



Leadership and Management in a Remote Workplace

Engagement and Integration in a Changing Landscape

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What are we doing, where are we going?

- Let's examine the state of remote, hybrid and in-person work, and follow trends from the pre- to post- Covid years.
- We will discuss some of the challenges of leading and managing remote and hybrid teams.
- Together, we'll compare experiences, struggles, opportunities and wins that we have seen as remote/hybrid leaders, managers, and colleagues.
- If there are any repeat collaborators from my past sessions, let's reflect on the last year(s) and how our leadership, management and/or workplaces have shifted
- I hope we'll leave with some insights and inspirations on our continued personal and professional development and the strength of our teams.
- I promise you that 100% of this presentation is human-generated, and no AI was used (or harmed) in the making of this presentation.

Setting the stage – Leadership and Management

- **What is leadership?**

- Focuses on the success of the company, the success of the team, and the success of the individuals on the team.
- Fosters an environment where team members feel engaged in their work and supported in their careers.
- Finds ways to inspire continuous improvement and growth through positivity, accountability and honesty.

- **What is Management?**

- Ideally, management is about aligning team members with organizational values, goals and needs through leadership, coaching and engagement..

Where's the remote? – Current Trends in RTO, Hybrid and 100% Remote

- The rise of hybrid work – as Covid wanes, many companies have implemented a hybrid workplace
 - A recent survey of “over 500 HR managers in the United States found that 88% of employers provide some hybrid work options, although this varies by seniority level and individual circumstances (Half, 2026).
 - That same survey found 55% of job seekers stating that Hybrid is their top choice for work arrangements.
- “One of the most significant remote work trends we have been tracking in our research for the Demand for Skilled Talent report is the steady decline among in-office jobs throughout 2022 and 2023. Since late 2023, the level of in-office work has stabilized, despite years of headlines touting company policies to return to office. During this time, we have continued to see hybrid options rise. We found that new, fully in-office job postings declined from 83% to 66% during 2023. And over the course of 2024 and 2025, the rates of hybrid and remote work have stabilized, reinforcing that flexible work arrangements are here to stay” (Half, 2026).

Hybrid is the new remote – Productivity and Engagement

- Debate remains around the relative merits of Remote and Hybrid work – but in 2026, RTO directives seem to have faded, while remote and hybrid work arrangements have stabilized, with remote slightly increasing again in 2025. (51% of ‘remote capable’ workers currently work Hybrid, with 28% of workers fully remote and 21% fully in-person) (Pendell, 2025).
- US Bureau of Statistics study – remote and hybrid stays strong in tech industries
 - Studies show increased productivity vs. Claims of the opposite (Pabilonia and Redmond, 2024)
- In 2024, a Stanford economist found workers who work remotely or in hybrid arrangements are just as productive and are as-likely to be promoted as their in-person colleagues, *and* they have dramatically less turnover.
 - “The results are clear: Hybrid work is a win-win-win for employee productivity, performance, and retention,” says Bloom, who is the William D. Eberle Professor of Economics at the Stanford School of Humanities and Sciences and also a senior fellow at the Stanford Institute for Economic Policy Research (SIEPR) (Crawford, 2024).

Hybrid is here – how do we do it? What are the biggest challenges for remote or hybrid leaders?

- Engagement
- Efficiency
- Metrics
- Meeting Fatigue
- Time management
- Over-availability (focus)
- Tone (electronic communication)
- Visibility of work

Recruitment and Retention Challenges?

They did the research...

- Gallup research shows that four simple practices can increase employee trust by nearly 30 percentage points. Employees are more likely to feel more trust when they strongly agree with *any* of the following:
 - I receive timely and consistent communication about what’s happening on my team, regardless of whether I’m working from home/remotely or on-site.
 - My team has a strong sense of community, regardless of whether we are working from home/remote or on-site.
 - My manager holds me accountable for meeting performance expectations when I work from home/remotely.
 - When working from home/remotely, I receive the same opportunities for feedback and development compared to when I work on-site. (Pendell, 2025)

Strategies

- Sufficient contact/engagement
- Encouraging collaboration
- Company-wide programs
- Employee Development
- *Demeanor/personal connections*

CARE Model – Apply from afar

4 Pillars of the CARE Model Explained

Our role as Leaders...

- **Coach:** Build solid coaching relationships with your team members by providing guidance and support to help employees reach their full potential. We need to coach for performance and for development.
- **Align:** Ensuring that individual goals and talents are aligned with the organization's overall objectives.
- **Recognize:** Acknowledging and appreciating employees' efforts and achievements that are in line with Company and team strategy is vital for engagement.
- **Engage:** Actively engaging employees in dialogue about what matters to the organization and to them personally is essential. Leaders need to engage themselves AND their team members!

****The best managers can directly connect the individual passions and proficiencies of their teams to the organization's priorities.**

Don't make me do it- Best practices for hybrid work arrangements

- Optional but productive in-person meetings/work sessions
 - Clear and measurable objectives
 - Office space reimagined as innovative and collaborative spaces
 - Bridging engagement between in-person, remote and hybrid teams
- **Management Tools:**
 - Frequent Check-ins
 - Good information – Software/Workflow tools
 - Group meetings/Knowledge Share
 - “Focus Time”
 - Humor
 - Recognition
 - **TRUST** – *earn, build, keep, demonstrate*

Final Thoughts?

What did I forget?

Further tips?

What will you take back to your team?

How do you recognize your remote workers?

How will you inspire the next generation of leaders on your team?

Good remote leadership means making your team feel heard and seen, even when you can't hear or see them...

Thank you for your time, attention and participation, have a great Forum!



Cited Works

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