

Virtual Leadership Playbook

Five tactics that enable elevated virtual leadership

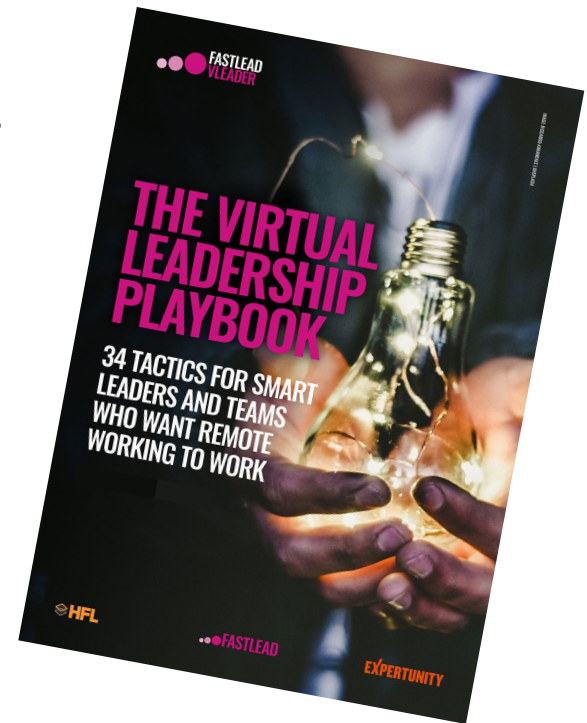
Presented by Alistair Gordon,
CEO, HFL Leadership
28.10.20



AGENDA

THE VIRTUAL LEADERSHIP PLAYBOOK: FIVE TECHNIQUES TO DEPLOY RIGHT NOW TO BE A BETTER REMOTE TEAM LEADER

- New normal – what the data is telling us about what happens to work next
- Is virtual leadership really any different?
- Five Techniques in some detail (and an overview of the other 29 tactics)
- Discussion and questions





Define and accelerate leadership, customised executive and organisational development



Fast frontline & mid-level leadership development through participant-led group coaching

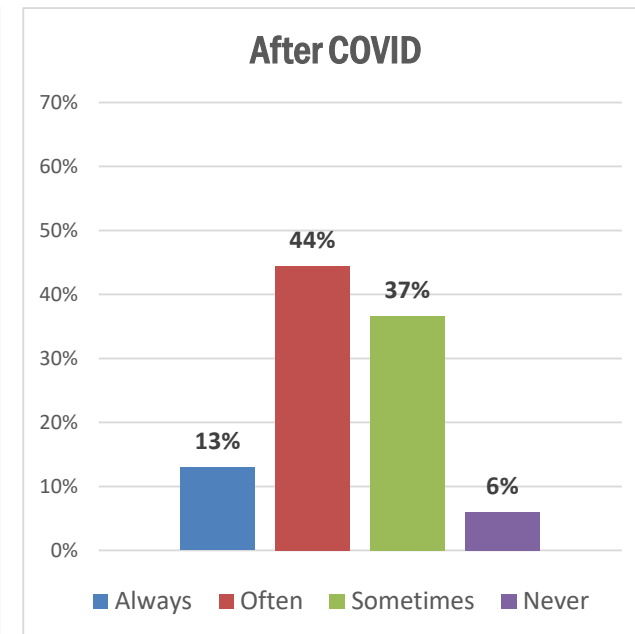
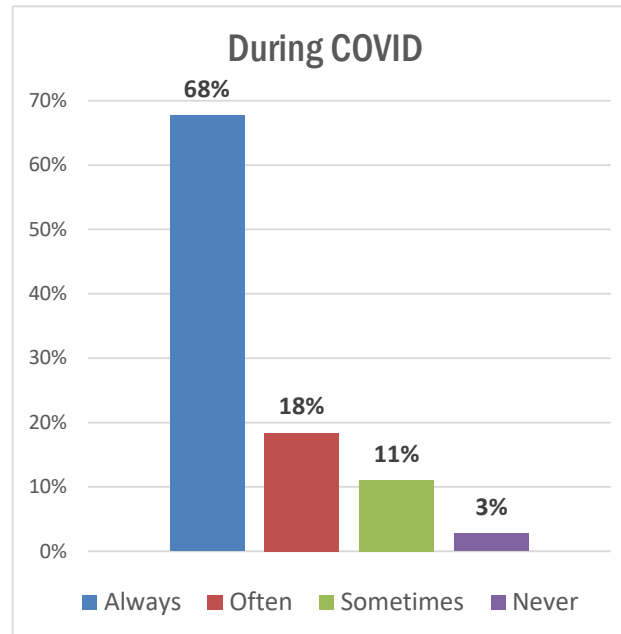
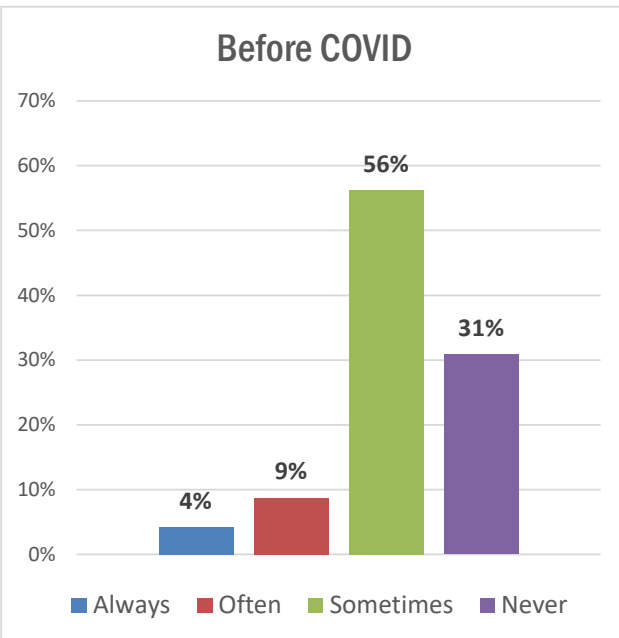


Unleash the business growth potential locked up in technical teams

Executive facilitation and coaching | **Frontline leader programs** | Emerging talent
Talent assessments | **Expertship programs** | FASTLEAD front line programs
Middle management | Action learning | **Business simulations** | Talent strategy **Capability frameworks** |
Psychometrics | Assessment Centres | **360 Surveys**

1. The new normal confirmed

Post-COVID, work will be far more virtual



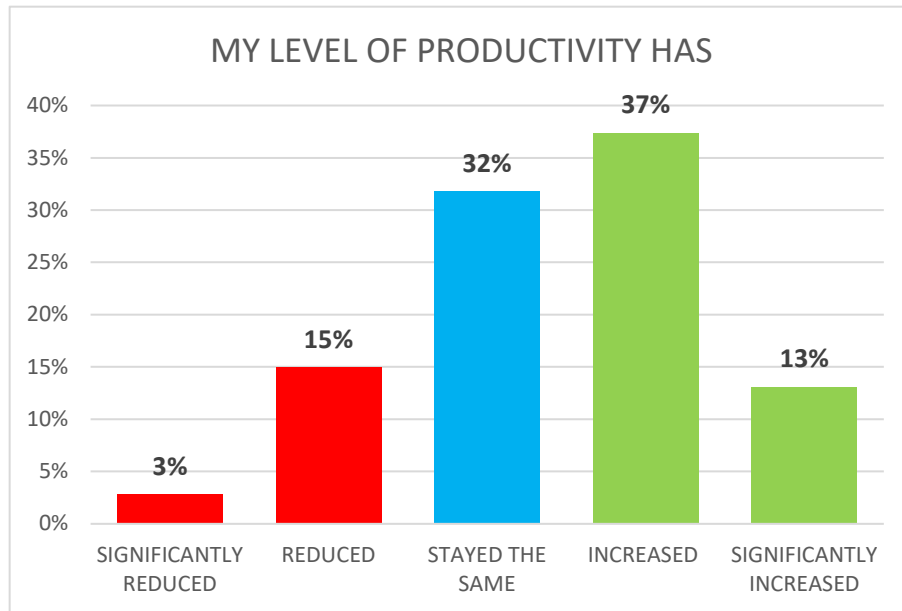
Stuff we knew is now confirmed by many surveys, including ours:

- Things aren't going back to the way they were in February
- Leading virtual teams is going to be standard practice in the future
- New challenges regarding teamwork, collaboration, and inter-team communication are going to emerge for most leaders

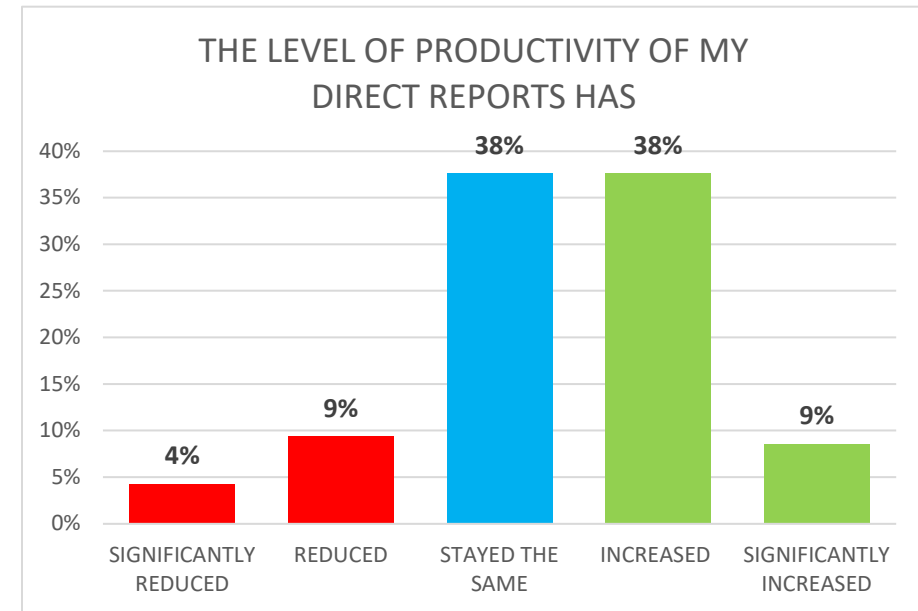
PRODUCTIVITY

View from team members and leaders

Team Members



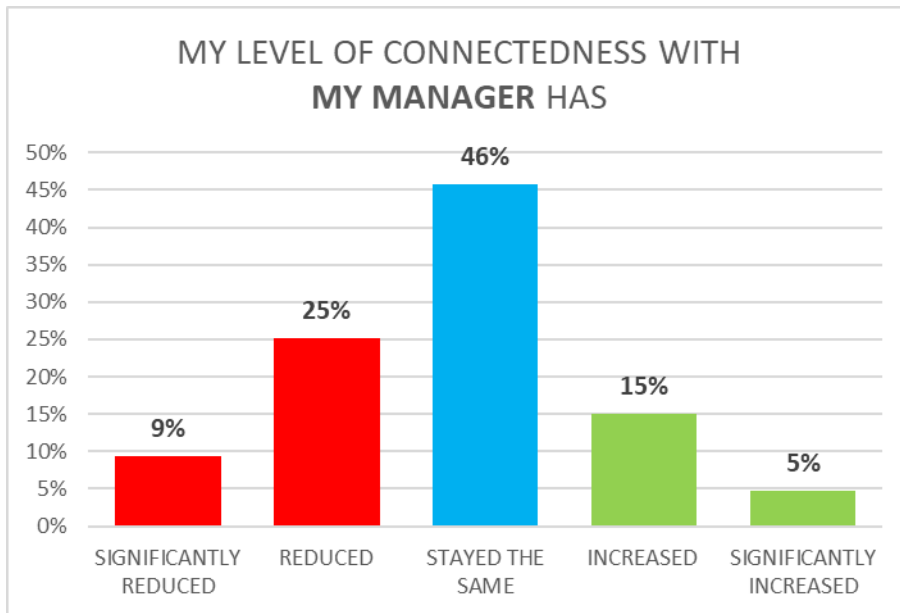
Leaders



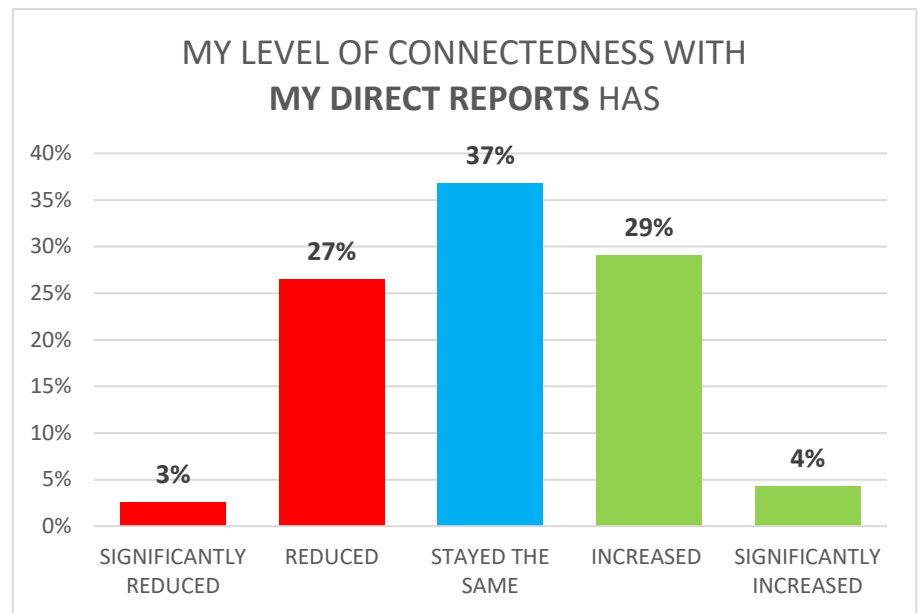
CONNECTEDNESS

Between leaders and their team members

Team Members



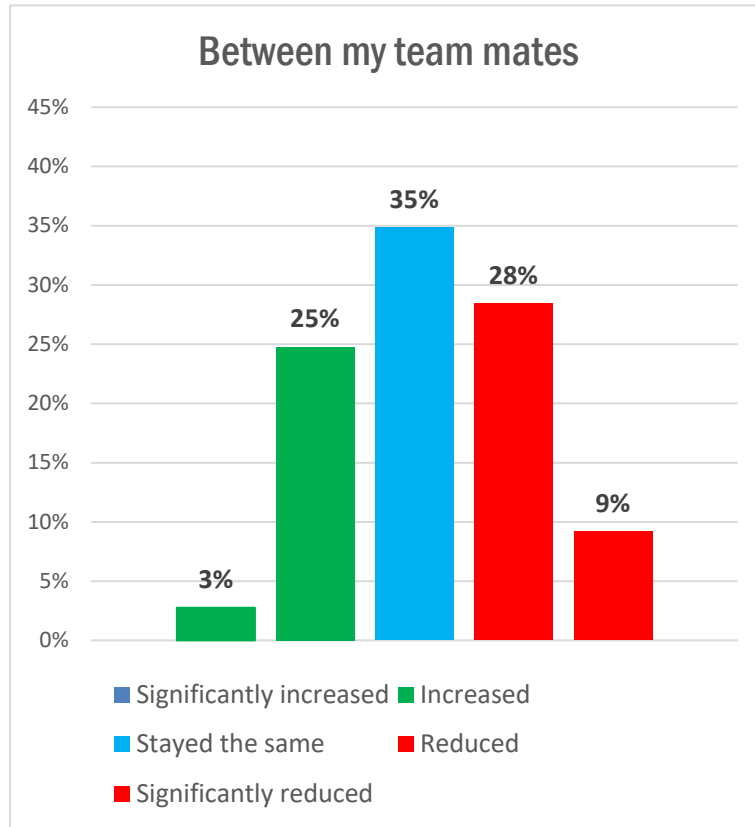
Leaders



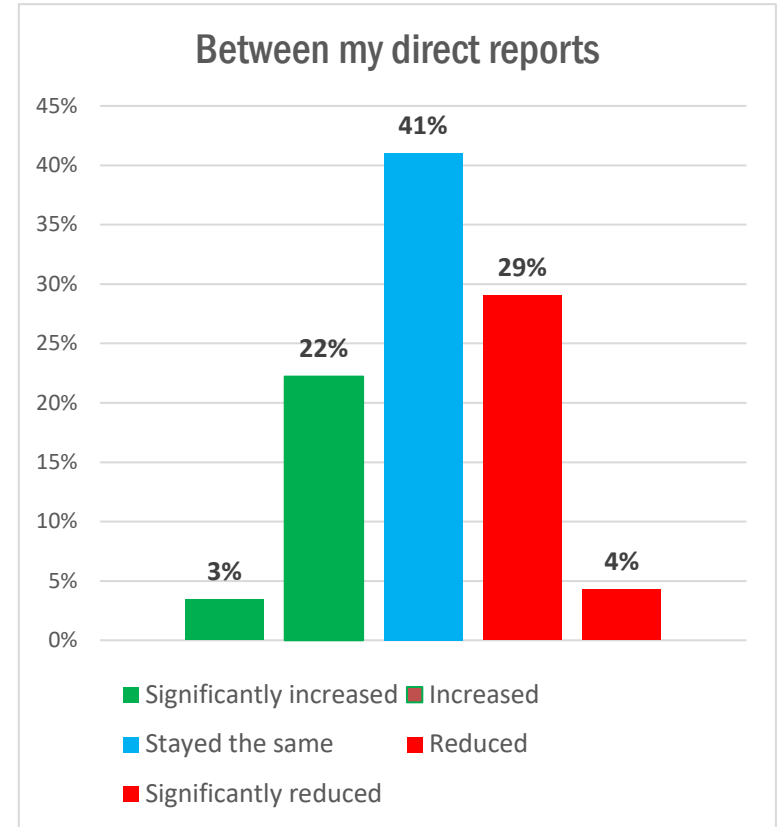
CONNECTEDNESS

Among my team mates

Team Members



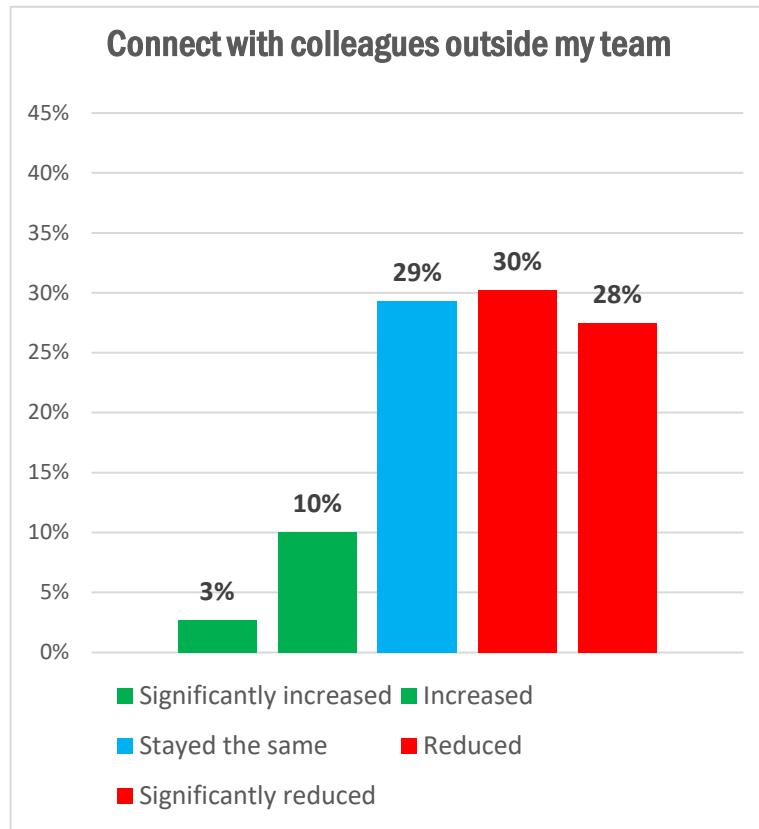
Leaders



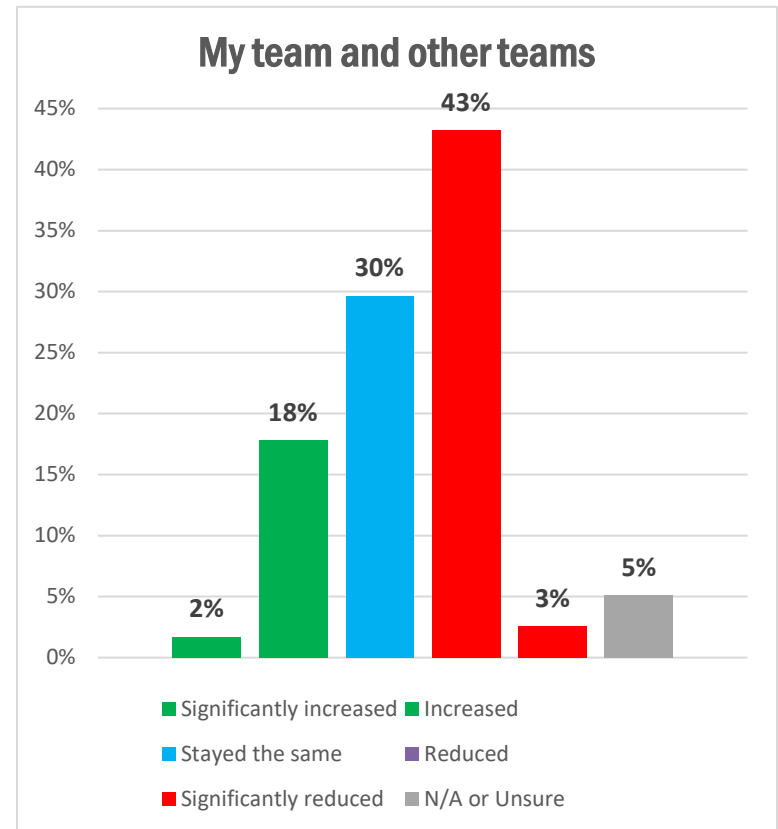
CONNECTEDNESS

Among colleagues from other teams

Team Members

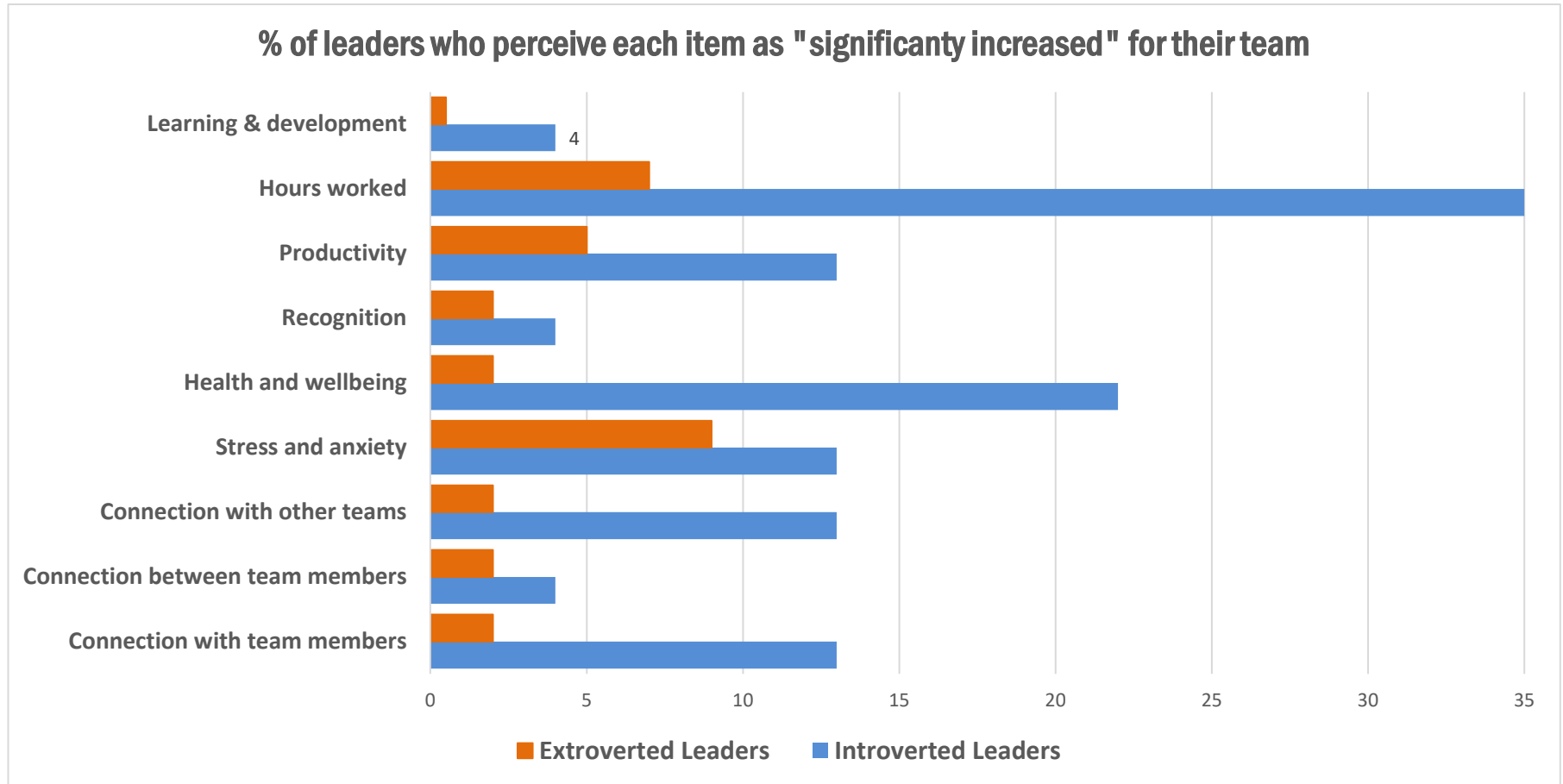


Leaders



AWARENESS

Introverted managers versus extroverted managers



2. A roadmap for virtual leadership

Is virtual leadership really any different?

Same leadership principles, but virtual requires elevated skills, planning, and acute observation – and some new tactics

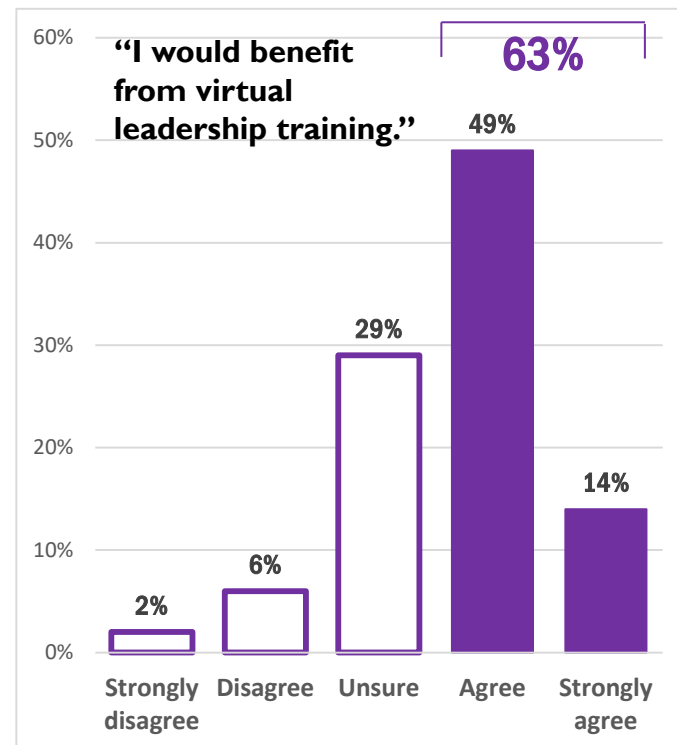
It's about smart adaptation

My leader needs help ... (and the leaders more than agree)

VIEW FROM TEAM MEMBERS:



VIEW FROM THE LEADERS:



HFL LEADERSHIP SURVEY SEPTEMBER 2020

HFL'S **VIRTUAL LEADERSHIP** CAPABILITY MODEL



**FOCUS &
PERFORMANCE**



**ENSURING
CONNECTION**



**DEVELOPING
VIRTUAL TEAMS**



**VIRTUAL TEAM
CARE**



**HI-PERFORMANCE
VIRTUAL COMMS**

3. The tactics



VIRTUAL CAPABILITY 1 : TACTICS



**FOCUS &
PERFORMANCE**



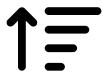
1 - THE PURPOSE CONVERSATION



2 - THE RIGHT MEETING MIX



3 - REGULAR 121s



4 - THE PRIORITISATION CONVERSATION



5 - MANDATES AND PRIORITIES



6 - RESOURCE AGREEMENTS



7 - MEETING FREE ZONES



FOCUS AND PERFORMANCE

Tactic 5: Mandates and Priorities

The challenge: Working from home or virtually in another office, it's hard for you to see what your team members are working on and which areas of their role they are prioritising. If team member priorities aren't aligned with what you want, there'll be a significant impact on individual and team performance.

The answer: Individual Mandates are single page documents which outline the main responsibilities of each team member and how they are measured. They form the basis of regular performance catch-ups.

HFL		STAFF MANDATE	
SAM SMITH Project Mgr & Jun. Consultant IH20 January – June 2020 Bonus Indicator Boxes 2,3 and 4 work as well	1. RESPONSIBILITIES 1.1 Project Management (70%) <ul style="list-style-type: none"> Execute project management assignments for HFL at senior project manager level (reference HFL project management capability/framework), including leadership development programs, psychometric assessments, development and assessment centres, coaching, and other projects that might be allocated to you. Sales support – monitoring margin and budgeting; assist with coatings, check proposals, prepare collateral and attend meetings to save BD's time. Relationship building – managing internal and external relationships through mutual trust and respect, being the "go to" person so communication and processes flow, there's a lack of friction. Executive consulting – support on assessments (including the FASTLEAD 360s), and Genesys support. 1.2 <ul style="list-style-type: none"> Personal development and skills update (10%) Consistently find ways to maintain and extend your consulting capabilities. 1.3 <ul style="list-style-type: none"> Project allocation 	3. HFL VALUES 3.1 Clarity – we start with a clearly defined end in mind, and maintain focus on outcomes. <i>SM – Clear communication to ensure agreement of goal/objectives, and regular review meetings so goals remain in line of sight</i> 3.2 Integrity and respect – we take personal responsibility for our actions, and we diplomatically but honestly tell it like it is; we respect those we work with. <i>SM – Non-judgemental, assertive yet respectful and open two-way communication, understanding, not just to find the best solution, but to find the best quality solution for every engagement.</i> 3.3 <i>SM – Respect for every engagement</i> 3.4 <i>SM – Seek opportunities to learn from colleagues and external resources; review processes and improve where necessary. Post-mortems!</i> 3.5 Accountability – we keep our promises. <i>SM – Keep on top of responsibilities and deadlines, and assist in managing others to do the same to ensure project smoothness.</i>	PERFORMANCE INDICATORS (IH20) 1.1 Project Management (70%) <ul style="list-style-type: none"> Client promoter score on project management quarterly surveys of 80. Projects well executed (external view)? Level of smoothness (internal view). Anecdotal feedback. 2.2 Junior Consulting (20%) <ul style="list-style-type: none"> Revenue work Individual sales (\$4k, 2.5 days x \$3000 = \$7,500) 2.3 Personal development and skills update (10%) <ul style="list-style-type: none"> Efficient at supporting BD's in Genesys sales; competent in providing FASTLEAD 360 feedback; competent at delivering FastLead Pods.
Strategic alignment <ul style="list-style-type: none"> Building HFL Core performance, repeat clients and revenues. HFL gross margin begins with your knowledge and experience. 	4.1 First development objective – Competent at Genos EQ tool Existing setting: Not accredited at Genos <ul style="list-style-type: none"> New setting: Accredited in Genos, provide accurate interpretations, actively advocate use of Genos EQ. 4.2 <ul style="list-style-type: none"> New setting: Accredited in Genos, provide accurate interpretations, actively advocate use of Genos EQ. New setting: Accredited in Genos, provide accurate interpretations, actively advocate use of Genos EQ. 4.3 Third development objective – strategic focus <ul style="list-style-type: none"> Current setting: very tactical in approach and focus Build strategic consulting capability and thinking – long term outcomes not ST activities. 	5. HFL SUCCESS TODAY CONTRIBUTION Establish yourself as a highly proficient... in addition to PM... the eyes of internal... and e... more o...	6. HFL SUCCESS TOMORROW CONTRIBUTION A fully fledged consultant, working in assessment, specialist coaching areas
Notes: Feb: We agreed you'd focus on getting the new... Notes: March: We'll need to review targets due to COVID-19			

RESPONSIBILITIES

LIVING THE VALUES

REM & BEN ALIGNMENT

KPIs

PERSONAL GROWTH PLAN

STRATEGIC ALIGNMENT

SHORT TERM ASPIRATION

LONG TERM ASPIRATION

VIRTUAL CAPABILITY 2 : TACTICS



**ENSURING
CONNECTION**



8 – TEAM 121s



9 – 30 SECOND SOCIALS



10 – COLLABORATIVE WORKING



11 – SPONTANEOUS CONNECTIONS



12 – THE AUTONOMY CONVERSATION



13 – VIRTUAL COFFEE RUNS

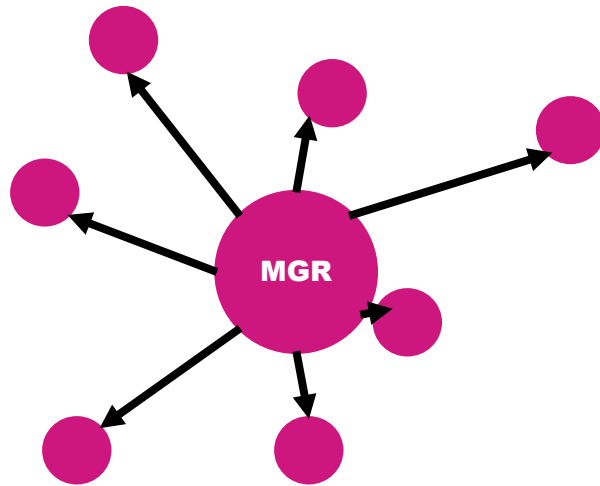


14 – MAKE SOCIAL A TEAM CHALLENGE

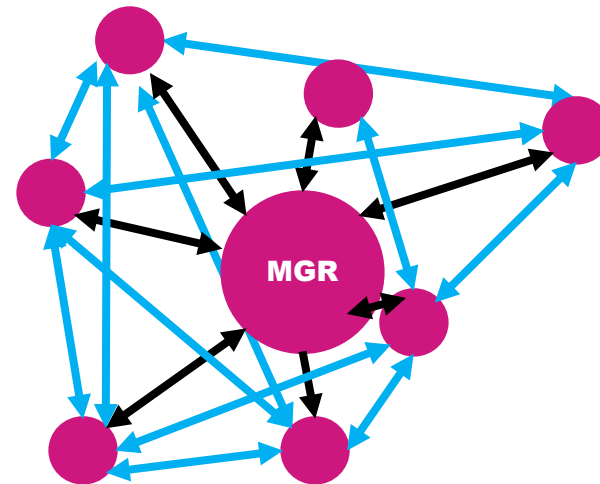


HIGH PERFORMANCE VIRTUAL COMMUNICATIONS

Tactic 10: Collaborative Working



HUB AND SPOKES VIRTUAL TEAM



**THE WHOLE WHEEL:
HUB, SPOKES, AND RIM VIRTUAL TEAM**

VIRTUAL CAPABILITY 3 : TACTICS



DEVELOPING VIRTUAL TEAMS



15 – FEEDBACK FEVER



16 – VIRTUAL COACHING



17 – PERSONAL GROWTH PLANS



18 – SHARE THE LOAD



19 – SHADOWING



20 – VIRTUAL MENTORING



21 – SHARE RESPONSIBILITIES FOR MEETINGS



DEVELOPING VIRTUAL TEAMS

Tactic 18: Share the Load

The challenge: How evenly is work and project leadership shared across your team? Is there any difference in access to opportunities for those WFH or in a different time zone? Are those more closely co-located to you being given carriage of key work streams?

The answer: Load Sharing removes the polarity of your team. Team members should be considered on their capabilities, not where they are located or how and when they are working. Opportunities and responsibilities need to be shared fairly.

PROJECTS

RELATIONSHIPS

MEETINGS

REPORTING

BUDDYING

VIRTUAL CAPABILITY 4 : TACTICS



VIRTUAL TEAM
CARE



22 – LEARN TO SEE THROUGH SCREENS



23 – ENABLE FLEXIBLE WORK HOURS



24 – CREATE LIMITS ON WORK HOURS



25 – WALKING MEETINGS



26 – MEETINGS WITHOUT AGENDAS



27 – POST CALL CHECK-INS



VIRTUAL TEAM CARE

Tactic 22: Learn to see through screens

The challenge: Many of the usual signs and symbols leaders depend on to understand the workload, mood and effectiveness of team members are not available in a virtual workspace. It's more difficult to monitor effort, hours, concentration or general happiness.

The answer: By learning to see through screens leaders can understand how individual team members are coping with their virtual working, through the lenses of productivity and wellbeing.

ACUTE OBSERVATION

INDIVIDUAL ATTENTION

ASK 'DIFFERENTLY'

LEVERAGE TEAM

DON'T ACCEPT FIRST ANSWER

VIRTUAL CAPABILITY 5 : TACTICS



HI-PERFORMANCE
VIRTUAL COMMS



28 – STAKEHOLDER MAPPING



29 – TRIPLE CHANNEL COMMUNICATIONS



30 – LEVERAGE THE DIAMOND



31 – DISPUTE RESOLUTION PROTOCOLS



32 – VIRTUAL MEETING MANAGEMENT



33 – CROSS-TEAM CATCH UPS



34 – LEADER LOOPS

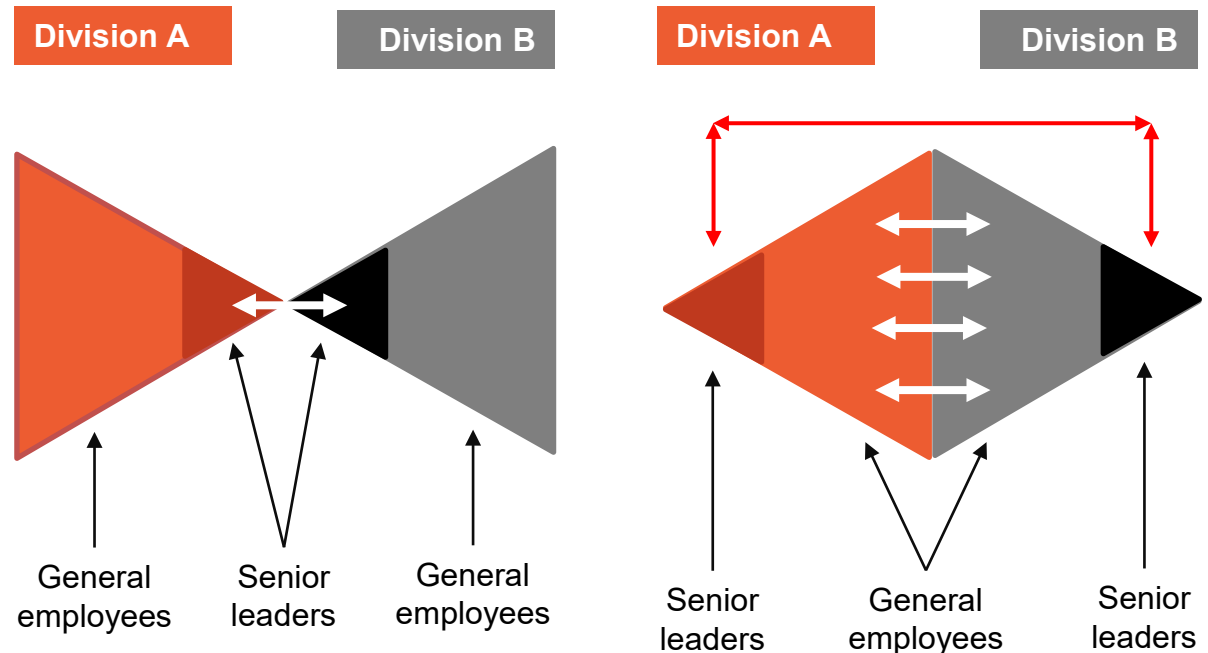


HIGH PERFORMANCE VIRTUAL COMMUNICATIONS

Tactic 30: Leverage the Diamond

The challenge: Working across a matrix organisation is hard enough when face-to-face meetings are available to you. It's even tougher when teams are working virtually. Leaders need to explore new tactics to build collaborative connection.

The answer: Leveraging diamond shaped communication is one of the most empowering tactics for building cross team connection. Bow-tie communication is leader-to-leader. Diamond Communication is team member-to-team member on different teams.





- Totally virtual
- Self assessment, five videos, and Virtual Leadership Playbook with 34 tactics
- Based on extensive research over four years
- Builds on existing leadership skills – it's **leadership smartly adapted**
- Leaders choose the tactics that work for your team
- Growing library of virtual assets on our learning portal
- Zero administrative hassle
- The best \$195 per leader you'll ever spend give the stresses and strains right now. One free test per company on this webinar.
- Email: grant.heinrich@hflleadership.com

WWW.REMOTELEADER.COM

HFL'S VIRTUAL LEADERSHIP CAPABILITY MODEL



**FOCUS &
PERFORMANCE**



**ENSURING
CONNECTION**



**DEVELOPING
VIRTUAL TEAMS**



**VIRTUAL TEAM
CARE**



**HI-PERFORMANCE
VIRTUAL COMMS**

QUESTIONS?

WWW.REMOTELEADER.COM