CONCEPT

Leading Remote and Hybrid Teams: Managing Virtual Teams Effectively

16 – 20 August 2027
Paris - Right Bank business hotel



Leading Remote and Hybrid Teams: Managing Virtual Teams Effectively

Ref: 1041_4509 **Date:** 16 – 20 August 2027 **Location:** Paris - Right Bank business hotel **Fees:** 23500 SAR

Technical depth: Practitioner · **Practical mode:** Role-play

Introduction

Hybrid and remote working are now permanent features of most organisations, yet many teams still run on habits designed for a shared office. The symptoms are familiar: back-to-back video calls, decisions made in corridors that remote members never hear about, uneven workloads and quiet disengagement that surfaces only when someone resigns. This Core Concept course equips managers to design how a dispersed team works, communicates and is measured. Participants rehearse the key conversations in role-play and leave with a Hybrid Team Operating Agreement for their own team.

Course Objectives

- Assess how a team's work, locations and time zones affect collaboration, using activity mapping and the Virtual Distance Model
- Design communication protocols that combine synchronous and asynchronous channels to fit each type of task
- Build trust, inclusion and cohesion across locations and cultures in a dispersed team
- Manage performance on outcomes, using OKRs and structured check-ins rather than visibility
- Identify the psychosocial, fairness and information security risks of distributed work and put controls in place
- Produce a Hybrid Team Operating Agreement that the team can adopt

Target Audience

- Managers leading teams split across offices, home working and client sites
- Project and programme managers coordinating members in several time zones
- Heads of shared service and support functions with distributed staff
- HR and workplace managers who design hybrid working policies and practices
- Team leaders newly responsible for remote or hybrid teams

Course Outline

Day 1: Remote and Hybrid Work in Context

- Hybrid Work Models: Office-First, Structured Hybrid and Remote-First
- Work Activity Mapping: Focus, Collaboration, Learning and Social Tasks
- Virtual Distance Model: Physical, Operational and Affinity Distance
- Team Hybrid Readiness Assessment
- Time Zone Overlap and Availability Mapping

Day 2: Frameworks for Distributed Teams

- Media Richness Theory and Channel Selection Matrix
- Synchronous and Asynchronous Communication Protocols
- Swift Trust and the Maister Trust Equation in Distributed Teams
- Erin Meyer's Culture Map for Multinational Teams
- ISO 45003 Psychosocial Risk Factors in Remote and Hybrid Work

Day 3: Leading the Hybrid Team Day to Day

- Team Working Agreement Drafting: Core Hours, Response Times and Meeting Norms
- Outcome-Based Goal Setting with OKRs
- Collaboration Platform Governance: Channels, Shared Documents and Task Boards
- Hybrid Meeting Design: Remote-First Facilitation and Equal Airtime Techniques
- Virtual One-to-One Structure and Check-In Templates

Day 4: Performance, Inclusion and Wellbeing Risks

- Proximity Bias Controls in Work Allocation, Appraisal and Promotion
- Remote Underperformance Diagnosis Using Output and Engagement Indicators
- Digital Fatigue and Always-On Culture: Workload and Boundary Protocols
- Remote Onboarding Plan for New Team Members
- Information Security Behaviours for Distributed Teams Aligned to ISO/IEC 27001 Controls

Day 5: Role-Play Practice and the Hybrid Team Operating Agreement

- Role-Play: Launching a Working Agreement with a Dispersed Team
- Role-Play: Remote Performance Conversation Over Video
- Role-Play: Re-Engaging an Isolated Team Member
- Hybrid Team Operating Agreement Drafting for an Own Team
- Peer Review and Agreement Refinement

Skills You Will Gain

- Distributed Team Design
- Communication Channel Selection
- Virtual Facilitation
- Remote Trust Building
- Outcome-Based Performance Management
- Cross-Cultural Collaboration
- Psychosocial Risk Awareness
- Digital Collaboration Governance

Why Attend This Course

- Return with a Hybrid Team Operating Agreement ready to launch with a real team
- Rehearse remote performance and re-engagement conversations with feedback before holding them for real
- Reduce meeting overload and replace it with clear rules on when and how the team communicates
- Compare hybrid practice with managers from other sectors and countries who lead dispersed teams

Conclusion

A dispersed team performs well when its way of working is designed deliberately rather than inherited from the office. This course moves from mapping the team's work and the distance between its members, through the principal frameworks for distributed communication, trust and wellbeing, to the agreements, rhythms and performance practices of daily leadership and the risks that undermine them. The final day rehearses the conversations remote leaders find hardest and produces a Hybrid Team Operating Agreement that participants take back to their team.