LEADERSHIP IQ

Mark Murphy, Chairman & CEO

THE SCIENCE OF MANAGING
REMOTE EMPLOYEES

DOWNLOADABLE RESOURCES

Slides:

Talking Points:

EVERYTHING BASED ON RESEARCH

HOW DO YOU FEEL ABOUT YOUR JOB?

For research purposes, ho.. | For research purposes, in you..

I hate it!
- Traditional worksite, like an office building: 3%
- Mobile work, where you use multiple spa..: 1%
- Telework or telecommuting, in w..: 1%

I dislike it.
- Traditional worksite, like an office building: 4%
- Mobile work, where you use multiple spa..: 2%
- Telework or telecommuting, in w..: 1%

It's tolerable.
- Traditional worksite, like an office building: 18%
- Mobile work, where you use multiple spa..: 15%
- Telework or telecommuting, in w..: 13%

I like it.
- Traditional worksite, like an office building: 51%
- Mobile work, where you use multiple spa..: 45%
- Telework or telecommuting, in w..: 40%

I love it!
- Traditional worksite, like an office building: 24%
- Mobile work, where you use multiple spa..: 38%
- Telework or telecommuting, in w..: 45%

% of Total Number of Records

LEADERSHIP IQ

GOOD PERSONALITIES FOR EMPLOYEES

Works well	Problematic
Connecters	Very quiet
Proactive	Loners
Problem solvers	Passive-aggressive
	Ruminators

Task completion, not neatness, is your predictor

PEOPLE WHO LOVE THEIR JOB & DEADLINES

Deadlines	For research purposes, in you..	% of Total Number of Records
I hit deadlines no matter what, even if that means pulling all-nighters.	Traditional worksite, like an office building	76%
	Mobile work, where you use multiple spaces both in and out of the office (also includes traveling w..	83%
	Telework or telecommuting, in which you work primarily from a home office	87%
I sometimes need to ask for a little more time to finish projects on deadline.	Traditional worksite, like an office building	24%
	Mobile work, where you use multiple spaces both in and out of the office (also includes traveling w..	17%
	Telework or telecommuting, in which you work primarily from a home office	13%

% of Total Number of Records

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PEOPLE WHO LOVE THEIR JOB & FEEDBACK

Feedback	For research purposes, in you..		
I like to hear it coupled with some positive feedback or compliments.	Traditional worksite, like an office building		39%
	Mobile work, where you use multiple spaces both in and out of the office (also includes traveling w..		31%
	Telework or telecommuting, in which you work primarily from a home office		32%
I want the candid unvarnished facts about what was wrong.	Traditional worksite, like an office building		61%
	Mobile work, where you use multiple spaces both in and out of the office (also includes traveling w..		69%
	Telework or telecommuting, in which you work primarily from a home office		68%

% of Total Number of Records

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PEOPLE WHO LOVE THEIR JOB & RULES

Rules	For research purposes, in you..	
I like having rules and clearly defined expectations.	Traditional worksite, like an office building	37%
	Mobile work, where you use multiple spaces both in and out of the office (also includes traveling w..	29%
	Telework or telecommuting, in which you work primarily from a home office	32%
I prefer not to be constrained by a set of rigid rules.	Traditional worksite, like an office building	63%
	Mobile work, where you use multiple spaces both in and out of the office (also includes traveling w..	71%
	Telework or telecommuting, in which you work primarily from a home office	68%

% of Total Number of Records
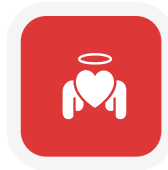
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GOOD PERSONALITIES FOR LEADERS

Indefatigable

Company Evangelists

Encouraging

Approachable

Constructive

Leadership 2.0

GOOD PERSONALITIES FOR LEADERS

Indefatigable

Long hours are required (9-5ers don't cut it h...

Company Evangelists

Your culture will be strained in remote situations, so you need extra strong believers

Encouraging

Defeatism travels more strongly in cyberspace, so you need people who see opportunities in every challenge

GOOD PERSONALITIES FOR LEADERS

Approachable

- Do you feel like you can come to me with a problem?
- What's getting in your way?
- What roadblocks are you facing?
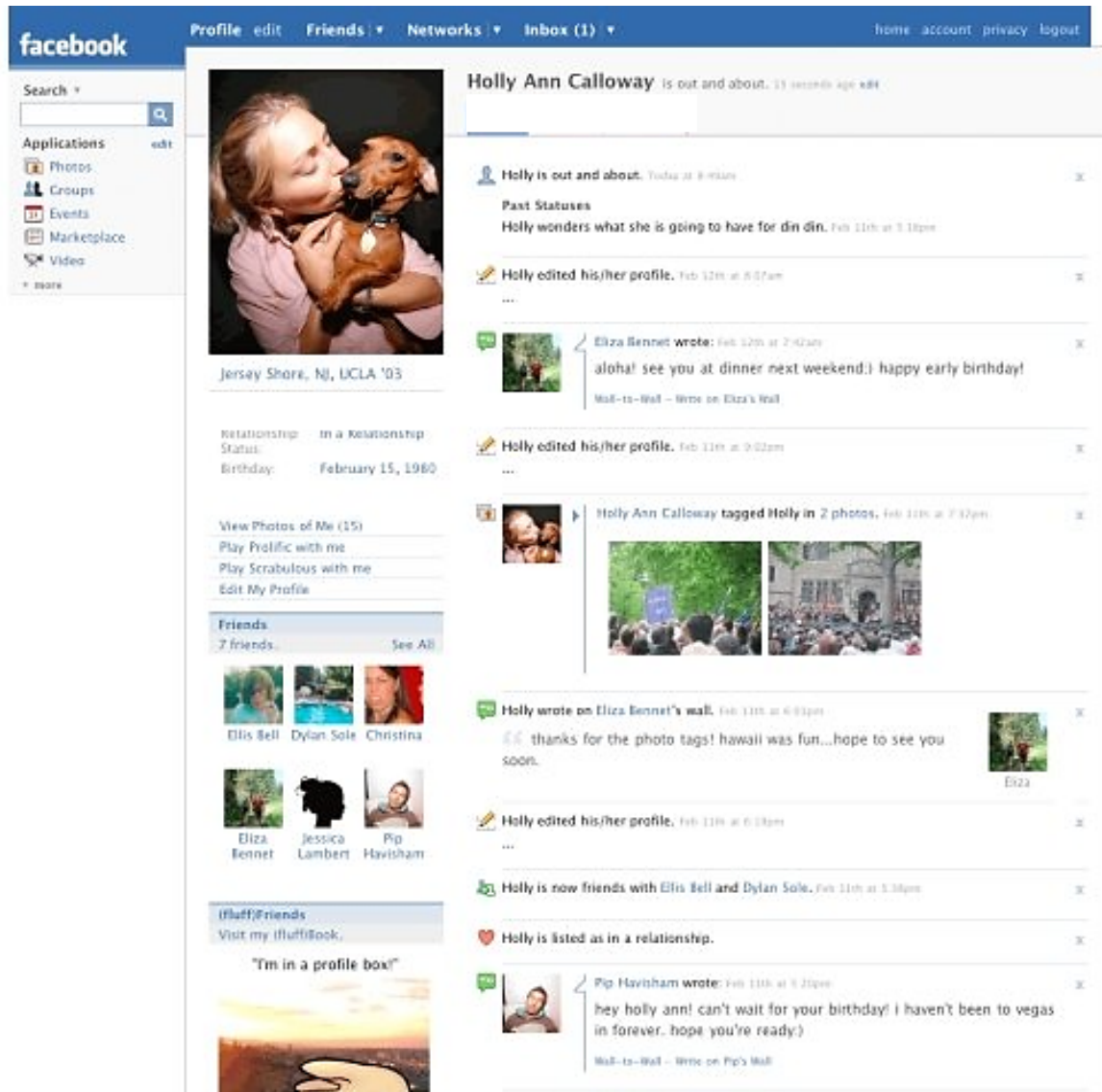- **Never ask "how's it going?**

Constructive

- Solve the problem first, (not the time for blame)
- No upside to emotional blame
- Upside to tracking and managing performance (but that's unemotional, it's just fact)

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Leadership 2.0

- Frequent
- Authentic
- Exchange

WILL I BE **FORGOTTEN** & **WITHER AWAY**?

KEEP PEOPLE CONNECTED & GROWING

Goals

What things would you like to get better at this month?

Realized

What's something that you're better at now than you were last month?

Highpoint

What was your professional highpoint this month?

Lowpoint

What was your professional low point this month?

CELEBRATING SUCCESS

Direct

- Have higher level managers send congratulatory email
- Post praise on the team website or send handwritten notes
- Leave congratulatory voicemail

Widespread

- Dedicate part of regular team meeting to employee recognition
- Host celebrations via videoconferencing
- Give employees visibility with other managers through email
- Rotate responsibilities for organizing some type of virtual celebration
- Encourage team members to publicly praise one another

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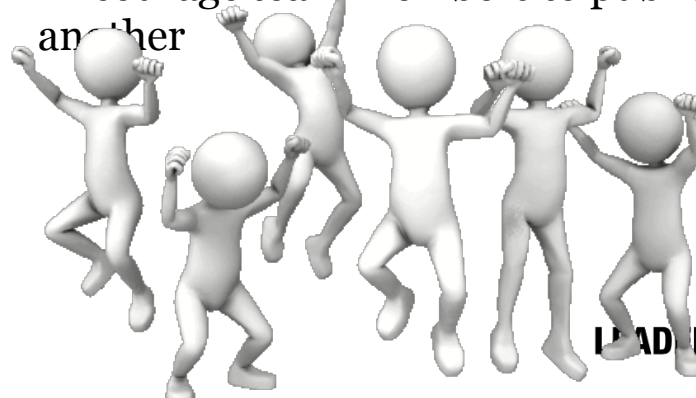
GIVING POSITIVE REINFORCEMENT

"Great job on that report."

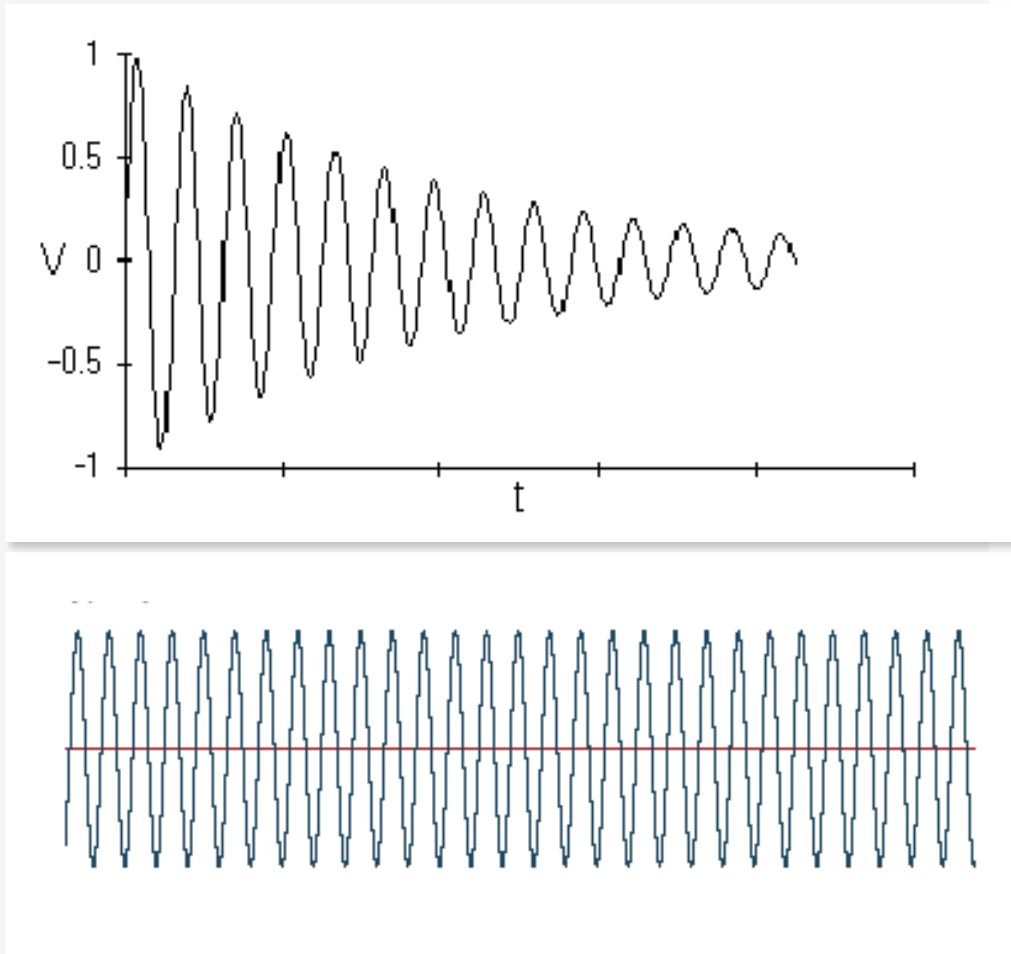"The way you got that report done ahead of schedule means a lot to me and the extra data analyses were really creative."

ATTENUATION KILLS ALIGNMENT

Focus

&

Frequency

FOCUS ON THE IMPORTANT

Productive Energy and Attention

Attention in conference calls

Duration
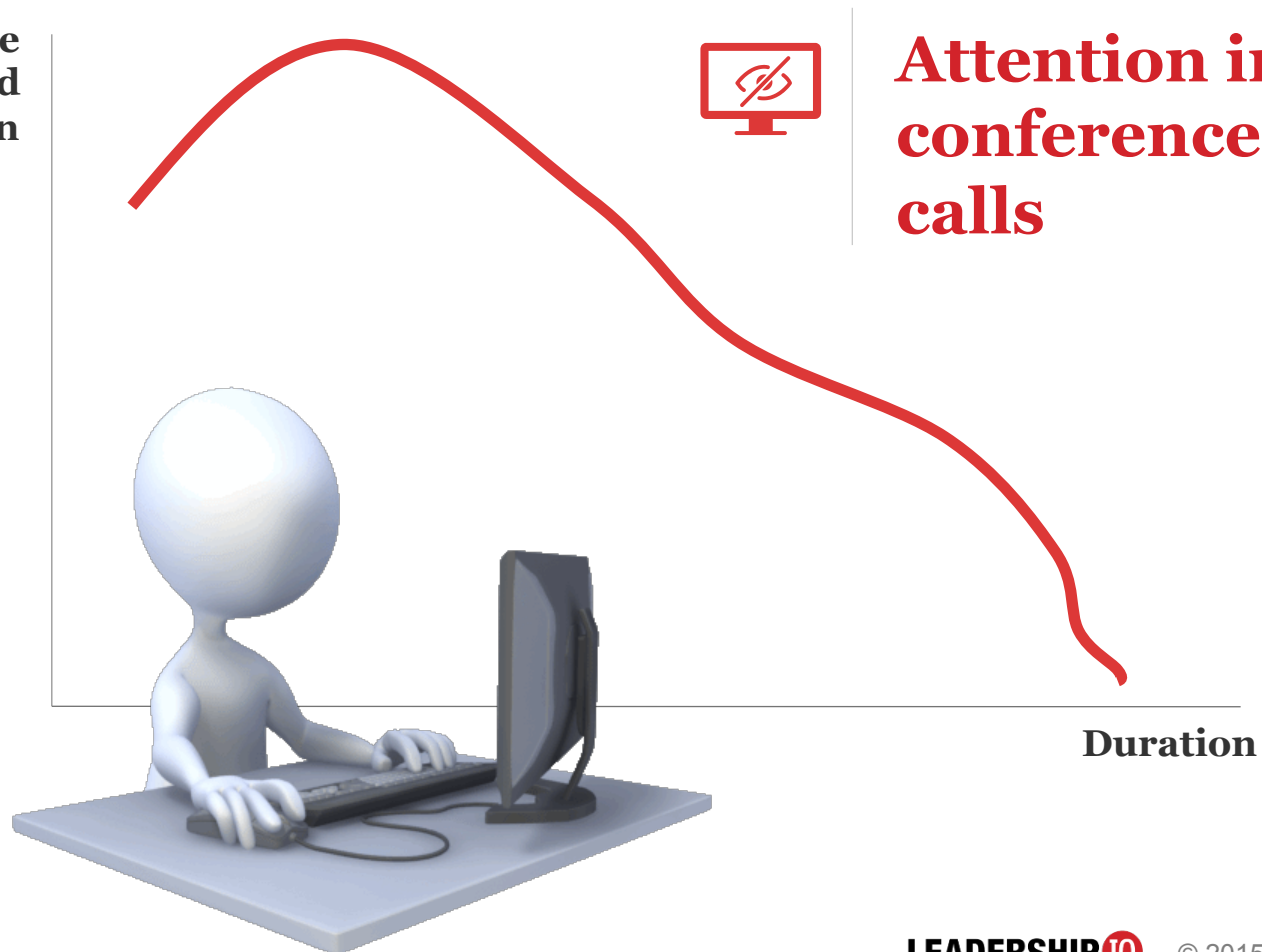
FOCUS ON AN OBJECTIVE

90%+ of meetings fail to produce an identifiable achievement

When meeting participants were asked *"Did this meeting accomplish its original objective?"* the most common answer was *"I have no idea"*

Statement of Achievement

As a result of this meeting, we will have accomplished

_____

If you can't answer, you can't meet

What are you personally going to **achieve and by when?**

DECISION GRID
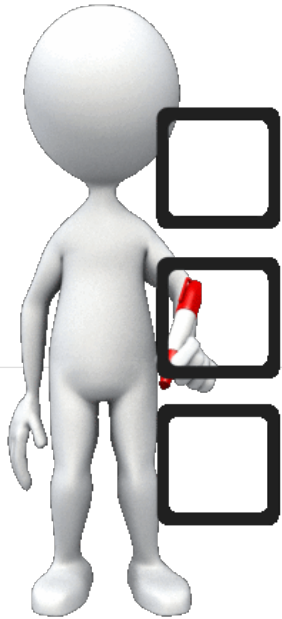
Statement of Achievement:

Finalize proposal for ACME

Topic	**Decision**	**Who**	**By When**
Pricing for ACME	Increase by 10% in All proposal sections	Bill Smith	November 4

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QUESTIONS FOR MEETINGS

- How would you answer someone who asked about the other ideas we considered but didn't choose?

- Are there any circumstances under which our current decision won't work?

- <To each member> Pat, if you could create a solution from scratch, would this be it?

NO HOMEWORK TEAMS

Most virtual teams are sole proprietors coming together only to assemble their findings and prepare a report.

Instead, try less focus on individual contributions and more focus on collective generation of ideas.

DAILY HUDDLES

10 minute meeting (maximum)

Each person gets 1 minute to outline their "aligned goals" for day and any potential roadblocks

Roadblock solving conversations can take place "off line"
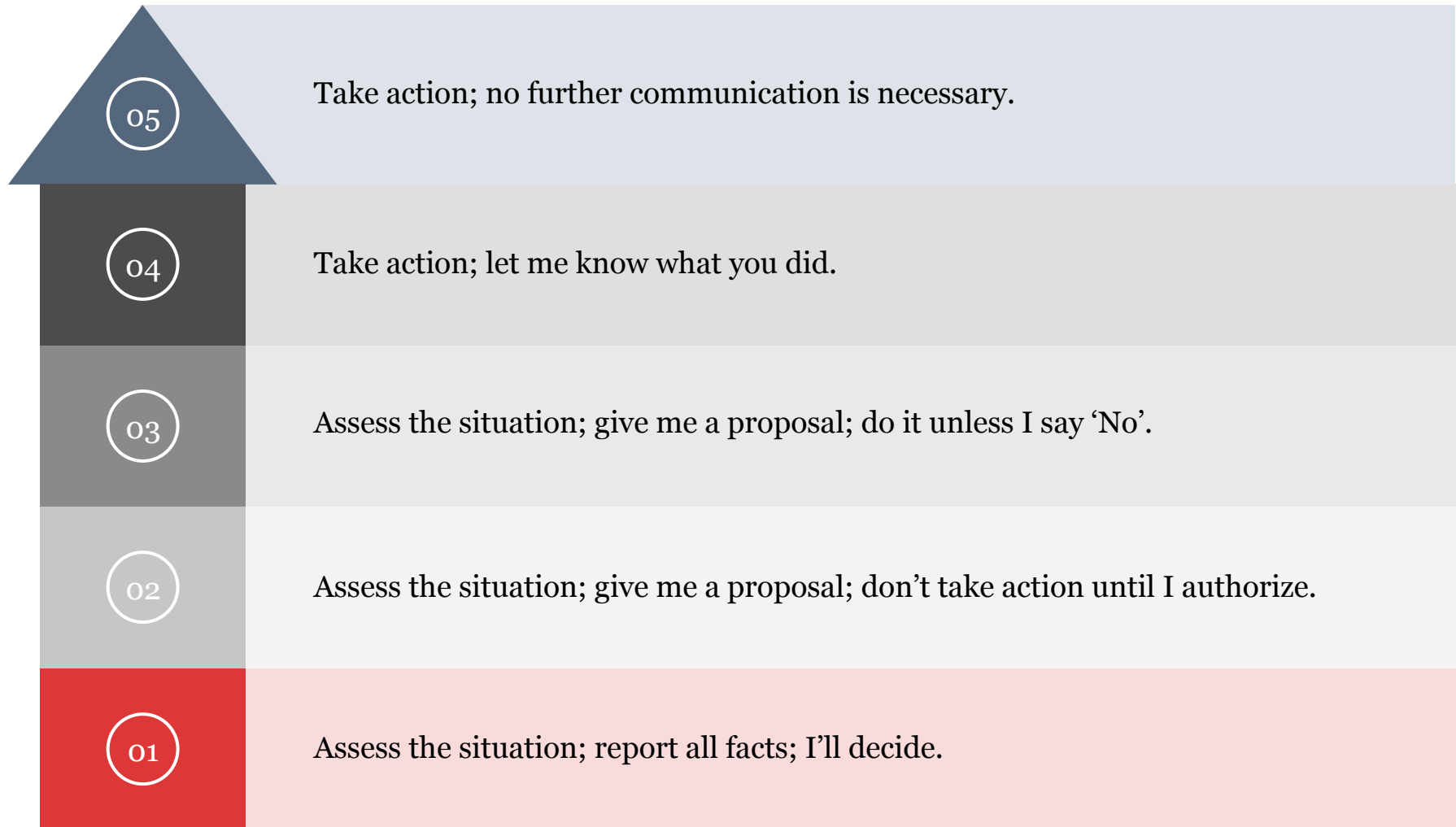
Dedicated timekeeper (forceful personality)

PEOPLE WHO LOVE THEIR JOB & RULES

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% of Total Number of Records

LEVELS OF FREEDOM

05 Take action; no further communication is necessary.

04 Take action; let me know what you did.

03 Assess the situation; give me a proposal; do it unless I say 'No'.

02 Assess the situation; give me a proposal; don't take action until I authorize.

01 Assess the situation; report all facts; I'll decide.

WHO IS MORE INNOVATIVE?

HYPER-DISCRETE PROJECTS

BAD EXAMPLE

Build a website

Week #1 check-in

Week #2 check-in

Week #3 check-in

Week #4 check-in

Week #5 check-in

BETTER EXAMPLE

End Goal: Website

Project #1: Positioning statement

Project #2: User stories

Project #3: Home page wireframe

Project #4: Sub page wireframe

Project #5: Color scheme

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HOW TO ASSIGN WORK

END POINT

Date, quantity, quality, color, boundaries, budget, behaviors, etc.

WHY

Who benefits? Customers? Employees?

RESOURCES

What resources & authority can you use and NOT use?

OBSTACLES

Any obstacles that would prevent you from accomplishing this?
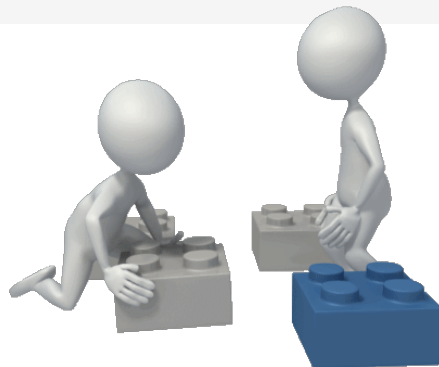
TRANSPARENCY TOOLS
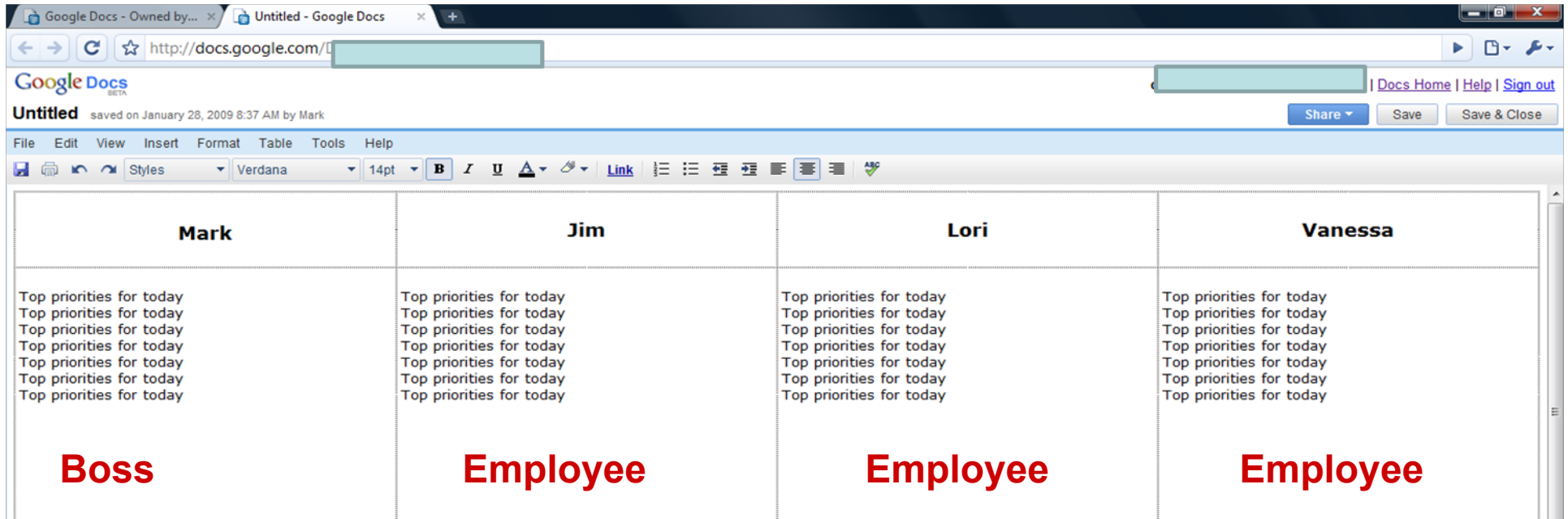
Transparency is best accomplished with LIVE (REAL TIME) updates

Tools include Google Docs, Microsoft, 37Signals, etc.

TRANSPARENCY TOOLS

HARVEST

TRANSPARENCY TOOLS

PAYMO

TRANSPARENCY TOOLS

TIMECAMP

Ask them...

"Help me figure out the best way to evaluate your performance?"

TECHNOLOGY STRENGTHS & LIMITATIONS

Media	Tone	Two-Way	Body Lang.
Face-to-Face	●	●	●
Video Conferencing	●	●	⌣
Phone	●	●	
Voicemail	●		
IM		●	
Email			
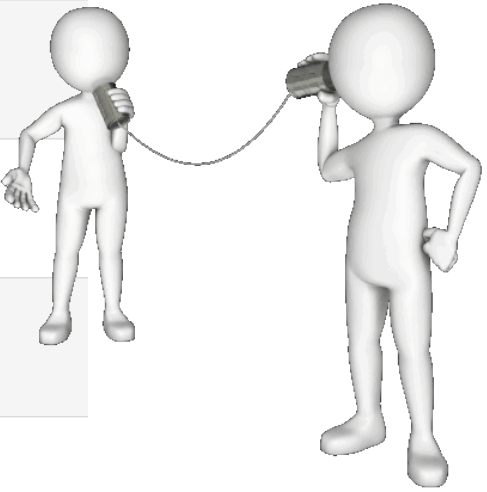
WHEN TO CHOOSE EMAIL

	Yes	No
Do you want a permanent record of this communication?	Email OK	Face to face, perhaps phone
Is your message short?	Email OK (also TXT, IM)	Face to face, perhaps phone, formal printed documents
Is there any chance that the recipient might have an emotional reaction?	Face to face, perhaps phone	Email OK
Would you be comfortable with an unfriendly lawyer having access to this communication?	Email OK	Face to face, perhaps phone
Does this absolutely have to be error-free?	Formal, printed documents	Email OK (also TXT, IM)

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EMAIL IS A MEDIUM FOR CREATING ACTION

What actions do you want people to take?

- Do something
- Answer you

YOU CANNOT SEND AN EMAIL UNTIL YOU ARE CRYSTAL CLEAR ABOUT WHAT YOU WANT THE RECIPIENT TO DO.

GEAR YOUR EMAILS TO ACTION

Email Format:

To: lorem@ipsum.com

Subject: Topic & What Must Happen

Opening:

Dear (all names for whom action is required),

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat.

Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt mollit anim id est laborum.

WATCH THE TONE…

01 "I don't understand how you can believe that our Technical Support Line doesn't impact sales revenue."

02 "You aren't listening to what our COO is saying…"

03 "If we were living our values as an organization we wouldn't have this product recall situation."

04 "Our marketing strategy has so many targets that it's impossible to see any strategic focus in what we're doing."

05 "Come on, you can't keep making these mistakes!"

06 "You're not making any sense."

JUST FINDING PEOPLE CAN BE TOUGH

BE AVAILABLE

➡ Keep team informed of schedule

➡ Keep electronic calendars updated

➡ Agree on email and voicemail response times for all team members

➡ Create a phone list of all team members

➡ Clarify best ways to communicate

- Email, IM, website, etc.
- Critical in "occasionally remote" situations

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THANKS FOR WATCHING

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Contact us for information about our employee engagement surveys, eLearning, onsite training or keynote speaking