Leading Virtually

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Nice to "Meet" You

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- Certified Diversity & Inclusion Trainer

- Certified Coaching Essentials Trainer

- 25 years of experience as a leadership facilitator, consultant, and coach for corporations and non-profit organizations

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Let's Explore Some Solutions

Quick HITS

Hot Issues and Topics Series

Start Where You Are

Session Learning Objectives

By the end of this session, you will be able to:

- Understand the challenges of virtual leadership

- Explore the three disciplines of leading virtually

- Recognize how physiological and emotional health impacts work performance

- Articulate the importance of redefining team norms with a newly remote team

- Successfully navigate the autonomy-versus-control spectrum of team leadership

- Delineate concrete actions you can take to support the psychological well-being of your team

Learning Objectives

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Let's Go to the Polls!

Quick HITS
Hot Issues and Topics Series

Get ready to answer a few questions about
leading virtually
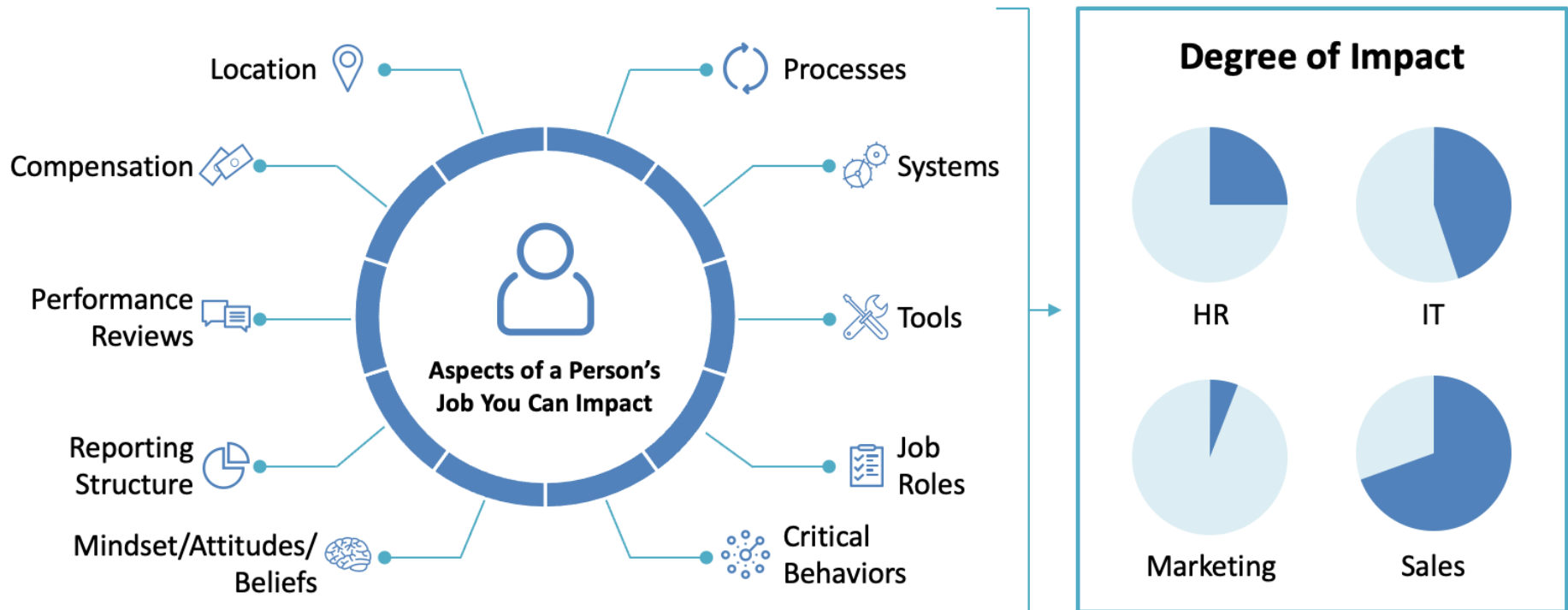
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Each Group May Be Impacted Differently

The aspects of a person's job that are impacted by the change determine the degree of impact for each group.

Location
Compensation
Performance Reviews
Reporting Structure
Mindset/Attitudes/Beliefs

Aspects of a Person's Job You Can Impact

Processes
Systems
Tools
Job Roles
Critical Behaviors

Degree of Impact

HR
IT
Marketing
Sales

The *Switch* Model of Change

- Direct the Rider
- Motivate the Elephant
- Shape the Path

Change Is an Emotional Journey

...for anyone asked to implement it or live with it.

How people respond depends on many factors.

We'll be exploring "whole person" solutions.
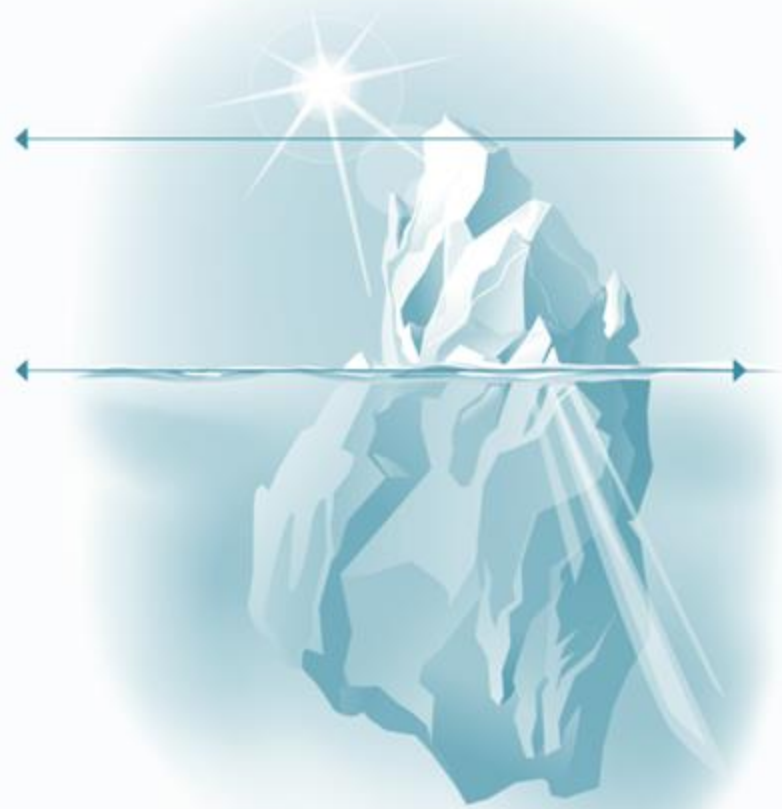

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Identifying the Real Issues

Emails
Conference calls
Phone calls
Voicemails
Telepresence
Facial expressions
Body language
Speech/tone of voice
Visible personality (DISC)
Education
Philosophy
Culture
Organizational history
Ethnicity
Family background
Values
Beliefs

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Factors to Consider

- What is this person's home life like?

- Does this person seem to have a support network?

- Is this person more introverted or extroverted?

- How have they coped with challenges in the past?

- Do you observe any changes in their "baseline" behavior?

- What motivates them?

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Glucose and Oxygen Fuel Our Brains

is to

what

is to
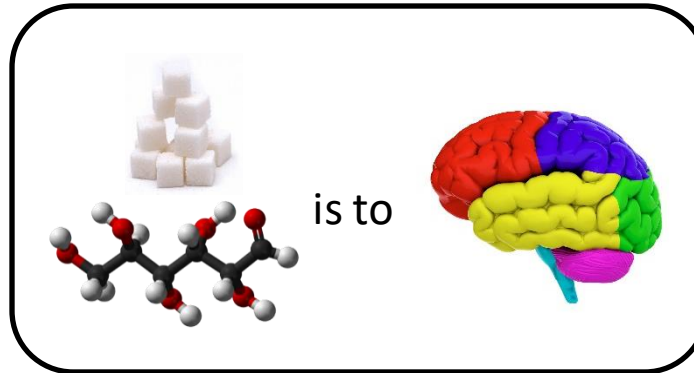
Change Requires Focus

And focus requires tremendous energy...

...which is quickly and easily depleted

...and is compromised by constant distraction and disruption

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Treat Your Body Right!

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> "Physical activity is cognitive candy for your brain."
>
> - John Medina, *Brain Rules*

Eat well.   Sleep well.   Exercise.

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Set Time and Availability Boundaries

Create a Starting Ritual

Connect Intentionally

Have a Dedicated Work Space

Eat Mindfully

Take Regular Breaks

Disconnect and "Finish" Work

Three Leadership Disciplines

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Vision

Alignment

Execution

Straw, J. (2013). *The work of leaders: how vision, alignment, and execution will change the way you lead.* Wiley: San Francisco, CA.

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Create a Team Charter

Sample Team Charter

Purpose and Key Responsibilities	What is our purpose; why do we exist? What are our key responsibilities as a team? What are others counting on us to do?
Vision	What do we want to accomplish, achieve or create as a team? What will be the impact of our collective efforts? What makes our team unique?
Values	What key values will guide our actions and decisions as a team? What are the specific behaviors that describe these values?
Goals	What are our shared team goals and deliverables? How will we measure our success?
Roles and Responsibilities	What are our individual skills and functional areas of responsibility? How do our individual accountabilities impact each other?
Mutual Expectations	What specific behaviors do we want and expect of each other? What behaviors would negatively impact our working relationship? What is the best way to give each other feedback?
Operating Procedures Team Meetings	How often will we meet? For how long? When and where? How will we develop meeting agendas? Who will lead or facilitate our meetings? How will we keep track of our decisions and agreed-upon actions?
Communication	What is the best way to communicate with each other and keep each other informed? How quickly do we agree to return phone calls, email, texts, and IMs? Do we use online tools and platforms in addition to our devices?
Decision Making	What will be our primary decision-making method? (e.g. consensus) What decisions will we make on our own? What decisions will require agreement among all team members?
Conflict	How will we resolve disagreements? How will we handle it if we do not follow through with our agreements?
Reflection	How and when will we evaluate our team performance?

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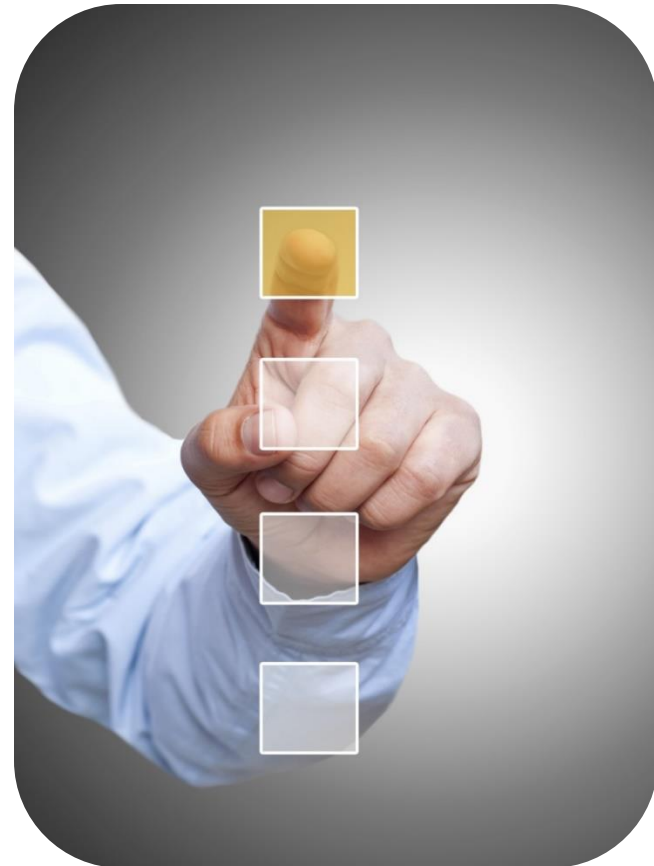
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Enhance Your Team Charter

- What online tools will we use to enhance collaboration?

- How will our communication protocols change?

- How will our meetings change?

- What should our availability boundaries be as a team?

- How can we actively build our team culture?

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Autonomy Versus Control

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- Tell them the *what* and the *why*, but let them figure out the *how*.

- Remember that one size fits one.

- Give people freedom as well as direction.

- Keep asking, "How can I best support you?"

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5 Communication Imperatives

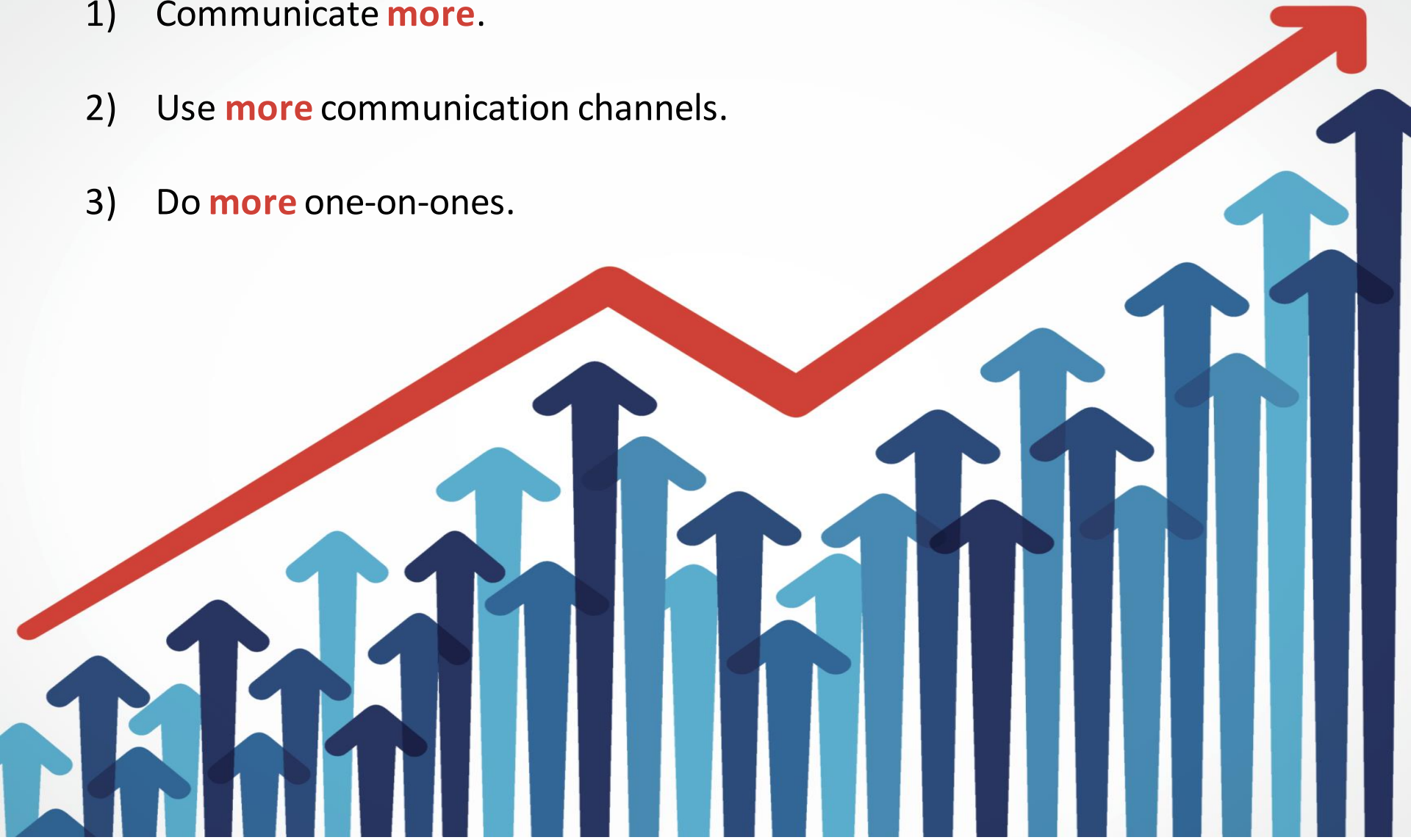# More and Better Communication

1) Communicate **more**.

2) Use **more** communication channels.

3) Do **more** one-on-ones.

More and Better Listening and Asking

4) Ask **more** (and better) questions.

5) Listen better. And **more**.

Change and Transition Are Different

- Change is situational.

- Transition is psychological and takes longer than change.

- Remember that change will have an emotional impact, which will look different for different people.

Ending

Release the past

Neutral Zone

Experiment

New Beginning
Do something new & think differently

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Connect with the Whole Person

Remember that each person has an emotional "elephant" side and a rational "rider" side. To make change stick, you've got to reach both. And you've also got to clear the way for them to succeed.

- Direct the Rider
- Motivate the Elephant
- Shape the Path

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Normalize Discussing Feelings

- Encourage people to express their feelings and concerns.
- Acknowledge and validate their emotions.
- Keep in mind that listening to someone's feelings doesn't mean you have to "fix" them

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Positive Impact on Team Performance

What Questions Do You Have?

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Thank You!

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