

LEADERSHIP NORMS AND BEHAVIOURS FOR THE FUTURE OF WORK@ESDC

Our workplace is undergoing profound change. Norms and behaviours need to evolve so that managers at all levels can lead and succeed in this changing environment.



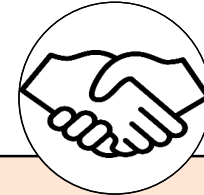
Intentional Leadership

- Purposefully adapt leadership styles for teams in various work locations.
- Be deliberate in communicating with team members.
- Ensure fairness between remote, on-site and hybrid workers.
- Embrace new technologies and be open to innovation.
- Don't task an employee simply because they are in the office or closest to you.



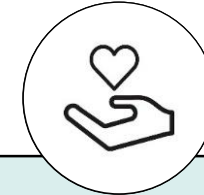
Psychological Safety and Growth Mindset

- Foster a culture of learning by seeing challenges as opportunities and not threats.
- Ensure teams feel comfortable innovating and making mistakes.
- Take calculated risks and encourage innovation.
- Create physically and mentally safe spaces where team members can express their needs and be authentic.
- Don't respond negatively when mistakes are disclosed, instead be open to learning from them.



Trust

- Be deliberate about building trust and collaborative relationships when teams are not "visible" and interactions are mediated by technology.
- Focus on outcomes and results rather than the number of hours spent "at work".
- Give your team flexibility and autonomy where you can.
- Don't use MS Teams as a surveillance tool to monitor your employees because you cannot "see" when they are in the office.



Empathy Based Management and Sense of Belonging

- Lead with empathy by making meaningful connections.
- Foster a sense of belonging to ensure teams feel attached to the organization.
- Empathize with team members' personal situations which may affect their work.
- Cultivate informal interactions and create connection opportunities for team members.
- Don't create inequalities and erode attachment by giving privileges based on employee groups or work locations.

For more information and examples, see the [Leadership Norms and Behaviours Playbook](#).

