Successfully Leading Remote Teams

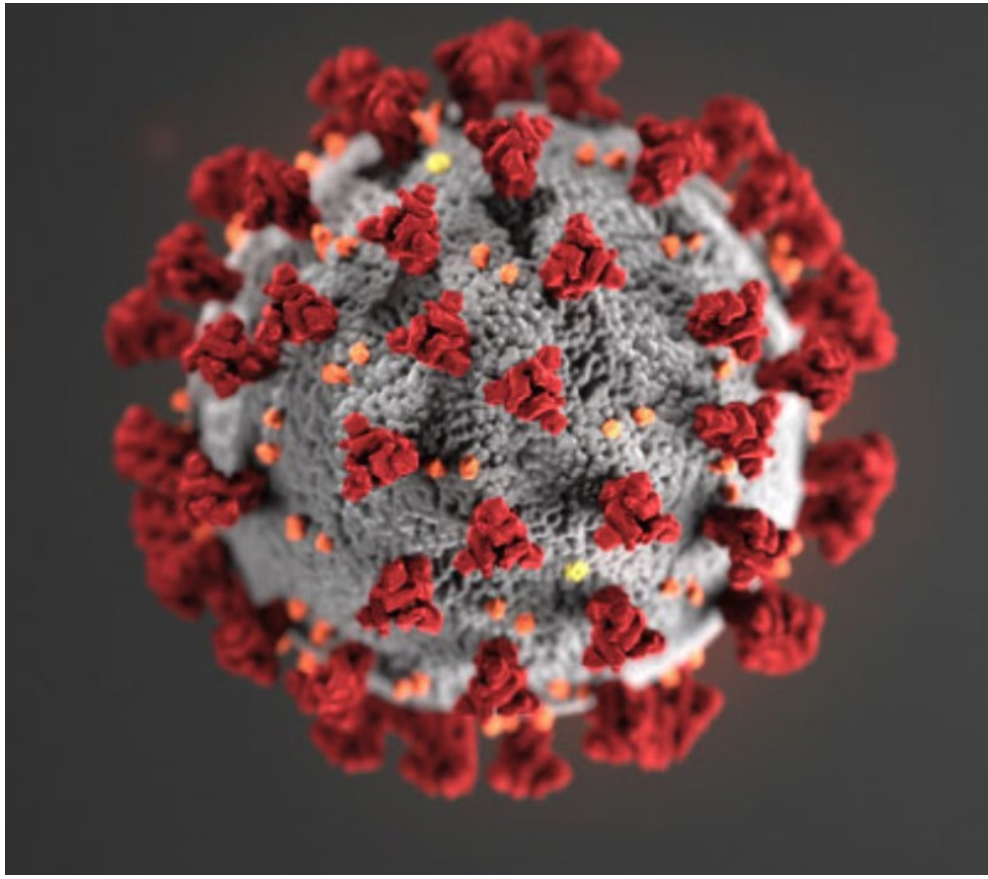
Presented by Chris Farmer
7th July 2020

Agenda

- Why are we here?
- The people challenge
- Management Vs Leaders
- Where to focus?
- Best practices
- Lesson learned
- Final thought
- Q&A

Why are we here?

- Sudden large-scale shift to remote working
- Many have now experienced the benefits:
  - Improves business continuity
  - Helps attract and retain talent
  - Improves productivity and performance
  - Improves work-life balance
  - Helps reduce environmental effects
  - Helps inclusivity
- So is remote working the best model for all?



Leading high performing remote teams is far from easy!

The People Challenge

Fear

Distrusted

Uncertainty

Disconnected

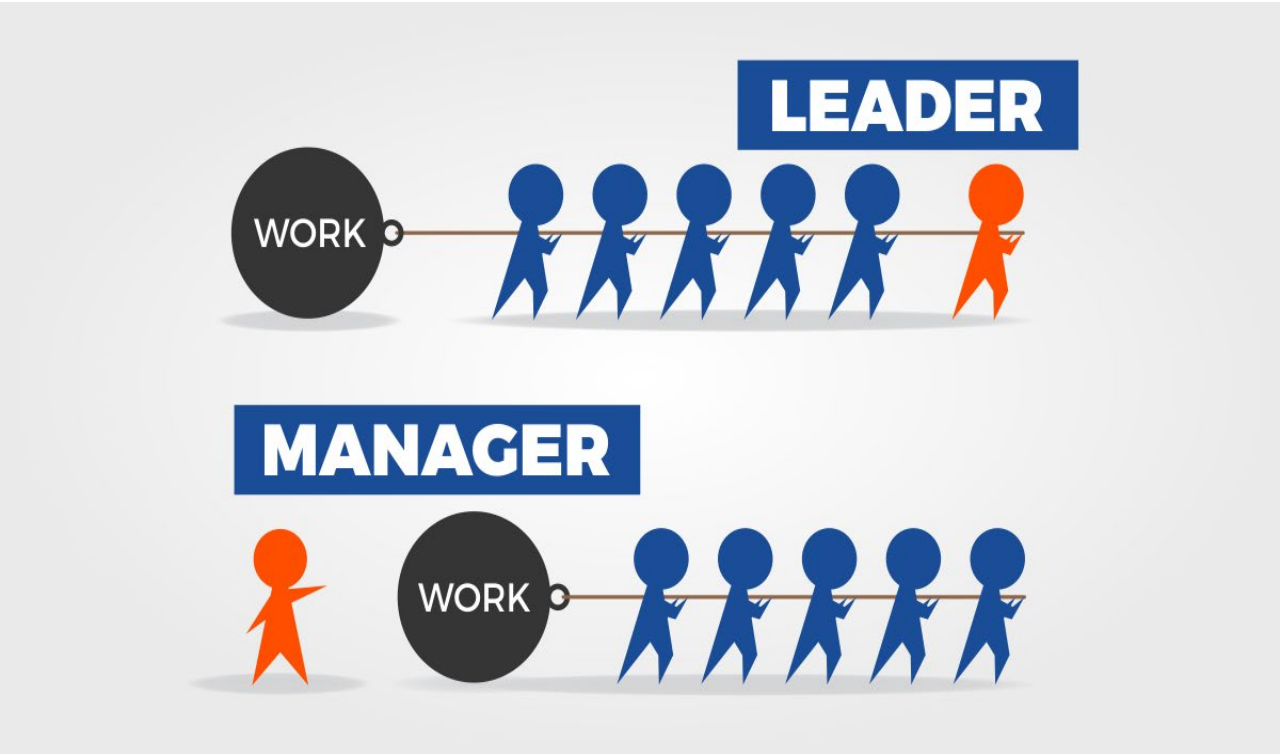
Isolated

Stressed

Distracted

Directionless

Management is not enough!



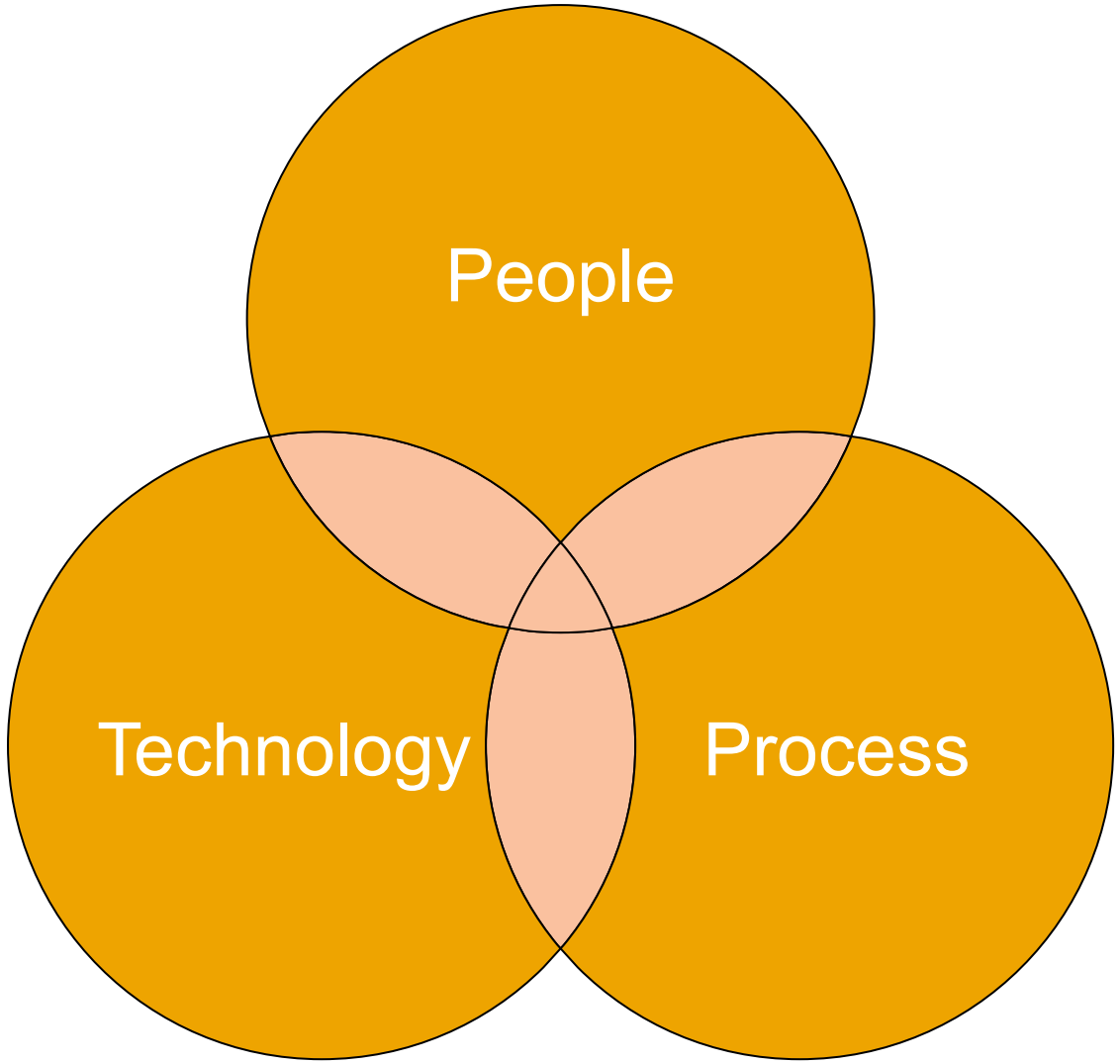
- Age-old battle more important than ever
- ‘Controlling’ and ‘supervising’ will not lead to high performing remote team
- Managers must adapt and develop leadership skills…QUICKLY!
- What leadership qualities are most critical?

…ALL of them!

Where to focus?

- **Proven strategic approach to aid success**
- **Many considerations within each area**
- **Which area is most critical?**

...Let's explore in detail



Best Practices – Process

Area	Description
Clear vision, strategy and roadmap	• Show the light when in the dark • Share & collaborate
Outcomes, not activity	• Focus on team outcomes over activity or hours worked
Establish new norms	• How will we work? What do we expect of each other & leadership? • Communication methods
Learning & development	• Needs even more focus • Utilise collaboration tools
Be available	• Be even more visible, • A ‘virtual’ open door
(Fun)…Meetings	• Regular team & 1-2-1 meetings – dedicated FUN section! • Define meeting etiquette • Clear agenda • Call out people in the right ways! • Use Q&A/Chat • Clear outcomes/next steps

Best Practices – Technology

Area	Description
Keep it simple	• Facilitator not inhibitor • Assess end user readiness/needs NOT just costs • Training/documentation essential
Video, video and more video	• Less mails, phone calls and texts (where possible) • Essential for effective L&D, HR, personal topics
Collaboration tools	• Replicate the impromptu coffee chats • Leverage virtual, integrated workspaces • Encourage cross functional sharing and groups
Cloud storage	• Everything for everyone anywhere • Priortise ease of access
Accountability	• Enable personal ownership and transparency among teams • Kanban type solutions • NOT ‘big brother’

Best Practices – People

More is more

Clarity

Transparency

Continuous improvement

Assertive but kind

Count to 10

Language/Culture

Spontaneity

Content Vs Context

Work out loud

Never reprimand

Timely

Efficiency

Best Practices – People

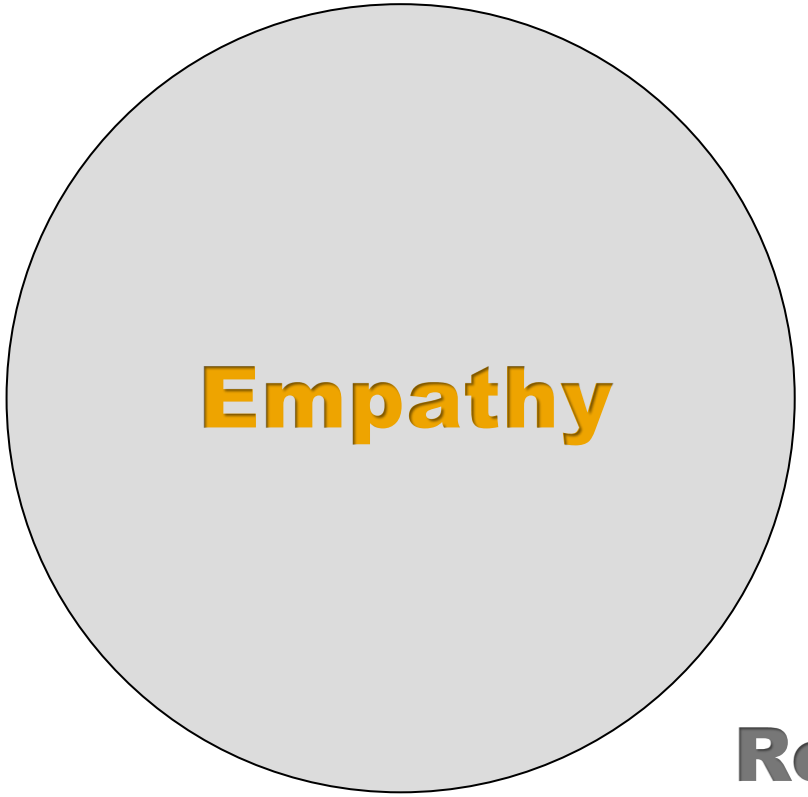
Wellbeing

Head + Heart + Hands

Are you OK?

Do you need help?

Nurture relationships



2 ears 1 mouth

People Vs Goals

Patient & considerate

Seek clarification

Regular check-ins

Assumptions & Stereotypes

Best Practices – People

Shared vision

Shared expectations

Everyone in mind

Personal needs

Look, listen, learn…repeat

Flexibility

Feedback & Feedforward

Recognition

Trust

Delegate

Empower

Tailored check-ins

Key Lessons Learned

Look in the mirror

Availability is key

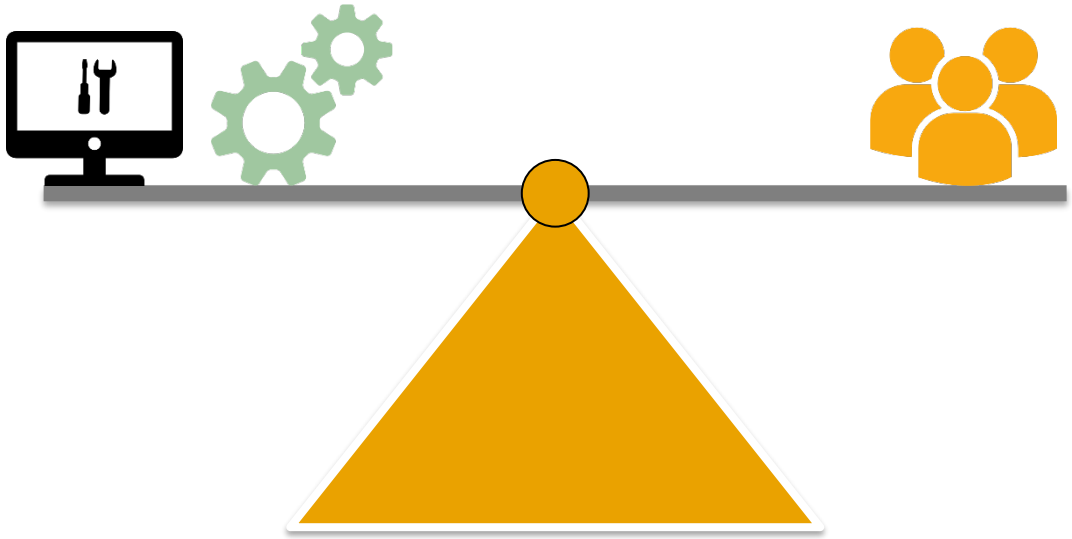
Active Listening

Small things are the biggest things

Change your hat often

Final thought

If you want sustained high performing remote teams...



People need to outweigh Technology & Process

Questions