

## Leading from a distance and in proximity "Hybrid Leadership"

### Situation / Need

How do you shape your leadership effectively in times of home office and (inter)national relocation?

The quality of contact and the effectiveness of your communication determine the results your employees achieve. Number-based monitoring is good for measuring results, but does not capture the quality of behaviour that they cannot directly observe. A strong foundation of trust is critical for effective leadership with your team and each team member.

Live purposefulness and organisation with sensitivity to social interactions, influence positive interaction in the team.

Internet-based tools for communication over spatial distance (ZOOM, TEAMS, ...) are indispensable, but only allow contact via the visible and audible channels of perception, a "show". What fades is the physical closeness (handshake), the feeling of the real person - by nature a source of contact and trust.

A trusting relationship and appropriate communication - directly or through the given media - is thus the key to effective leadership.

### Goals

- Participants feel and recognise significant differences between real / virtual contact.
- They receive impulses for a differentiated view of the leadership task and personality.
- They are aware of the importance of trust and how trust and connection is strengthened.
- They deepen communicative skills such as perception, active listening, leading with questions.
- They differentiate their preferred leadership style against the background of leadership needs and situational variability.  
situational variability. They can adapt their leadership style variably.
- They know the characteristics of constructive / destructive error culture. You can give effective feedback.
- You will experience in vivo the design of hybrid meetings: methods, tools, techniques

### Benefit for participants

- You lead in a goal- and employee-oriented way and use your **personal strengths in** everyday leadership (leadership style, contact skills, ...).
- They are more aware of the restrictions of virtual communication
- You gain **flexibility** and **confidence in** conducting live and 1:1 hybrid meetings.
- You are able to achieve your **team goals** with more **confidence** and **ease**. (Trust, empowerment, control)
- You gain more self-confidence in leadership.
- You are also able to observe and reflect on your **own behaviour** more closely.
- They conduct **trusting staff appraisals** that lead to **coherent results**.

### Result

- ❖ Improved leadership and staff retention
- ❖ Stronger cooperation and increased co-creativity
- ❖ Higher team effectiveness and employee satisfaction
- ❖ The participants have found their 1-3 central "implementation projects" to improve their leadership work and actually realise them in a timely manner.

## Mode of operation

- **Information:** Participants receive a coordinated invitation to the training with study materials and preparation tasks 2 weeks before the seminar date.
- **Preparation:** Study print learning materials. Participants define their 3 most important learning objectives and select the focus of their self-study in a targeted way.  
Optional in the company: Microteaching by the participants' managers for transfer support.
- **Methodology:** We work with two fully qualified trainers for the best possible support.
  - **1st module** as live webinar (0.5 days): Basics of real and hybrid leadership, preparation for module 2
  - **2nd module as a hybrid format:** We facilitate a trusting working atmosphere that enables learning with and from each other. Real participants work with online participants in plenary sessions and in working groups.
  - **Implementation accompanying coaching** (option)
  - **Further modules (e.g. hybrid team meetings) - on request / demand**
- **Participants** actively prepare for the seminar for best individual results. The trainers are learning companions and coaches for immediate changes (transfer).
- **Transfer support** (optional): After approx. 2-4 weeks, one-time individual coaching and counselling via ZOOM on the pursued goals (1 hour per participant).

## Participant

- Current leadership practice is welcome, as is preparation for a leadership task. The decisive factor is personal interest in learning and finding solutions.
- No participants in the same module 2 in direct leadership dependency
- Recommended 10 (maximum 12) participants per group for intensive development

## Organisational

- Duration: Module 1: 0.5 days webinar, 2 days hybrid training (local and via ZOOM)
- 2-4 weeks in advance recommended for individual self-study
- Location for module 2: at your choice - external

## Services

- Invitation text, study texts
- Priority setting in module 2 in coordination
- 2 training units 0,5 / 2 days, preparation and follow-up
- Photo protocol with contents, results and scenes (pdf).
- Fak.: Individual transfer coaching and counselling (by telephone, 1.0 h per participant)
- Optional in the company: Microteaching of the participants' managers

## Investment

- We would be happy to make you an offer based on an overall package. Let's talk about your wishes and expectations, about details and procedures!
- Travel costs from Munich and expenses according to expenditure