



LEADING INCLUSION IN A HYBRID AND REMOTE WORKPLACE

Competency Framework for Leading Inclusion in a Hybrid and Remote Workplace



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As part of the Erasmus+ REWORK project, particularly WP2 “Competency Map and Training Methodology”, we are proud to introduce our comprehensive **Competency Framework for Leading Inclusion in a Hybrid and Remote Workplace**. This framework has been developed to guide HR professionals, people managers, organizations and leaders in creating inclusive, diverse, and equitable remote and hybrid work environments. It outlines key competencies required for managing diverse teams and emphasizes strategies that promote fairness, accessibility, and psychological safety in these work settings.

The framework is divided into four core areas:

1. **Diversity, Equity, and Inclusion (DEI)** – This competency focuses on understanding and promoting DEI in remote and hybrid environments. It highlights the importance of recognizing unconscious bias, adapting communication styles for inclusivity, and implementing strategies to ensure equal access to resources and opportunities for all team members.
2. **Inclusion of Difference in Hybrid Work Environments** – Emphasizing the role of clear, transparent, and respectful communication, this competency explores how to build trust and psychological safety in remote teams. It provides actionable strategies for fostering collaboration, encouraging diverse perspectives, and creating a sense of belonging for all employees, regardless of their location.
3. **Leadership for Managing Hybrid Teams** – Effective leadership is crucial in hybrid work settings. This competency equips leaders with the tools to set clear goals, provide constructive feedback, and resolve conflicts in a timely manner. It also emphasizes the importance of inclusive leadership practices that value diversity and actively engage team members in decision-making processes.
4. **Technology Literacy** – Proficiency in digital tools is essential for remote work success. This competency focuses on ensuring all team members have equal access to collaboration tools, project management software, and adequate training. It also promotes a collaborative approach to improving technology usage and minimizing resistance to digital change.

This framework is designed to support organizations in building inclusive remote and hybrid work cultures that empower all employees to succeed, regardless of their background or work environment. By fostering inclusive leadership, promoting diversity, and leveraging technology effectively, organizations can create an environment where every team member feels valued and supported.

We invite you to explore this competency framework and discover how these guidelines can help your organization thrive in the evolving world of remote and hybrid work:

AREAS OF COMPETENCES	COMPETENCES
1. Diversity, equity, and inclusion	Defines DEI in the context of remote and hybrid work, different national/local and legal/regulatory contexts and define inclusive remote work.
	Acknowledges the benefits of a diverse and inclusive workforce.
	Understands the unique challenges and opportunities presented by remote and hybrid work for inclusion. Understands the elements of the business culture

	that create barriers to inclusive remote/hybrid work.
	Promotes EDI, fairness and equity in workload distribution, recognition, and opportunities for advancement.
	Understands the different needs and circumstances of the large variety of groups in organizational life.
	Implements strategies to ensure equal access to resources and support for all team members.
	Recognizes the importance of collecting DEI data and develops and uses D&I KPIs to track the organization's progress with DEI.
	Recognizes unconscious bias and microaggressions in remote and hybrid settings and understands how biases impact communication, working relationships, etc....
	Explores how unconscious bias can manifest in remote and hybrid work environments.
	Builds strategies for identifying and mitigating unconscious bias and microaggressions in remote and hybrid settings, such as dealing with inappropriate and non-inclusive behaviors and recruiting and promoting diverse talent using bias-aware and inclusive practices.
	Adapts communication styles for inclusive remote work.
2. Inclusion of difference people in the hybrid work environment	Emphasizes the importance of clear, concise, transparent, and respectful communication and alerts to verbal and non-verbal communication that might signal diversity-related issues. Encourages employees to communicate online identifying the different tools employees might use to communicate on line.
	Discusses the challenges of communication in remote and hybrid settings.
	Uses tools and techniques for inclusive communication through different technologies, such as: inclusive language, actively listening and seeking diverse perspectives, considering different communication styles and preferences to foster engagement and collaboration; utilizing accessible communication technology.
	Highlights the importance of trust and psychological safety in remote and hybrid environments.
	Discusses the challenges of building trust and psychological safety in remote and hybrid environments.
	Offers strategies for fostering trust and psychological safety, such as: a) creating opportunities for informal interaction and team building; b) encouraging open and honest communication; c) celebrating successes and learning from mistakes; d) behaving in ways that leads others to trust him/her.
	Adapts quickly to changing circumstances and shifting priorities in remote and hybrid work settings.
	Demonstrates openness to new ideas and approaches, and encourages experimentation and innovation.
	Provides flexibility in work arrangements and schedules to accommodate diverse needs.
	Shows empathy and understanding towards the unique challenges faced by remote and hybrid team members and encourages organization's members to develop empathy and respect for everyone.
	Proactively offers support, resources, and encouragement to help individuals succeed.
	Creates opportunities for virtual team-building activities and informal check-ins

	to foster a sense of belonging.
	Addresses and defines the special needs of the disadvantaged groups.
3. Leadership for managing hybrid teams	Sets clear goals, expectations, career development plans, and performance metrics for remote and hybrid teams.
	Monitors progress regularly and provides constructive feedback to drive performance improvement.
	Celebrates achievements and milestones, recognizing the contributions of all team members.
	Addresses conflicts and disagreements in a timely and constructive manner, promoting open dialogue and mutual understanding.
	Facilitates productive discussions to find mutually acceptable solutions and resolve issues.
	Builds consensus and fosters positive relationships among team members.
	Reports incidents in accordance with organization policy, rules, regulations and laws.
	Leads by example, demonstrating inclusive behaviors, understanding the point of view and emotions of others, and values in all interactions.
	Actively advocates for diversity, equity, and inclusion initiatives within the organization.
	Understands how to motivate and work with both minority and majority groups
	Consistently demonstrates integrity and credibility, and builds trust through inclusive behaviour.
	Engages in continuous learning and self-reflection to deepen understanding of inclusion-related issues and best practices.
	Involves team members in decision-making processes, seeking input and feedback from diverse perspectives.
	Encourages collaboration and co-creation of solutions to complex problems.
	Values collective understanding and leverages the strengths of each team member to achieve shared goals.
4. Technology literacy	Possesses proficiency in remote collaboration tools, project management software, and other relevant technologies.
	Ensures that all team members have equal access to and are comfortable using necessary digital tools.
	Co-creates the solutions in order to enhance the use of the technology/tool (avoid change resistance)
	Provides employees with adequate equipment to do remote work in good and comfortable conditions
	Provides training and support to bridge any technology-related gaps.