

LEADING REMOTE TEAMS

IN CHALLENGING TIMES

CAROLA BOER | 20 APRIL 2020

CONTENT

- **3** Phases of crisis
- **7** Tips for leading remote teams
- **5** Pitfalls to avoid



QUESTIONS?
Pls ask in the chat

PRESENTATION
Will be shared afterwards



CAROLA BOER

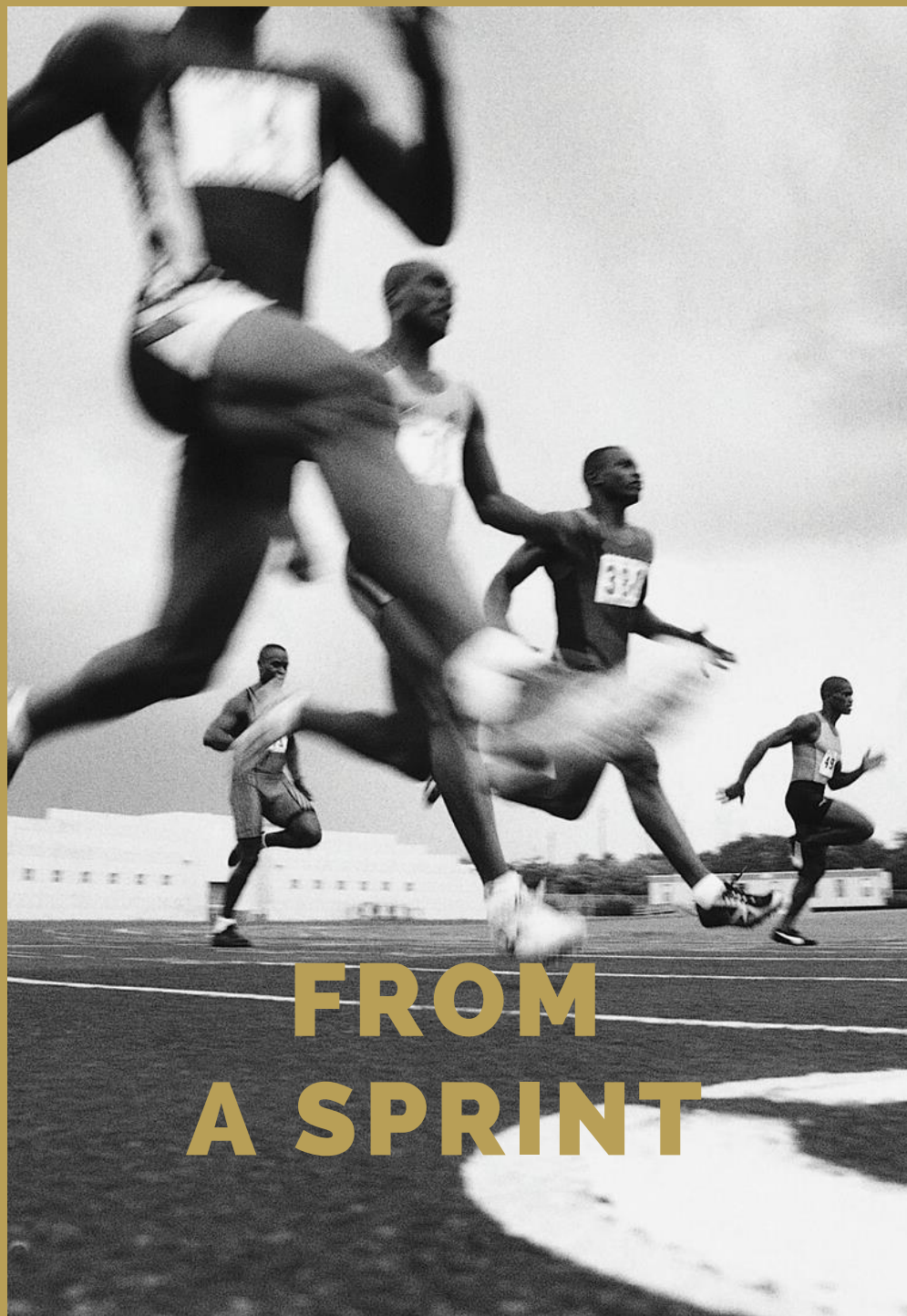


DOUWE
EGBERTS
SINCE 1753



First100Days
Leadership Accelerator





**FROM
A SPRINT**



**TO A
MARATHON**

3 PHASES OF CRISIS

1. CRISIS NOW



Fear, uncertainty,
urgency, adrenaline,
vigor

**"We are in this together,
let's make it happen"**

2. DESILLUSION



Fatigue, disappointment,
dip, fear, disconnected,
complaining.

**"Maintaining motivation
while maintaining
distance"**

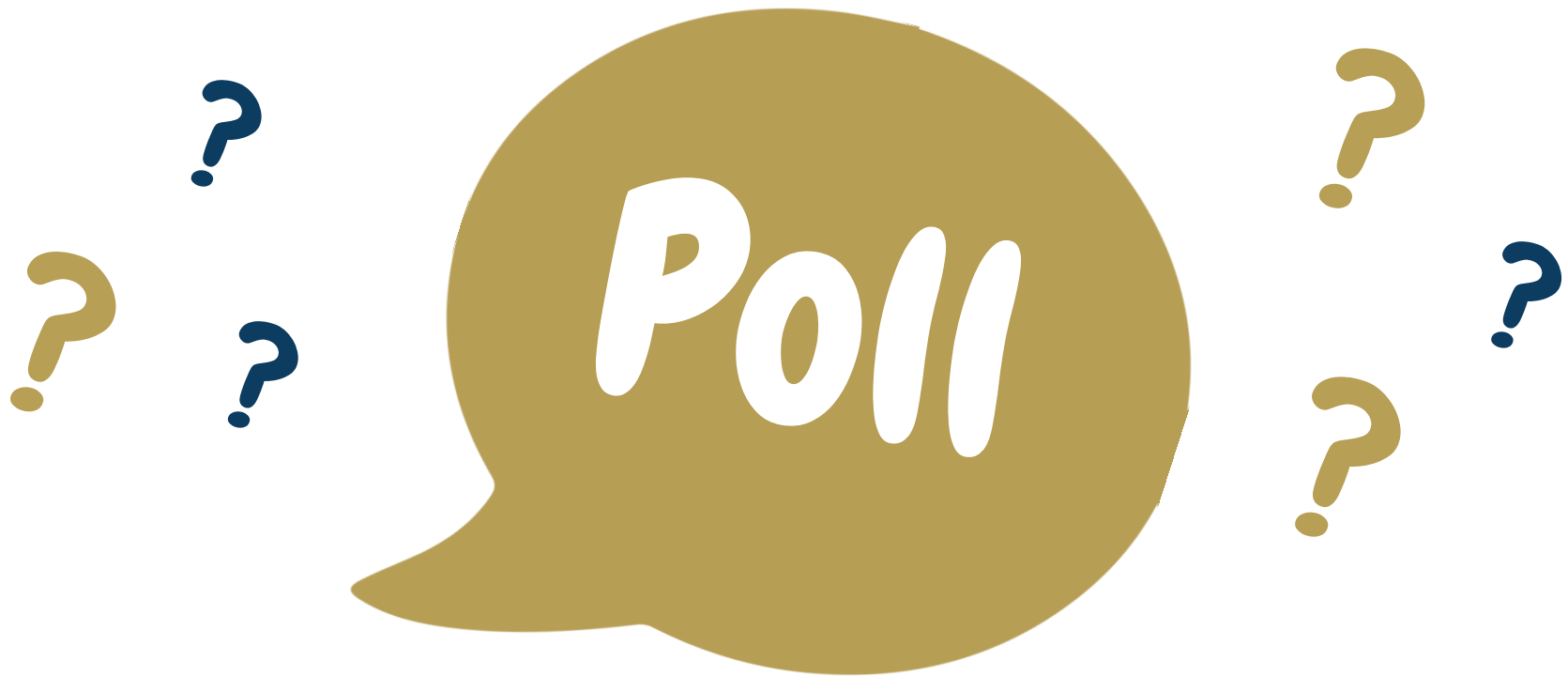
3. PREPARE FOR NEW NORMAL



An uncertain road forward,
creativity, entrepreneurship,
new behavior.

**"Re-inventing the future &
managing change"**

IN WHICH PHASE IS YOUR TEAM?



WHAT IT MEANS FOR YOU AS LEADER, LEADING ...



1. CRISIS NOW



2. DESILLUSION



3. PREPARE FOR NEW NORMAL

... YOURSELF

- Focus on priorities
- Action
- Manage your mindset & energy

- Seek a sparring partner
- Focus on priorities
- Create rhythm
- Create head space

- Focus on opportunities
- Set priorities
- Make bold choices

... MY TEAM

- Safe working facilities
- Overcommunicate
- Be accessible & empathic, honest
- Create confidence
- Give clear direction

- Keep communicating
- Give perspective & develop scenarios
- Re-build team spirit
- Intensify personal support/coaching

- Create a plan-ahead team
- Prepare for scenarios
- Encourage experimenting
- Reinforce new behavior

... MY ORGANISATION

- Safe working facilities
- Clear employee-centric communication
- Be visible
- Be a beacon of confidence
- Clear instructions

- Keep communicating
- Keep being visible
- Give perspective
- Clear instructions

- Clear instructions
- Explain & positively reinforce new behavior
- Celebrate success

HELPFUL TIPS



TIP 1 - BE VISIBLE & ACCESSIBLE

- AS LEADER
- AS A MANAGEMENT TEAM
- BE A BEACON OF CONFIDENCE



TIP 2 - OVERCOMMUNICATE

- APPLY 'CAP' IN ALL COMMUNICATION:
CARE, ACTION, PERSPECTIVE
- TRANSPARENT & CONSISTENT
- FREQUENTLY



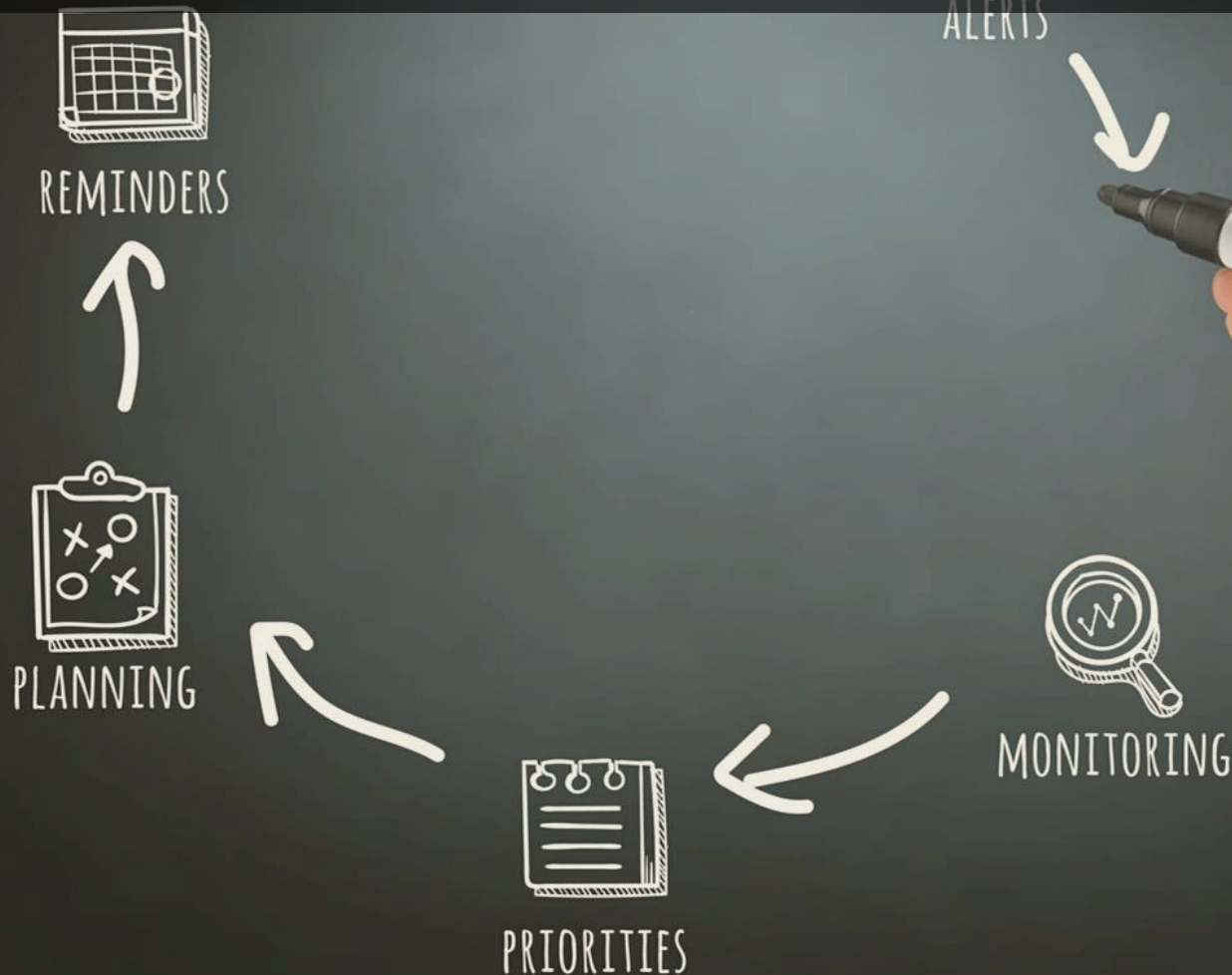
TIP 3 - MEET PEOPLE WHERE THEY ARE

NOT WHERE YOU WANT THEM TO BE

- Be emphatic, listen
- Take your teams worries seriously
- Remain positive, without downplaying their worries



TIP 4 - ACCEPT THE SITUATION & REDEFINE SUCCESS



TIP 5 - CREATE PSYCHOLOGICAL SAFETY TO INCREASE SPEED OF RECOVERY

RECOVERY



TIP 6 - FOCUS ON WHAT THEY CAN CONTROL



TIP 7 - HOW TO KEEP THEM PRODUCTIVE?

- Equip them in the right way
- Establish regular check-ins (daily if needed)
- Provide emotional support
- Give clear direction & priorities (also: what to stop)
- Show recognition
- Provide opportunities for social interaction & team-building.



QUESTIONS?
Pls ask in the chat



WHAT IS YOUR MAIN CHALLENGE IN LEADING YOUR REMOTE TEAM?

1. To keep up the team spirit
2. To keep them productive
3. To keep control



Poll

5 PITFALLS TO AVOID



#1 - BEING IMPERSONAL UNDER THE GUISE OF 'BUSINESS AS USUAL'

- 
- Acknowledgement of what is going on
 - Regular check in how they are doing.



#2 - BEING ABSENT UNDER THE GUISE OF 'GIVING PEOPLE SPACE'



- Personal contact should be one of your priorities



#3 - FOCUSING TOO MUCH ON TASKS UNDER THE GUISE OF 'KEEPING CONTROL'

- Have a people & task oriented leadership style
- Create psychological safety
- "How are you *really* doing?"



#4 - BEING TOO DIRECTIVE

UNDER THE GUISE OF 'STRONG LEADERS TAKE DECISIONS (ON THEIR OWN)'

- Share the WHY, WHAT and HOW of new priorities
- Use the power of the group





#5 - MICRO MANAGING UNDER THE GUISE OF 'REGULAR CONTACT'

- Seek order rather than control
- Determine which decisions only you can make; delegate the rest.



Further reading?

1

Are You Leading Through the Crisis ... or Managing the Response?

<https://hbr.org/2020/03/are-you-leading-through-the-crisis-or-managing-the-response>

2

Getting ahead of the next stage of the coronavirus crisis.

<https://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/getting-ahead-of-the-next-stage-of-the-coronavirus-crisis>

3

Leadership in a crisis: Responding to the coronavirus outbreak and future challenges.

<https://www.mckinsey.com/business-functions/organization/our-insights/leadership-in-a-crisis-responding-to-the-coronavirus-outbreak-and-future-challenges>

4

What you could learn from experienced CEOs in areas of crisis?

<https://www.mt.nl/management/wat-kun-je-leren-van-ervaren-ceos-uit-crisisgebieden/586966>



**Download free
e-book on:**

www.leadup.info

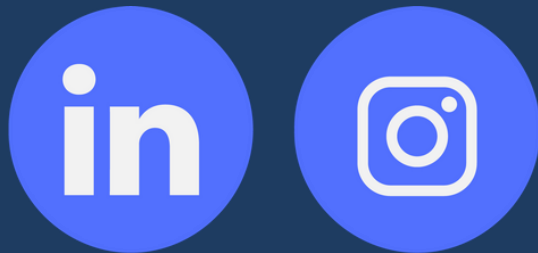


Looking forward to
hear from you!

Carola Boer

carola@leadup.info | www.leadup.info

Connect with me on



QUESTIONS?
Pls ask in the chat

