

Leading for Virtual Effectiveness

*The reality is, we live in a virtual world;
Stop fighting it and embrace it!*

Leading for Virtual Effectiveness Agenda

- Advantages
- Balance & Bias
- Team norms
- Tools
- Engaged... engaging

You're going to need paper and a pen.

Try it

If you've never used the annotation function in a desktop sharing tool before, put a mark on the screen.

Why are you here today?

Why *this* presentation?

- Virtual colleagues are everywhere!
- Virtual isn't business as usual.
- We all want to be better at this.
- Virtual effectiveness is everyone's responsibility.

What do you want to be better at, virtually speaking?

Advantages

Advantages?

If you believe there are no advantages to being virtual, put a mark on the screen.

Advantages

Decrease in travel costs



Advantages

Efficient & effective productivity

- Being in the office doesn't guarantee productivity
- Working outside the office typically means you're more aware of how productive you are



Advantages

Work/life harmony

- Enables team members to participate in moments/ events they might otherwise miss
- Better focus on task at hand when working
- Studies show increased productivity, task performance and collaboration
- Studies show an increase in loyalty



Advantages

Team norms

- How, when, why, and where you interact
- Takes the questions out of process so you can focus on productivity
- Virtual teams needs team norms – take the opportunity to get rid of the guesswork



Advantages

Trust and empowerment

- Everyone feels off balance when there's no trust – empowerment builds trust
- Virtual teams require more trust and more empowerment, use the opportunity to grow your team



Advantages

Good will

- It's a powerful experience when you work with a team always willing to go the extra mile



Balance

...the team equation

Balance?

If you believe that it's impossible to have the same engagement level outside the office as in, put a mark on the screen.

Why is virtual so difficult?

- We like to make connections with people
- We want to feel 'in the moment'
- We need to be stimulated
- We want to see reactions

What makes virtual difficult for you?

Balancing acts

Are you being inclusive or exclusive?



Balancing acts

Time zones

- Be respectful of time zones
- Be aware of work hour preferences
- Avoid lunch hour in all time zones
- Switch it up
- Use social collaboration



Audio Awareness

What you can see, others can't hear

- Gestures
- Posters, computer screens
- Laughter
- Pause for muting
- Unmute for social interaction



Balancing acts

Interaction & equal access

- Give everyone the opportunity to participate
- Don't ask for what everyone can't have
- Consider having everyone join separately



Watch your language!

Don't give voice to bias

Don't sabotage success by positioning the virtual component of your meeting in a negative light

"since some of us are joining remotely we can't..."

"those of you on the phone can't see this now... I'll send it to you later."

"sorry we have to meet so early because the rest of the team is on a different time zone..."



Team Norms

Not just for virtual

Same rules apply ...in many cases

- Good time management
- Stay focused
- Productive discussion
- Set clear goals
- Communicate clearly

Some new rules

...to consider

- Give people time to socialize
- State the obvious
- Announce expectations
- Collaborate to create team norms – post ‘em

Your toolbox

Perfection not required

All talk and no action

If the majority of your virtual interactions are talk and watch,
put a mark on the screen.

What tools are in your toolbox?

- Phone/VoIP
- Desktop sharing
- Messenger/chat
- Webcam
- Annotation
- Visuals
- Shared chair
- Avatars

What's your comfort level with virtual tools?/10
What's your knowledge level using virtual tools?/10

What's in a virtual toolkit

The not-so-obvious options

- Equalize the interaction
- Pause
- Communication— consistency is key
- Recognition
- Leadership skills
 - Transparency
 - Authenticity
 - Empathy
 - Consistency

Be engaged!

Nevermind that, be engaging

What do you want from a speaker?

- Be engaging/entertaining
- Be informative

What makes a speaker engaging?

Please laugh when I tell a joke

No, I'm not joking

- Mute abuse
- Awkward silence
- Multi-tasking

Are you an engaging participant?

Whose job is it?

- Create an agenda
- Ask questions
- Answer questions
- Tell stories
- Drive discussion

Engagement is a team sport

Learn – Practice – Teach – Grow – Coach

- Build your own awareness
- Explain the importance of being engaging
- Share accountability
- Share the chair
- Learn your tools
- Try something new
- Reward bravery
- Make it fun

Wrapping it up

What did you learn?

Review your notes

Shake off the virtual demons!

- Stop assuming virtual is more difficult
- Stop *acting* like virtual is more difficult
- Find ways to address your personal challenges
- Put norms in place that make things easier
- Be engaging no matter what your role

Final thought

Virtual isn't more difficult,
it's different.

Thank you

...and good luck on your virtual journey.