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For Managers and meeting hosts

## Make Hybrid Work for Everyone

In an innovation-focused hybrid environment, it's important that everyone on your team has an opportunity to bring their unique ideas to the table, whether they are working on-site or from a remote location.

This includes your gregarious extroverts, who are more likely to dominate a discussion, as well as your introverts, whose insights can sometimes get lost in the shuffle. This is especially true in an online conference call.

While extroverts are highly in tune with what's mainstream and popular, introverts are wired to bring thoughtful, creative perspectives. Both are important when brainstorming and problem solving.

So how do you make sure everyone's voice is heard in a hybrid work environment? Thought leaders from [Harvard Business Review](#) and [Deloitte](#) offer these timely tips:

**1. Make sure you give introverts the time and space they need to speak.** If they are interrupted during a Webex meeting, they will be less likely to speak up again. If it happens too often, they may stop trying altogether.

Try using the chat box or hand-raising features in hybrid or virtual meetings, to make sure everyone has a chance to weigh in.

**2. Send out meeting questions in advance,** so everyone can have time to prepare their answers beforehand. Introverts may feel better about speaking up in a group if they have had time to practice.

**3. For each virtual or hybrid meeting, designate an in-person champion** to be the watch for any activity virtually. For example, someone who can monitor the chat box and/or participants to look for unmuted mics, and unintentional missed participation from virtual attendees.

[4. Give extroverts plenty of opportunities to share their ideas with you](#), so they don't have to dominate a team meeting to do so. If they are working from home, they will appreciate the additional opportunities for social interaction.

[5. Give extroverts who are working on-site some time to gather](#) around the "watercooler." While introverts shy away from work interruptions, extroverts live for them and are energized by spontaneous interactions.

[6. Use a variety of communication styles](#). Invite your employees to email their follow-up thoughts and comments to you after a meeting. Or start a document on One Drive, where everyone on the team can add their feedback and ideas. This is especially appealing to anyone who feels anxious about speaking in front of groups.

For more information on managing in a hybrid work environment, visit the TVA [Toolkit for Hybrid Managers](#).

[Read the Harvard Business Review article](#)

[Read the Deloitte article](#)

