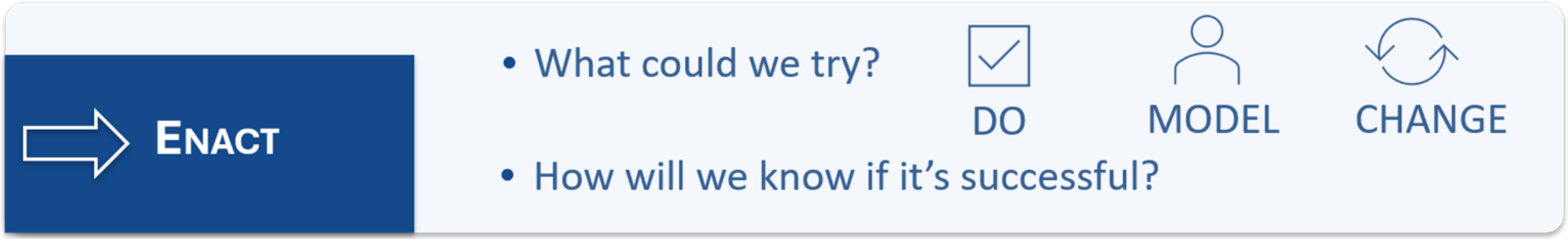


SYSTEM / STRUCTURAL

- Onboarding heavily focused on tasks and not relationship-building
- No intentional way for new employees to meet people outside of the immediate work group
- Hybrid schedule creates lack of overlap

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Choosing Intentional Responses

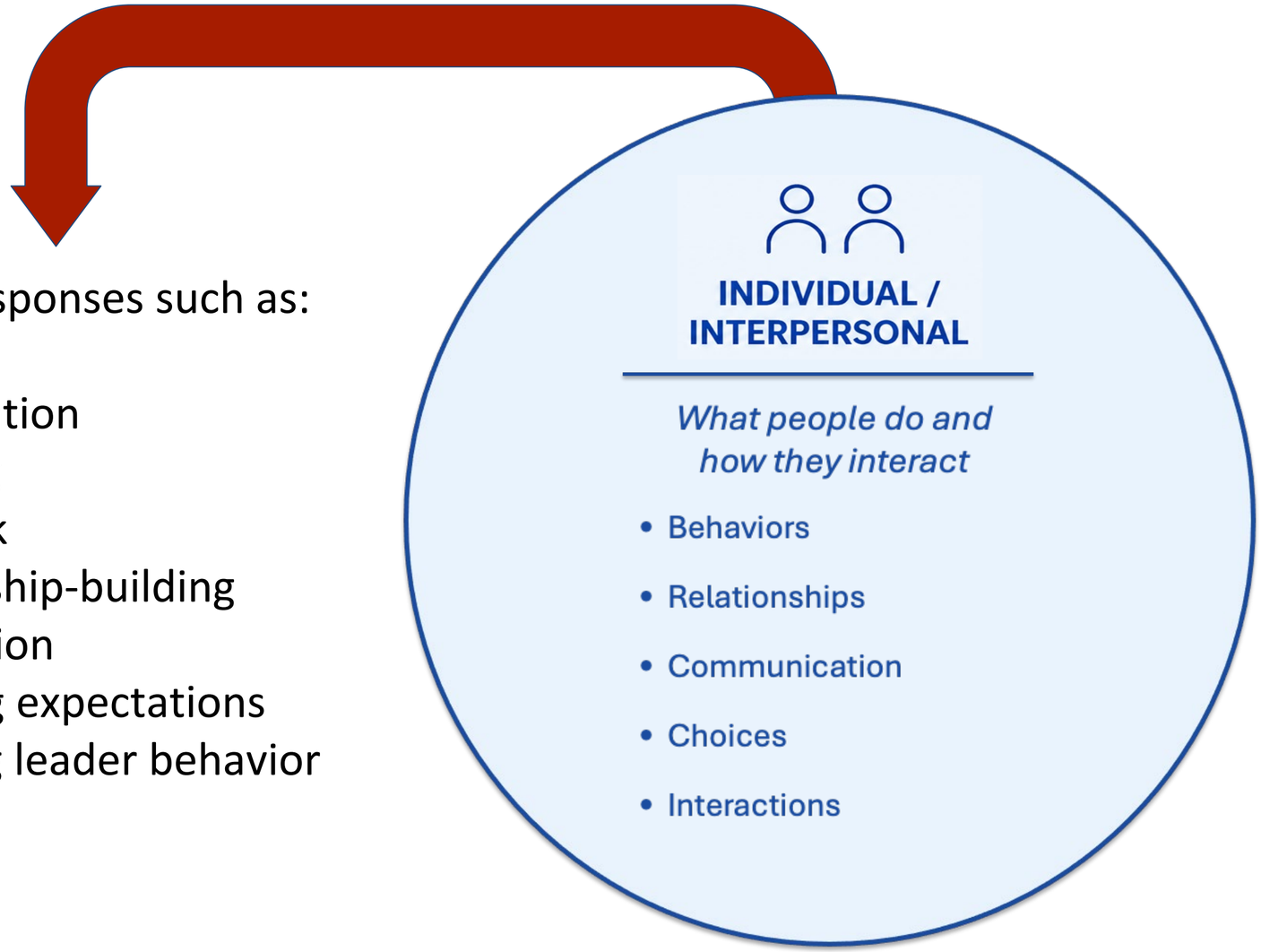


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Responding at the Right Level

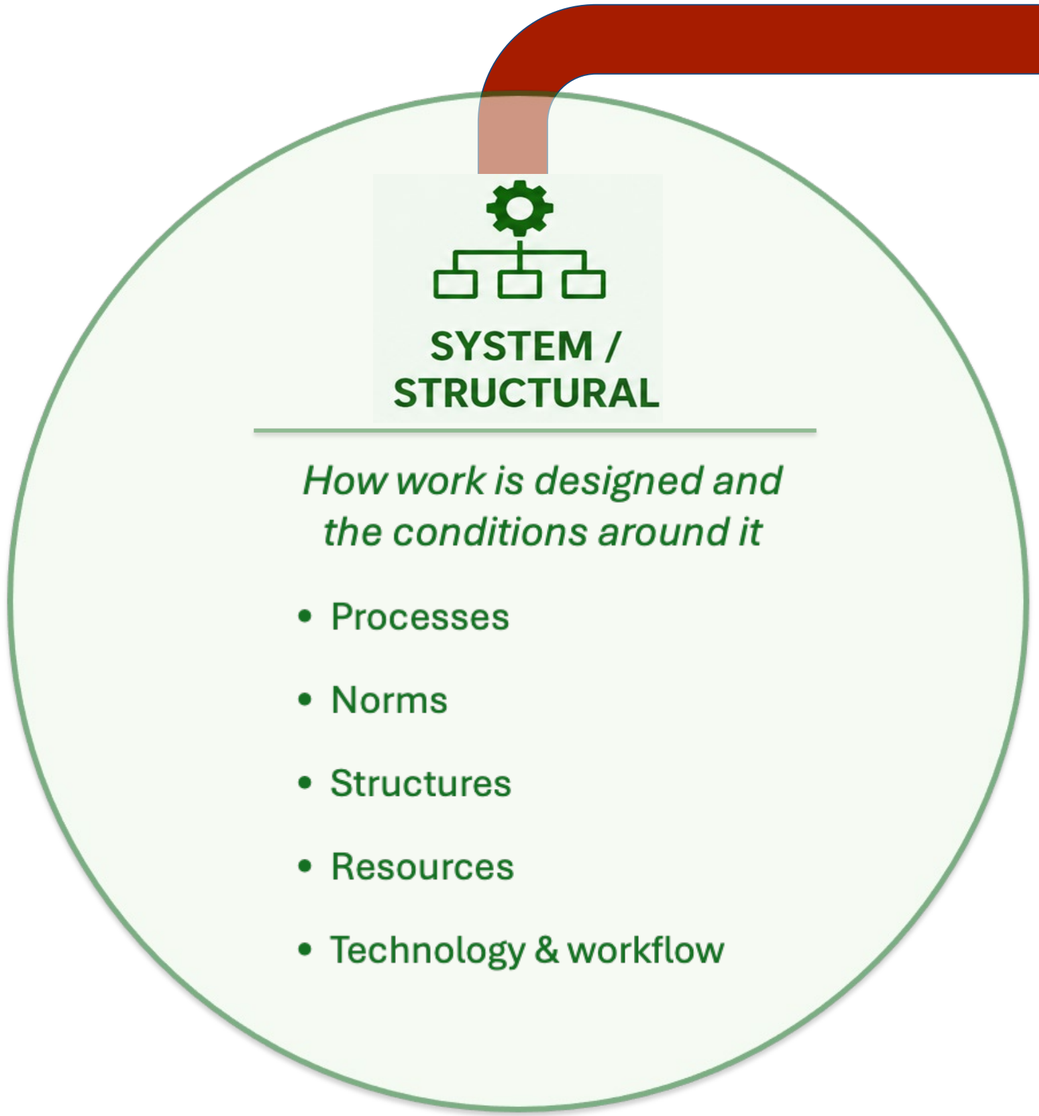
Consider responses such as:

- Conversation
- Coaching
- Feedback
- Relationship-building
- Recognition
- Clarifying expectations
- Changing leader behavior



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Responding at the Right Level



Consider responses such as:

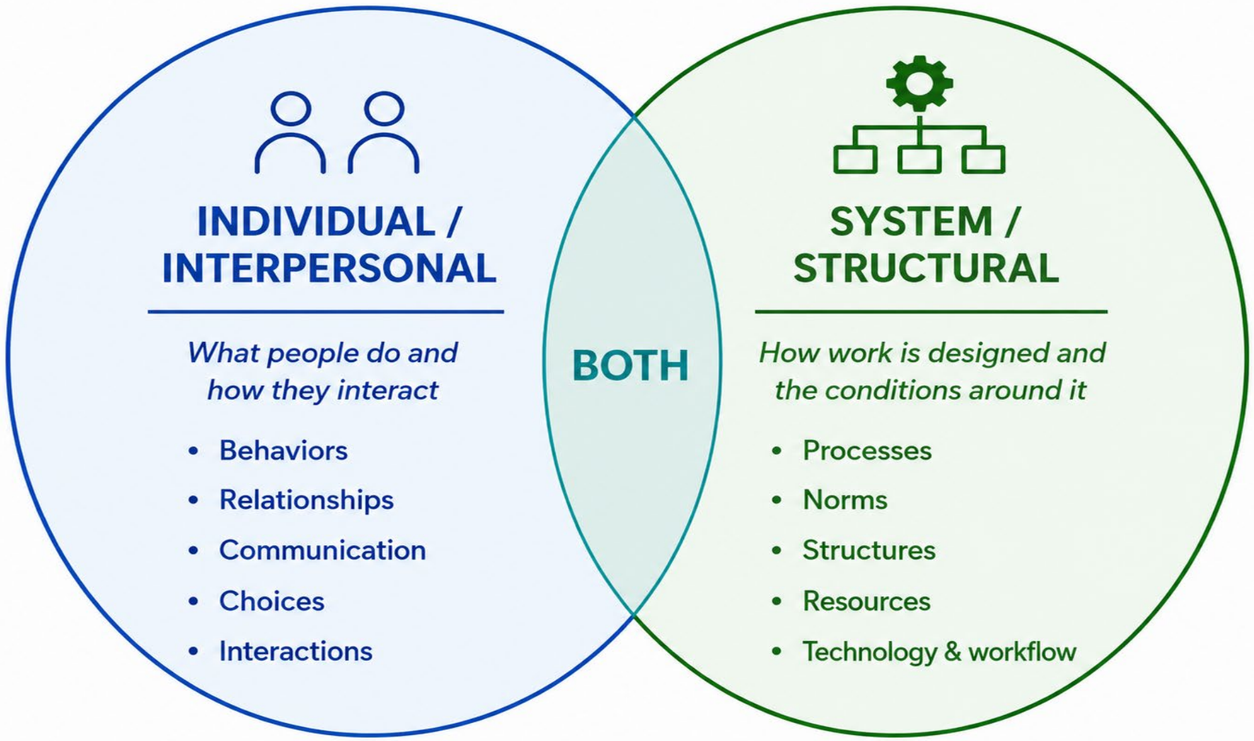
- Changing processes
- Meeting practices
- Information flow
- Decision rights
- Team norms
- Communication structures
- Workflows

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Responding at the Right Level

Consider responses such as:

- Conversation
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- Feedback
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Consider responses such as:

- Changing processes
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- Information flow
- Decision rights
- Team norms
- Communication structures
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Effective solutions address the right level.

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Best Practices

	MWI Practice	Primary Relational Needs	Level	Why it Matters
	**Weekly Staff Meetings:** Different team member facilitates the meeting each week with a warm-up question.	AFFILIATION *I belong here.* · ROLE *I know how I fit.* · STATUS *I am respected and have influence.* · AUTONOMY *I have agency.*	Individual/Interpersonal · System/Structural	Each person has the opportunity to shape the meeting, make decisions about how to engage the group, and take on a clear leadership role.
	**Traditions/Sharing Vacation Pictures:** Colleagues share a slideshow with stories from their trip.	AFFILIATION *I belong here.* · APPRECIATION *My contributions matter.*	Individual/Interpersonal	Creates space to know one another beyond our roles.
	**Virtual Coffee Chats:** 15-minute coffee chats to catch up with colleagues and talk about non-work related topics.	AFFILIATION *I belong here.* · APPRECIATION *My contributions matter.*	Individual/Interpersonal	Allows us to build relationships with colleagues that we don't interact with as often.
	**Staff Retreat:** Stategic planning, feedback and fun activities.	AFFILIATION *I belong here.* · ROLE *I know how I fit.* · STATUS *I am respected and have influence.* · AUTONOMY *I have agency.*	System/Structural	Gives staff a voice to share what's working, and identify opportunities for improvement.
	**Celebrating Special Occassions and Support in Difficult Times**	APPRECIATION *My contributions matter.*	Individual/Interpersonal · System/Structural	Creates a sense of community, support, and feeling valued.

Best Practices for Meeting Relational Needs

In Breakouts:

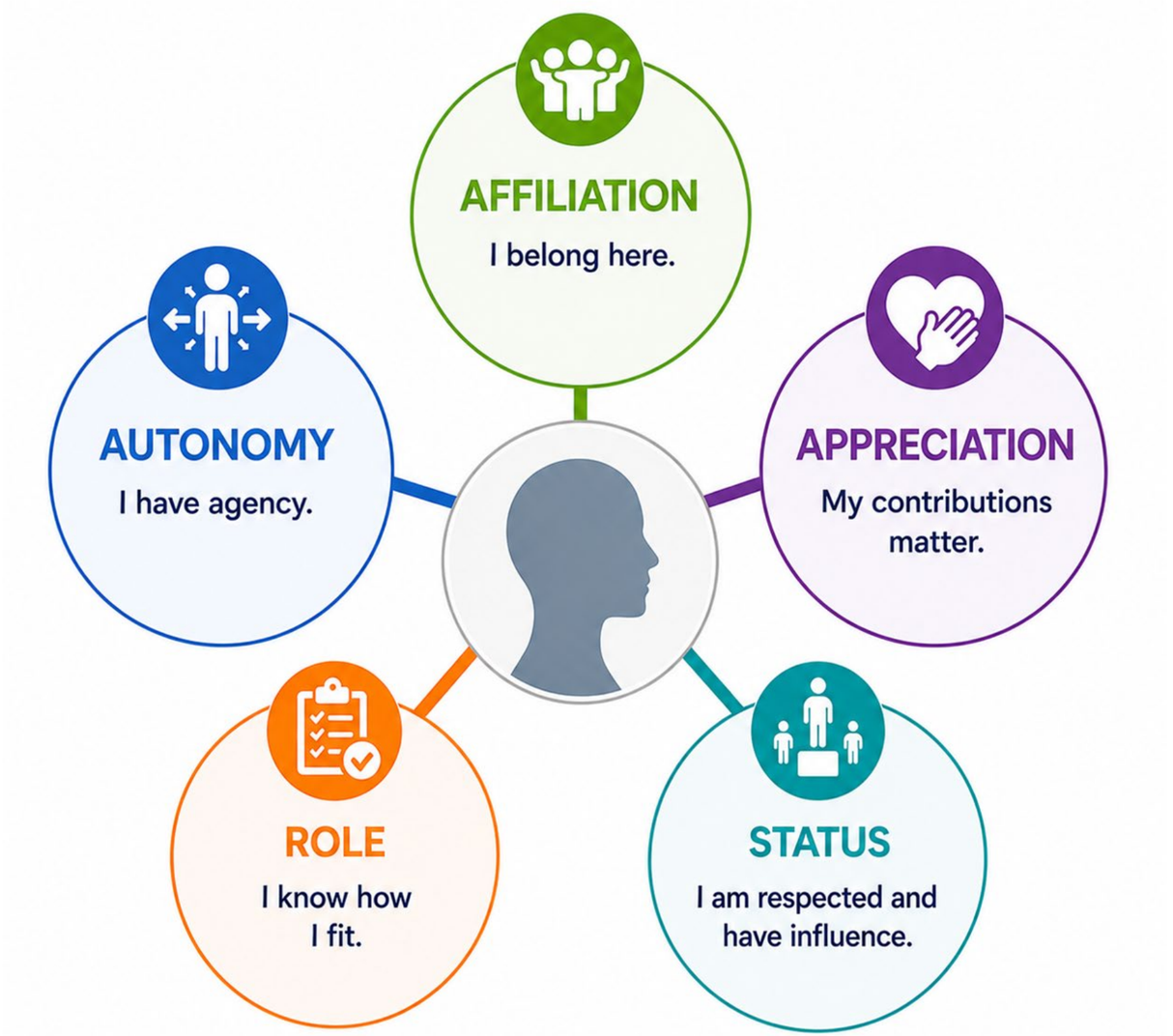
1. Share the relational need that is the biggest area of opportunity on your team.
2. Drawing on your own experience, identify practices you have seen or used successfully to help hybrid teams meet the 5 core relational needs. Consider both:

Individual/Interpersonal: What have you or others done or modeled that has worked well?

System/Structural: What has been built into how the team operates that has worked well?

Be prepared to share your best practices in CHAT.

The 5 Core Relational Needs



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

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Application Session

Breakout Options

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

In your breakouts:

- Share the relational leadership challenge
- Apply the 3E Framework using the worksheet



Scenario: *Invisible Individual*

You have noticed that a remote employee consistently does excellent work and you consider them a strong contributor. However, they rarely speak during meetings unless directly asked. They often follow up with thoughtful ideas or information after meetings, but those contributions aren't always visible to the broader team.

Also, when senior leaders discuss the team's work, this employee is rarely mentioned. It seems that campus-based colleagues tend to receive more attention and are more frequently asked to provide updates or weigh in. The employee hasn't raised a concern, but you are beginning to wonder whether their contributions are getting the recognition and visibility they deserve.

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Coaching Session 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.

www.mwi.org/snhu-coaching-eval

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Wrap-Up

Learning Journey

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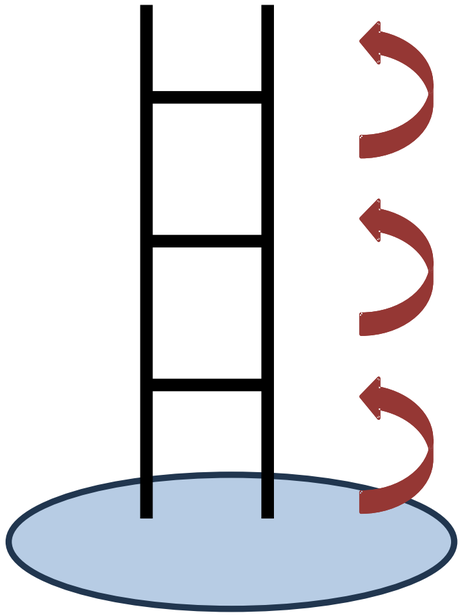
Learning Journey

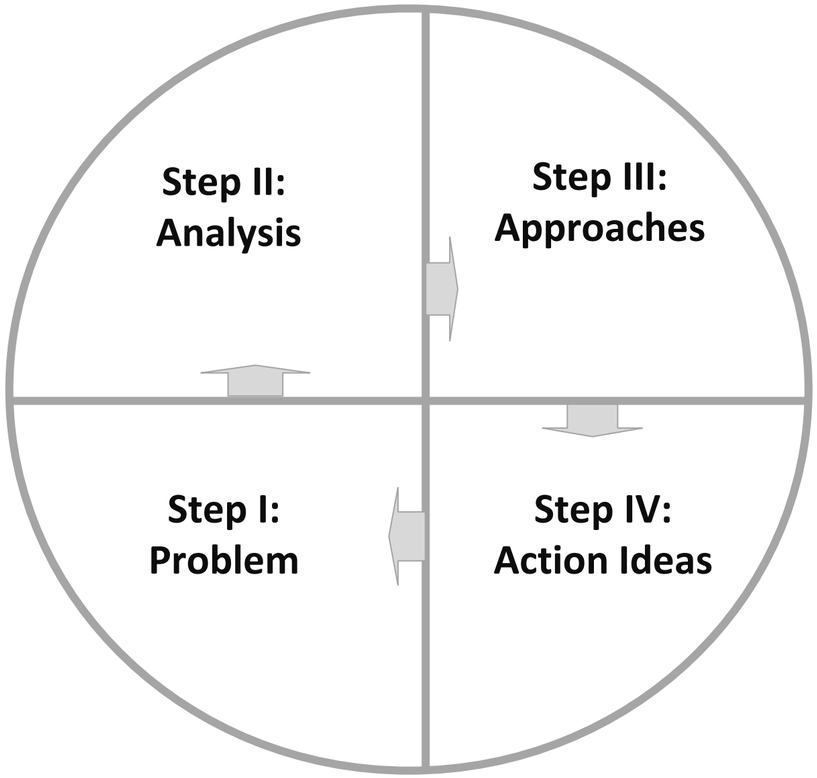
May

Session One:

Regrounding in Collaborative Communication

- Maintaining Curiosity: The Ladder of Inference
- The Four Quadrant Tool





Learning Journey

June & July

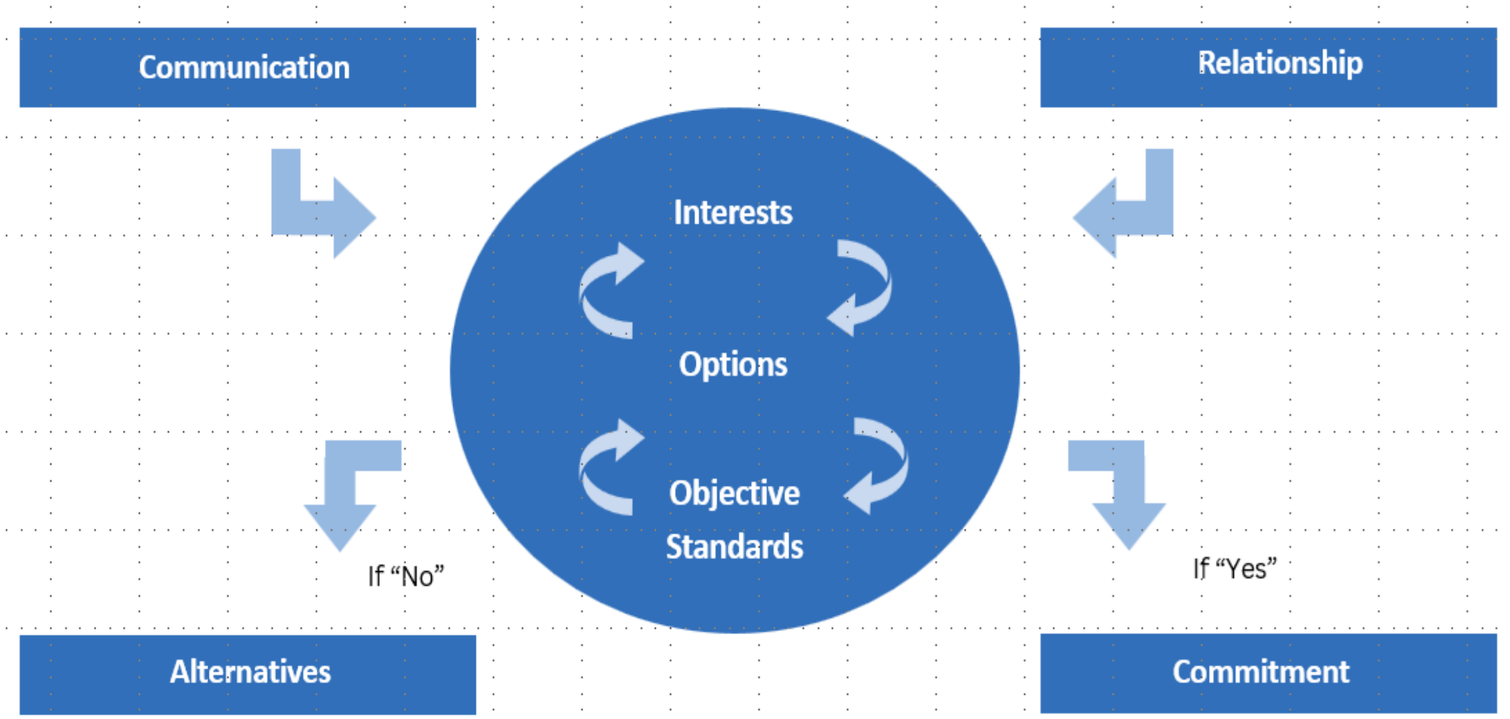
Session Two:

Negotiation Strategies Grounded in Mutual Gain

Negotiation Strategies Grounded in Mutual Gain

Coaching Session

- The Seven Element Circle of Value Framework



Learning Journey

September & October

Session Three:

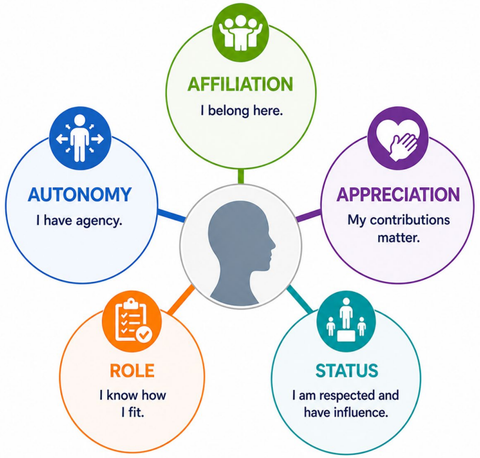
Recognition & Relational Leadership in Hybrid Teams

Recognition & Relational Leadership in Hybrid Teams

Coaching Session

- The Five Core Relational Needs
- The 3E Framework





Resource Hub

Available to you after the session:

- The Ombuds Team
- Worksheets
- Slides
- Additional bonus content!
  - Compilation of best practices for meeting the 5 Core Relational Needs
  - Relational Access Worksheet

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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** or contact MWI at negotiation@mwi.org for more information.

https://www.mwi.org/negotiation-workshop-evaluation

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