



Motivating your Team in a Hybrid Environment

John Romano, CPA, CIA, CITP, CFE, CSM, Partner
Russ Sommers, CPA, CISA, Director



sifm.org

Meet your presenters



John Romano, CPA, CITP, CIA, CFE CSM

Partner – Baker Tilly

John.Romano@bakertilly.com



Russ Sommers, CPA, CISA

Director – Baker Tilly

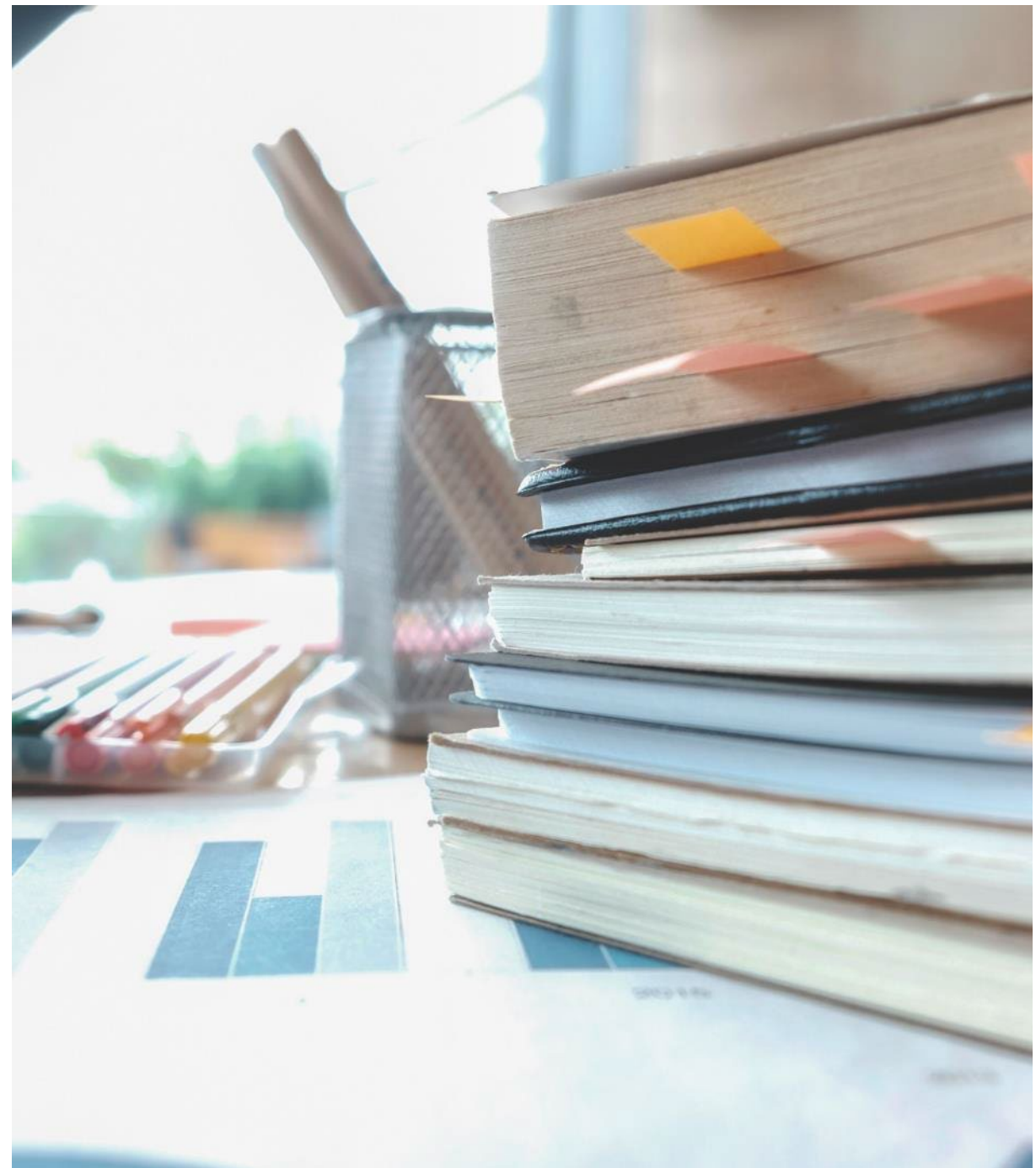
Russel.Sommers@bakertilly.com

BACKGROUND

Objectives

In this webinar, participants will:

- 01 Understand and reflect on the current state of the workforce environment in auditing and financial roles.
- 02 Apply strategies to assist in development of team culture and create an atmosphere of communication and collaboration in a hybrid environment
- 03 Apply methods to create productive and motivated workforce
- 04 Identify and reduce burnout in employees, specifically high-performers



Current State of the Workforce Environment



The Great Resignation

Putting the surge into context

The case for hybrid work

73% of people voted for a combination of office-based and remote work in our [2021 study](#). This could become a [significant deciding factor](#) when choosing an employer.

[McKinsey report](#) that 90% of large businesses are embracing a hybrid model when it comes to managing the return to the office. Does this spell trouble for the companies that don't?

90%

“ If people value something and come to expect it, then not living up to these valued expectations becomes a problem.

Prof. Graeme Martin, University of Dundee
[How has employee loyalty developed from 2019-2021?](#)

”

Netigate

41%

of workers are likely to consider leaving their employer within the next year. [Microsoft, 2021](#)




4 million +

people quit their jobs in April 2021 alone. [US department of labor](#)



Let's Reflect!!

- If virtual, using the chat feature describe in a word or two the current challenges you are facing in the hybrid environment.
- If in person, feel free to call them out!!



The problem: Teamwork and motivation is hard sometimes and YOU as a leader, Manager, Supervisor, Director want the best for your team and out of your team

The solution: Know that you will never be perfect and please everyone...but you can be better, you can increase morale, teamwork and performance by focusing on improving autonomy, mastery and purpose for your team

Overall Team Motivation (Regardless of Environment)

Autonomy

Mastery

Purpose

Added Challenges in a Hybrid Environment

Increased Need for Communication

Change in Training

Performance (Lack of Transparency)

Spectrum of Productivity/
Optimal in Office Time

Optimal In Office Time


Current Labor Market



Build the Foundation: Motivating Your Team

How to Build your Motivation & Culture Foundation

Why Motivation matters and How to drive:

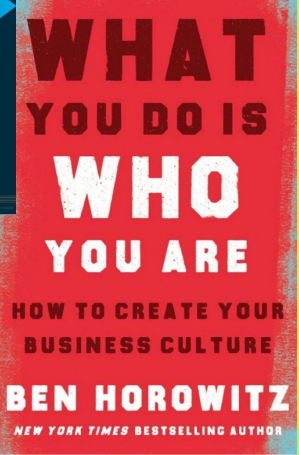
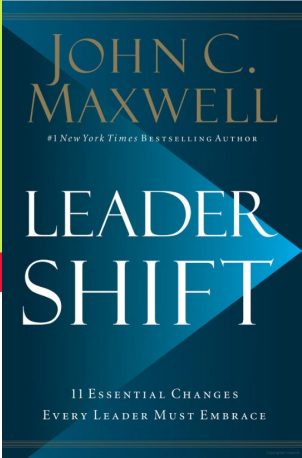
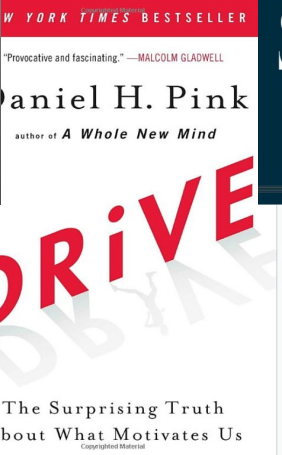
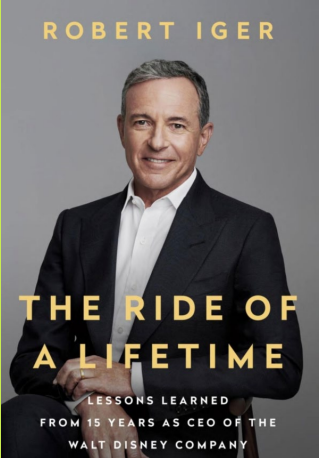
Higher morale 

Better performance 

Increased Productivity 

Where are these insights coming from?

Excellent books or audiobooks with research backed results, , human resource research sites, personal experience, and advice from mentors



What the numbers say!

10 EMPLOYEE RETENTION STATISTICS

Powered by
VANTAGE  CIRCLE
PRIVILEGED ALWAYS



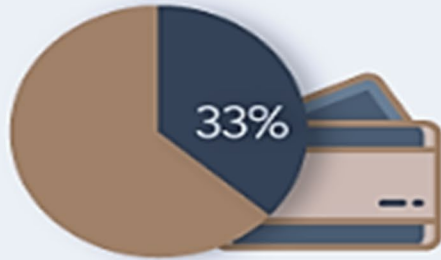
8 in 10 employees would seek a new job after 1 bad day.



48% of employees leave their jobs because it doesn't match their expectations.

Employees are 5x more likely to stay when they are acknowledged.

5x



The average employee exit costs 33% of their annual salary.



Highly engaged employees are 87% less likely to leave their companies.

Employees whose managers help them manage their workload are 8x more likely to stay.

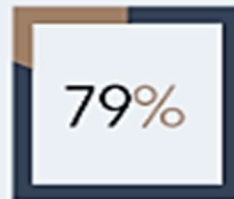


69% of employees who undergo effective onboarding are more likely to stay for at least 3 years.

70% of staff members would choose a company that invests in employee development and learning.



79% of employees wouldn't accept a job even with a higher salary unless the company took action against unethical behavior.



95% of human resource leaders admit employee burnout is sabotaging workforce retention.

Most managers use the “Carrot and Stick approach”



Problem: Various studies show it works for routine tasks...initially. It has **little to no impact on creative thinking and output.**

Review the tasks you currently assign to your team, are these routine or do they require creative thinking?
Examples may include :

- ✓ Financial analysis and business analytics
- ✓ Process transformation and improvement
- ✓ Risk assessment
- ✓ Report Building

Key Take-Away: There are better and more effective ways to motivate that keeps your team challenged and creative!!



We require a better approach to motivation and performance!

How can you be a better motivator?

How do you change your employee's perception?

YOU can be a leader that :

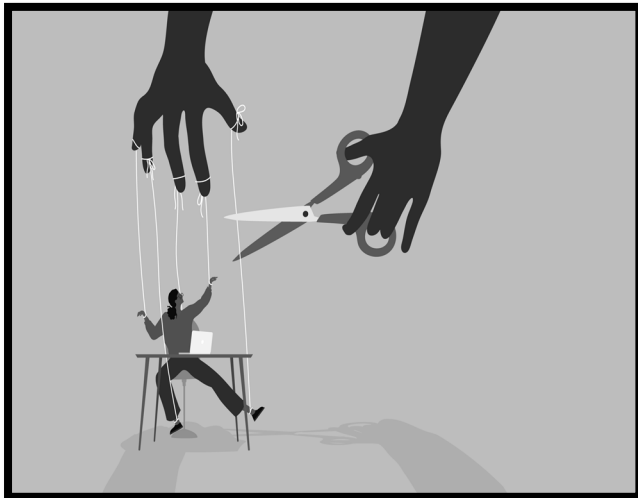
1. Is Engaged
2. Coaches vs Tells
3. Equips each team member for growth, not just to hit goals
4. Communicates the Why
5. Continually learns, unlearns and relearns



So what motivates people?

Autonomy

- desire to be self-directed (opposite is control)



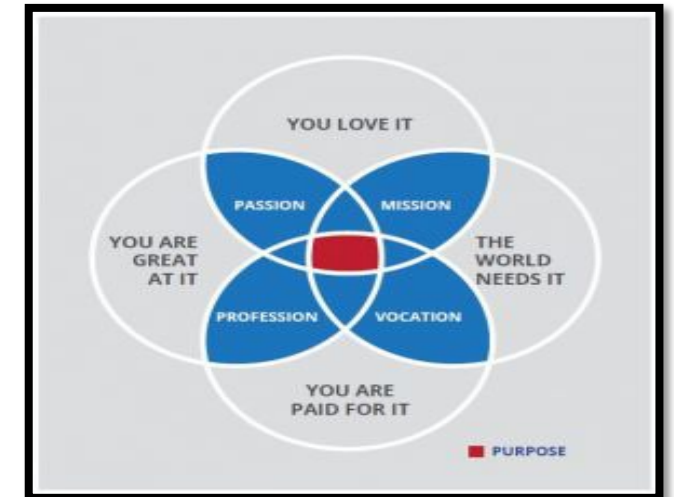
Mastery

- urge to get better and better at something that matters



Purpose

- yearning to do what we do in the service of something larger than ourselves



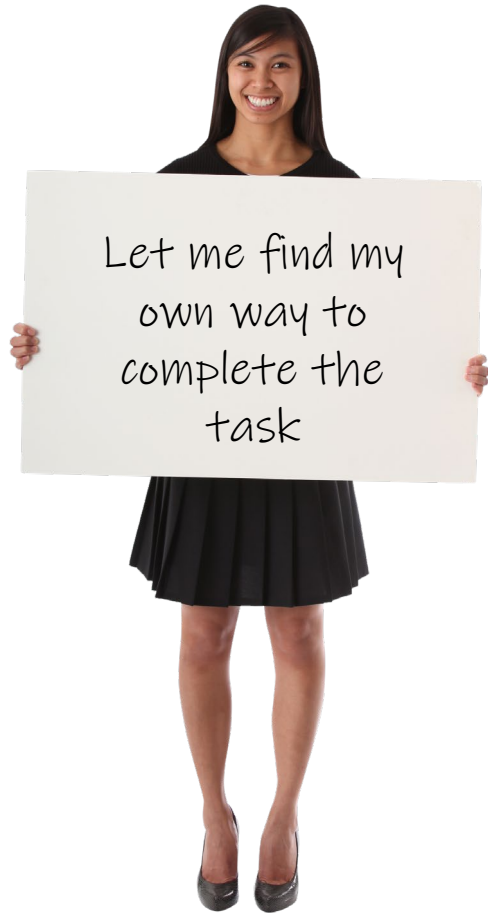
The Evolution of Motivation

Motivation 1.0
Survival – Basic needs

Motivation 2.0
Reward and Punishment

Motivation 3.0
Intrinsic Motivation


Autonomy




Set expectations for excellence, improvement and standards...but let employees have the freedom to find the best ways to get there!

Mastery

Find "Flow" it should
feel like play



Give me tasks
that aren't too
hard....but not
too easy please



If only I had
some time to
work on that
passion project!!

"Goldilocks tasks" help facilitate growth and interest. They push employees out of their comfort zones, and allow them to stretch themselves and develop their skills and experience further.



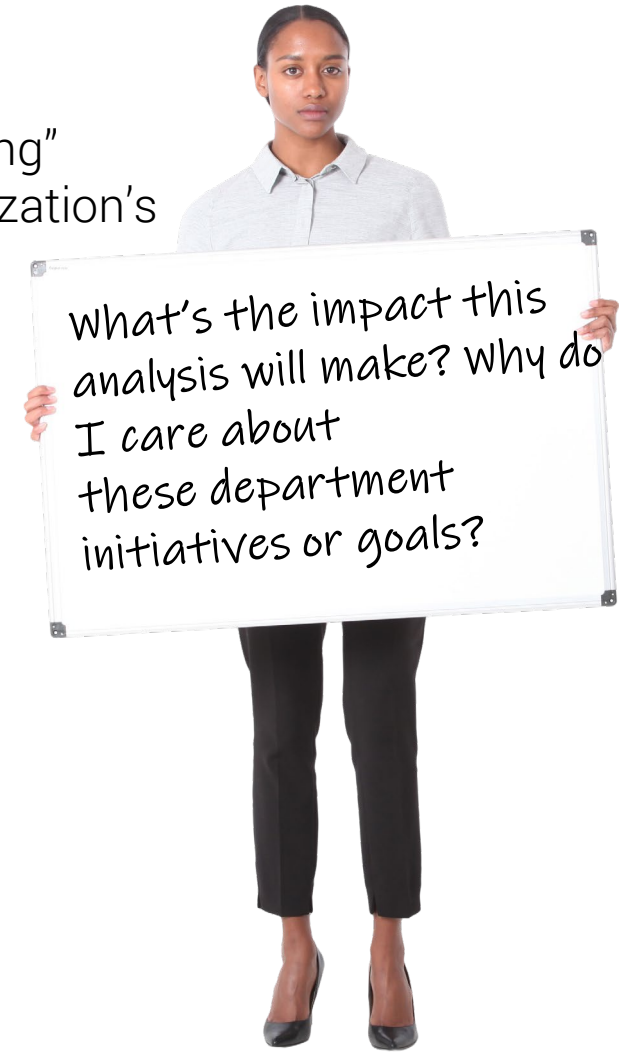
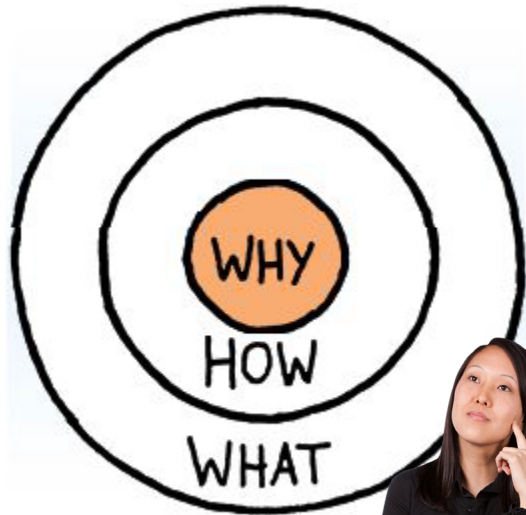
Purpose

Help your team understand:

- The Bigger picture
- Importance and impact of what they are doing
- How learning and training will help their future careers
- How internal audit is not about finding only “whats wrong”
- How critical the work they do in finance is to the organization’s success

Help your team connect:

- Team building time
- Creating time for impactful training
- Supporting volunteer initiatives



A few takeaways on Leadership



1. Have a relentless pursuit of perfection
2. Don't let your ego get in the way
3. Stop presenting problems and start providing solutions
4. No one will follow a pessimist
5. Be Bold

Bob Iger,
Former CEO of Walt
Disney Company



*The greatest
detriment to
tomorrow's success
is today's success*



-John C. Maxwell



Realize today's best will not meet tomorrow's challenges. Upgrading, upgrading, upgrading. In a world of radical changes, that is your only way to remain a leader in the long run. Only the short-sighted rest on their laurels

Revisiting the Challenges & Exploring Strategies for a Hybrid/Remote Work Environment

Increased Need for
Communication


Change in Training

Spectrum of
Productivity/
Optimal in Office Time

Optimal In Office
Time

Performance (Lack
of Transparency)

Current Labor
Market

- 
1. Better Virtual Communication
 2. Understanding your teams communication preferences
 3. Real time coaching strategies when remote
 4. Balancing in office small talk with productivity to avoid burn out
 5. Creating a cadence and providing virtual and in-office events
 6. Creating opportunity for remote workers to attend larger in-office events
 7. Balancing individuals with high remote work productivity with in-office time

Enhancing Communication Strategies

The Culture Killers



How many of you currently rely on teams/skype/slack (instant messaging) as a primary mode of communication?

For those of you that said yes, has your personality changed when you communicate through IM? Or when you receive communications through IM do you read them differently than if it was in person?

Lack of Team Understanding of Communication Styles

Overuse of Instant Messaging or Email Function

Misunderstanding Boundaries

Tips to Enhance Communication

1. Understand your teams communication styles by utilizing DISC, and have them share their communication styles with each other. Ways that we saw to make this the most effective would be to:
 - a) Have the exercise be completed in person, and have people share across the team which category they fall into. If you have remote workers pay to fly them out so that they can meet the team.
2. Understand the importance of “disconnecting”
3. Watching your tone when communicating via teams (less critical and real-time feedback can be relayed, but detailed feedback that should cause reflection should be tracked and communicated during the week via a call).

Hybrid Culture Analysis

Hybrid/Remote Work Challenges

Spectrum of Productivity

How Often Do Workers Want to Work from Home?

Nearly 80% of U.S. employees want to work from home at least one day each week, according to a monthly survey of more than 10,000 Americans conducted between May 2020 and July 2021.

After Covid, in 2022 and beyond, how often would you like to have paid workdays at home?



Optimal Time Onsite – Balancing Culture & Productivity

1. Increasing small talk but balancing with productivity to avoid employee burnout
2. Understand the pitfalls of how much in-office time you require

Overall Feeling of non-inclusiveness for your fully remote workers

1. Adding small talk or building in time for casual conversation in meetings.
2. Allowing remote workers to fly out for larger in-office meetings/events.
3. Maintaining a balance of in-person events versus & setting a cadence
4. Leaders leveraging one-on-one meetings

Avoiding High Performer Burnout

Poor Performance Management

The Dilemma: How to inspire, motivate, or let go poor performer during the great resignation.

The outcome if we don't resolve: Burnout of our key employees and top performers who are consistently picking up the slack.

Some stats:

- Top 5% of the workforce produce about 26% of the companies' total output
- Top performers out-perform average performers by 4 to 1

Red Flags Signifying Burnout



Physical Exhaustion



Headaches or stomachaches



Irritability or hostility



Lower quality of work



Self-doubt or feeling like they are in an emotional crisis.

How to Address Burnout & Protect High Performers



Keep Hiring Standards High



Encourage Teamwork & Teambuilding Activities



Focus on Appropriate Training Methods



Hold Managers Accountable for Poor Performers



Encourage PTO & taking breaks



Listen to Work Related Problems

Overall Team Motivation (Regardless of Environment)

Autonomy

Mastery

Purpose

Added Challenges in a Hybrid Environment

Increased Need for Communication

Change in Training

Performance (Lack of Transparency)

Spectrum of Productivity/
Optimal in Office Time

Optimal In Office Time

Current Labor Market

What are You doing to Improve yourself, Your Team and Prepare for Change

Ask yourself:

Learn something new.

"When's the last time I learned something for the first time?"

Try something different.

"When's the last time I did something for the first time?"

Find something better.

"When's the last time I found something better for the first time?"

See something bigger.

"When's the last time I saw something bigger for the first time?"

Questions and thank you!



John Romano, CPA, CITP, CIA, CFE CSM

Partner – Baker Tilly

John.Romano@bakertilly.com



Russ Sommers, CPA, CISA

Director – Baker Tilly

Russel.Sommers@bakertilly.com