

# Return to Office

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Interactive Guide



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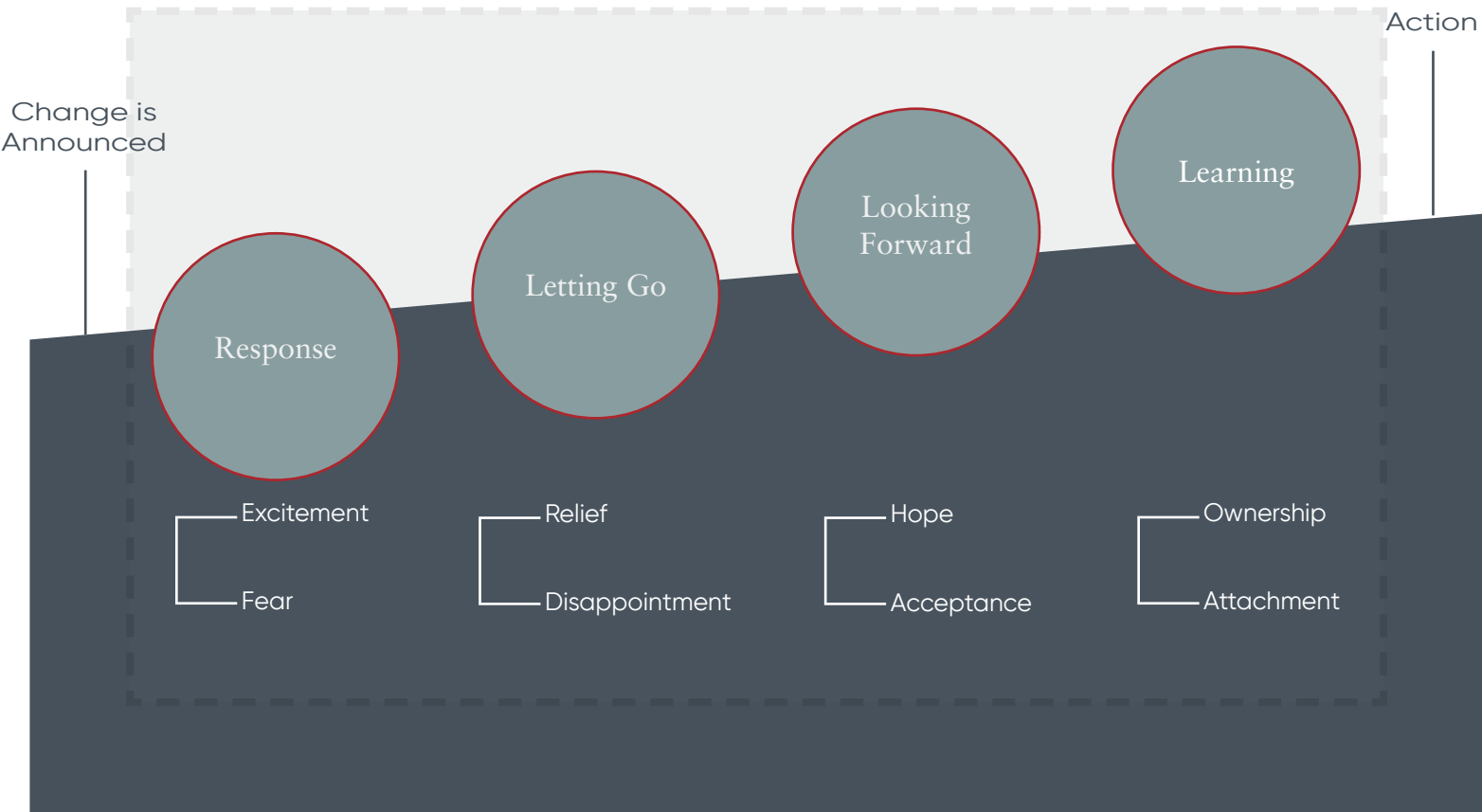
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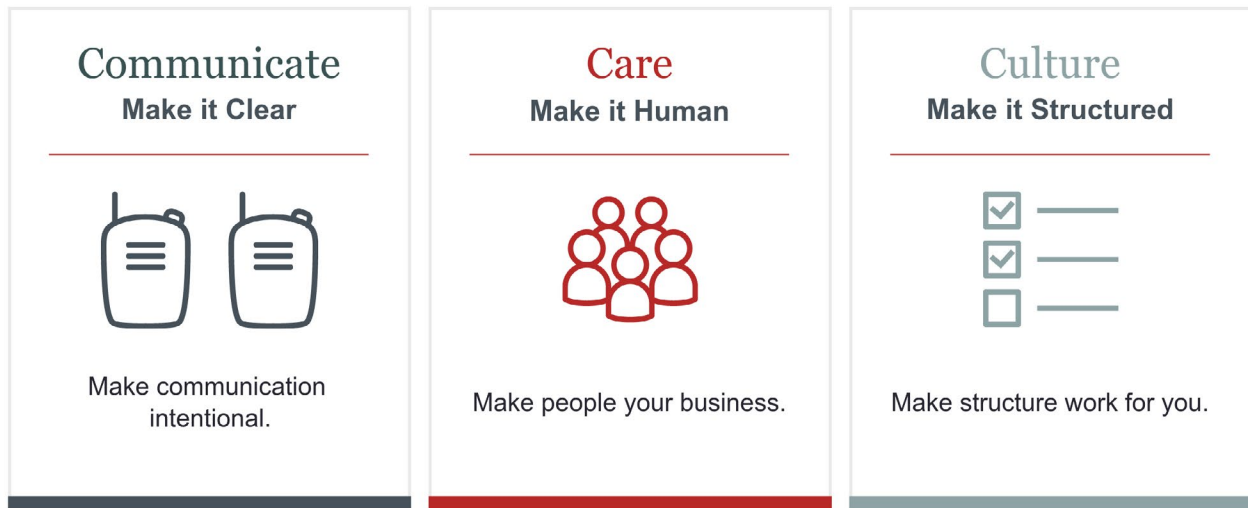
# Our Response to Change



Where "in the box" are people on your team?

What emotions might they be experiencing?

# Three Steps to Return to Campus



How do you currently communicate with your team? What needs to evolve or change during the transition?

What competing demands will your team members have as they make this transition? (Children, spouse, partner, school etc.)

What new structures (team norms, communication) will you need to establish?

# Communicating with Your Team

## EMOTIONAL INFORMATION

"I feel \_\_\_\_\_ by our return to campus."

"I acknowledge others may feel \_\_\_\_\_ by this decision."

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## LOGICAL INFORMATION

"We considered the following \_\_\_\_\_"

"What we know to be true is \_\_\_\_\_"

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## VALUES

"As a leader, I believe in \_\_\_\_\_ which aligns with this decision."

"As an organization, we believe in \_\_\_\_\_ which aligns with this decision."

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## PERSPECTIVES

"We consulted with \_\_\_\_\_ which was invaluable."

"This group had a conflicting opinion, \_\_\_\_\_ which we continue to reflect on."

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# One-on-one Conversations

Open-Ended Questions	Closed Questions
What concerns do you have?	Do you agree with this approach?
How could we make this transition better?	Can you make this schedule work?
What have we missed in this change?	Can you administer this change?
Whose perspective should we consider?	Will you execute this change?
What are all the positive things that will result from this change?	Will your team support this change?
What could be the unintended consequences of this change?	Is your leader informed about your schedule?
How will we know that this change has been successful?	How many team members have an issues?
Cultivates Curiosity	Cross-Examination
Encourages Listening	Yes/No answer
Advances the idea	Advances the agenda
Shared ownership	Ownership stays with questioner

**EMPATHETIC RESPONSES**

- 1. UNDERSTANDING:**  
 "I'm happy to listen anytime."  
 "It sounds like you're saying..."  
 "What can I do to help?"
- 2. RECOGNIZING:**  
 "That must be hard for you."  
 "I want to make sure I understand."  
 "Thank you for opening up to me."
- 3. ACCEPTING:**  
 "I hear what you're saying."  
 "Thank you for sharing that with me."  
 "I'm glad you told me."

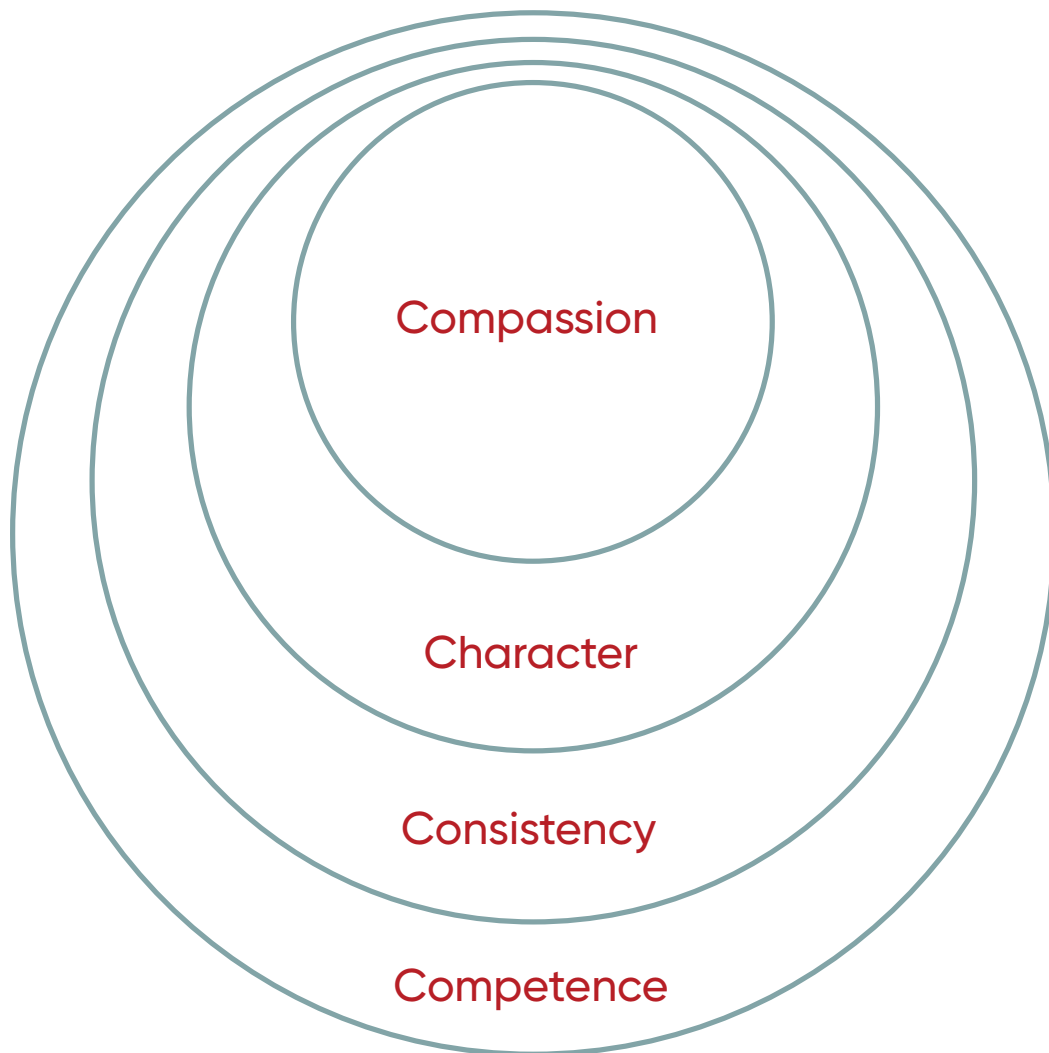
**DEMONSTRATES ACCEPTANCE**

**NON-EMPATHETIC RESPONSES**

- 1. DOMINATING:**  
 "Just get on with it."  
 "This is what you should do."  
 "You are always complaining."
- 2. AVOIDING:**  
 "You are worrying over nothing."  
 "You will be fine."  
 "A similar thing happened to me."
- 3. JUDGING:**  
 "You didn't say that, did you?!"  
 "I'm really surprised you did that!"  
 "Are you serious?!"

**REQUIRES AGREEMENT**

# Building Trust During the Transition



Notes:



# Building Trust During the Transition

## COMPASSION

Empathy: "I understand this change requires shifts at home as well."

Concern for the person: "How are you doing?"

Inquire: "Tell me more how this has impacted you."

Personalize: "Tell me how your family is impacted?"

## CHARACTER

Be transparent

Share your feelings: "I'm excited and at the same time concerned."

Be an advocate: "I'm happy to work with you on how to make this transition work."

## CONSISTENCY

Communication: increase updates (even when there is no new information)

Know where you are in the story (as applicable): "last time we spoke..."

If something has changed mention it up front: "I want to let you know this changed."

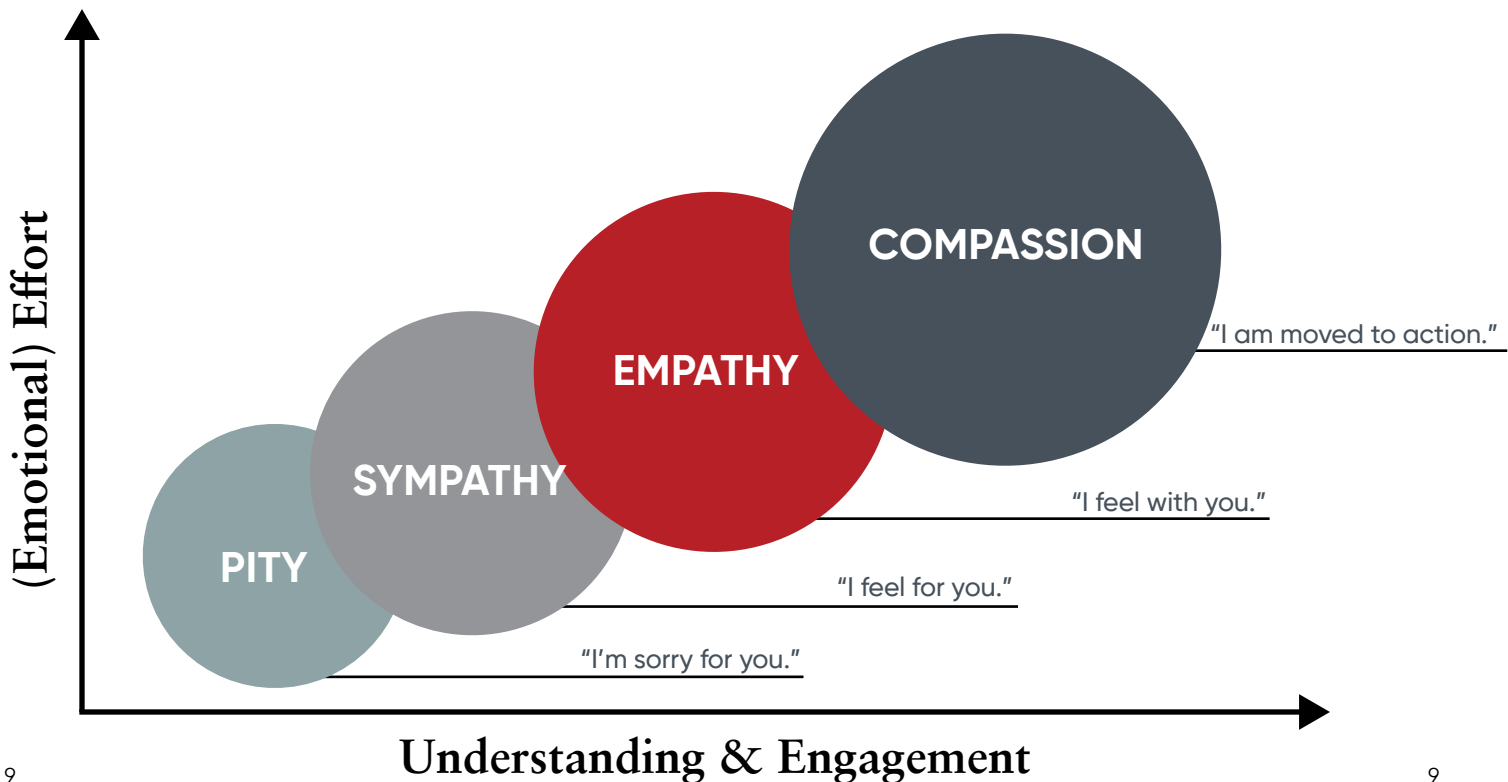
## COMPETENCE

Answer questions succinctly

Research what you don't know

Honor commitments or communicate as soon as you know you cannot or did not make them

If you don't know: "I don't know the answer, but I'm going to find out."



# Building Trust During the Transition

**COMPETENCY**

**CONSISTENCY**

**CHARACTER**

**COMPASSION**

# Not Every Team Member is Created Equal

## D-STYLE TEAM MEMBERS

- Direct and assertive
- Highly focused and results-oriented
- Will apply pressure to quickly attain results
- **Priorities:** Taking action

## I-STYLE TEAM MEMBERS

- Outgoing and friendly
- Highly expressive
- Enjoy interaction and excel at influencing others
- **Priorities:** Social interaction and building a relationship

## S-STYLE TEAM MEMBERS

- Reserved and amiable
- Prefers people they know
- Polite, friendly, and patient
- **Priorities:** Understanding the change, keeping harmony

## C-STYLE TEAM MEMBERS

- Communicate with lots of details and facts
- Prefer written communication
- Will spend time understanding the new policy
- **Priorities:** Structure, following the new guidelines

## D-STYLE CUSTOMERS

*If no one else will defend the world, then I must*

## I-STYLE CUSTOMERS

*Is it better to be feared or respected? I say, is it too much to ask for both?*

## S-STYLE CUSTOMERS

*I will not abandon someone to die, when I have the means to save his life.*

## C-STYLE CUSTOMERS

*Good grammar is essential, Robin.*



Notes:

# Not Every Team Member is Created Equal

List each member of your team:

Write down what you think their style is:

What are 1 or 2 things you can do to flex to each person?

Notes:

# Culture - Make it Structured

## How We Meet

What is your current meeting cadence? What changes are needed during this transition?

## How We Work

What work or projects would benefit from more structure or better milestones?

## How We Recharge

What do you currently do to recharge your team? What should be added?

## How We Celebrate

How are team members currently recognized or celebrated? What are additional ways you can recognize accomplishments?

# Culture - Make it Structured

## How We Meet

- Set a regular cadence
- Start of the week: Where do we need to focus.
- End of the week: What did we learn?
- Rotate facilitation responsibility

## How We Work

- Break critical work into milestones
- Identify "in-scope" and "out of scope"
- Ensure team members know what to work on in priority order
- Celebrate sub-project completion
- Establish communication structure

## How We Recharge

- Highlight successes and learnings
- Schedule meetings for 25 or 55 minutes
- Encourage people to share updates on personal life
- Set up short (30-minute) team connection (not work-related)
- Start team huddles with recognition, end with personal connection

## How We Celebrate

- Effort - Energy Invested
- Excellence - Exemplary Achievement
- Example - Embodying Values
- Specify the Feelings, Behavior, and Impact of people's actions (FBI)

# Action Items

Send a written communication with team specific information about the transition

Schedule team meeting to discuss what people are looking forward to and/or concerned about

Discuss the benefits of returning to the office

Consider using Mentimeter so every voice is heard and concerns can be shared confidentially

Schedule one-on-one meetings with those who would like to discuss their particular circumstances

Make time for "on-boarding" team members who may have joined during the pandemic

Prioritize a social event for your team to reestablish relationships

Practice the opportunities you captured to flex to your teammate's communication styles

Reference the open-ended questions guide in your next one-on-one conversation

Notes:

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