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Working remotely and globally

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Virtual Leadership Competencies: Succeeding in Today's Dispersed Work World

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Introduction

Barbara Miller:
- Co-Founder, Virtual Connection;
- Co-Creator: Virtual@Work;
- President, Artemis Management Consultants;
- 29 years internal and external OD experience;
- Master's Degree in Management Science and Women Studies - taught OD Theory at the University of San Francisco graduate OD/HR program;
- Major clients: Hewlett-Packard, Intel, AMD, Cadence,Kaiser Permanente, U.S. House of Representatives, Ford Foundation.
- Has worked virtually since 1981!

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Virtual Connection offers Blended Solutions that result in:

Speed and Productivity:
- *Accelerate time-to-performance of a virtual team.*
- *Increase time available for team members to work on other projects.*

Reduce Costs:
- *Significant reduction in travel cost and time spent traveling.*

Customer Satisfaction:
- *Increased speed through virtual teamwork enables teams to respond to customers faster and improve the quality of their service/product.*

Employee Satisfaction:
- *High degree of trust and relationship created through virtual teambuilding to accelerate the "Forming" and "Storming" stages of team development.*

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Session Goals:

• Present a Model of Leadership Competencies for Remote Managers;

• Provide examples of Best Practices; and

 • Dialogue with you to share everyone's expertise and experience in this new arena.

Background:

Business models have changed.

- **Global, multicultural teams of employees, customers, partners and stakeholders**
- **Telecommuters**
- **Outsourcing**
- **Mergers and acquisitions**
- **Restricted travel budgets**
- **New technology and new expectations require speedier decisions and productivity.**

Need to Adapt

To succeed in today's global marketplace managers and teams need to learn new skills and develop new work processes.

Small Group Brainstorm:

Take 3 minutes to list the challenges you have as a virtual manager, project lead or virtual team member …or discuss the challenges you observe others having.

I will ask you to share your challenges to help me determine what material to emphasize in my presentation.
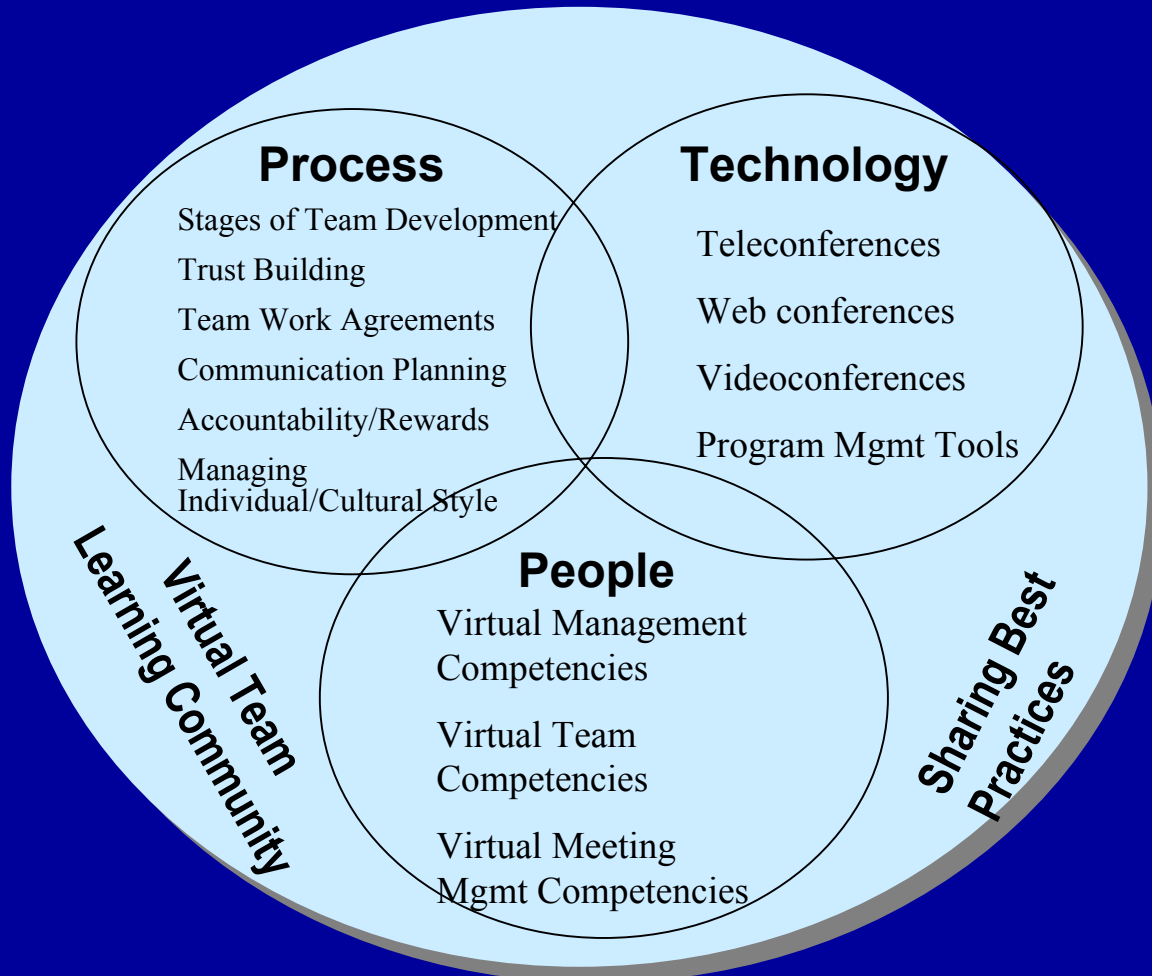
9 Leadership Competencies

- **The basic fundamentals of leadership are still necessary - if it's missing it's the fatal flaw!**

- **The strategies and techniques may be different.**

- **Leadership is pivotal for BOTH the manager and all team members.**

9 Leadership Competencies

1. Set Performance Expectations and Accountabilities
2. Build Trust
3. Agree on Norms
4. Model Virtual Behaviors Across Boundaries
5. Coach Team Members to Navigate the Boundaries
6. Focus on Career Development
7. Demonstrate and Discuss the Value of Individual and Cultural Differences
8. Manage Technology and Training Resources
9. Empower Team Members

9 Leadership Competencies

1. *Set performance expectations and accountability*

for both the team and for individual team members- define roles, responsibilities and accountabilities(schedules and deliverables); conduct frequent progress reviews

EXAMPLES:

- Meet virtually with team members to agree on goals and metrics. Post agreements on a shared tool.
- Discuss expectations frequently to ensure understanding of deliverables and timelines.
- Hold regular team progress reviews.
- Regularly 'check-in' with individuals to demonstrate interest and find out what is on their mind.
- Provide on-going feedback.

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9 Leadership Competencies

2. *Build Trust*

Relationship building is a critical success factor

EXAMPLES:

• **Follow through with what you say you will.**

• **Take time to explain your reasons behind your decisions.**

• **Provide honest and timely feedback.**

• **Consistently 'check-in' with individuals both professionally and personally to show support.**

• **Recognize and reward milestones and individual contributions, virtually. (gift certificates to movies, coffee shop, restaurants etc.)**

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2. *Build Trust cont.*

Relationship building is a critical success factor

EXAMPLES:

- Schedule virtual team building activities:
  - getting to know you activities,
  - bragging moments,
  - share idiosyncrasies,
  - schedule 'water-cooler time',
  - play tick tack toe on the web conference white board,
  - have a virtual party - serve food appropriate to different cultures and time zones,
  - up-load photos,
  - give permission to talk about frustrations openly - no shame/no blame.

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3. *Agree on Norms*

for how work gets accomplished - accelerates success

EXAMPLES:

- Develop agreements for communication: voice mail, email turnaround, who to copy etc.

- Develop agreements for information sharing, problem solving, decision making, conflict resolution

- Schedule team 'huddles' if deadlines are imminent.

- Post agreements on a shared document tool.

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4. *Model Virtual Behavior Across Boundaries*

with stakeholders- boundaries are both organizational and physical

EXAMPLES:

- Communicate with stakeholders to ensure alignment of goals, plans and schedules.

- Build relationship and trust with stakeholders.

- Help others see how their tasks fit into the bigger picture.

- Help everyone see the interdependencies.

- Invite stakeholders to your team meetings as appropriate.

- Share information as broadly as possible.

9 Leadership Competencies
5. *Coach Team Members to Navigate the Boundaries*

EXAMPLES:

- Keep your team informed of who key stakeholders are - internal and external

- Make introductions.

- Brief team members on politically sensitive issues.

- Coach team members on how to build virtual relationships and trust.

- Coach team members on how to continuously improve collaborative work with stakeholders.

- Establish clear escalation procedures.

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6. *Focus on Career Development*

coaching and feedback are critical because people feel invisible; show you care

EXAMPLES:

- Meet regularly with individuals to develop career goals.

- Provide support to help individuals achieve their personal goals.

- Provide challenging assignments and opportunities for individual development.

- Provide opportunities for visibility in the organization.

- If your human resource department offers support, make introductions.

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7. *Demonstrate and Discuss the Value of Individual and Cultural Differences*

EXAMPLES:

- Understand your own work styles and preferences.

- Learn about the work styles of individual team members.

- Demonstrate respect for individual styles, cultural differences, time zone differences, support for personal responsibilities, etc.

- Listen actively and restate what you have heard to confirm accurate understanding.

- Find ways to acknowledge and celebrate differences.

- Make assignments based on individual strengths.

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8. *Manage Technology and Training Resources*

find ways to enhance virtual collaboration; make certain team members are trained on new tools.

EXAMPLES:

- Actively seek out technology tools that can improve your team's productivity and collaboration.

- Provide training and coaching for team members on these tools especially ones who are less confident in their technical ability.

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9 Leadership Competencies

9. *Empower Team Members*

encourage individual initiative; you cannot micro manage virtually!

EXAMPLES:

- **Ensure that your team has the knowledge and skills it needs to be successful. This is especially critical for cross-functional teams.**
- **Ensure that your team has the authority to make the appropriate decisions to be successful.**
- **Ensure that your team has the appropriate information, tools and resources to be successful.**
- **Delegate responsibilities.**
- **Share information.**
- **Celebrate successes, milestones, achievements - virtually!**

7 Team Member Competencies

1. Ability to build trust with key stakeholders.

2. Ability to work across boundaries with key stakeholders.

3. Ability to work with individual and cultural differences.

4. Ability to work independently and collaboratively.

5. Project management skills and/or leadership skills.

6. Willingness to learn technology .

7. Ability to set personal boundaries and manage time.

Case Study Discussion

Charlene has been asked to lead a new product development team. Charlene has been a project lead before but never with an international team. She is told that she needs to have a representative from the European and Asian R&D groups, a budget analyst from corporate located in Sunnyvale and a person from a newly acquired company in Massachusetts. She can include others if she chooses. The team has six months to determine the feasibility of a new chip design.

Discuss:
1. What advice do you have for Charlene as she launches her team?
2. What challenges do you see she will have and how can she overcome them?
3. What can she do to make certain that her team meets deadlines and stays within budget?

Our Key Learning Points Are:

- There are 9 Virtual Leadership Competencies.

- There are 7 Virtual Team Member Competencies.

- The fundamentals of face-to-face Leadership are similar to virtual leadership; the strategies and techniques are different for virtual leaders.

- Don't wait for a face-to-face opportunity - Build relationships and trust NOW.

- Use technology tools creatively - warm-up the cold medium.

- **Anything Else?**

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Virtual Connection:

Virtual Connection helps virtual managers and teams achieve breakthroughs in virtual team performance. We have a range of solutions from on-line assessment tools, and workshops, to coaching and consulting services that Help virtual teams and managers operate more effectively.

We offer tools for building trust, managing conflict, managing individual and cultural differences virtually, facilitating audio, web and video meetings, and developing leadership and team competencies virtually.

Our staff consists of seasoned consultants who provide practical business solutions to your virtual work challenges. We combine our knowledge of business processes with our virtual expertise to help you improve productivity, and customer and employee satisfaction.

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