

# The Long-Distance Leader: Leading Remote Teams Successfully



Kevin Eikenberry  
Co-Founder  
Remote Leadership Institute



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## At the End of This Session You Will Be Able To

- Describe the leadership traits help managers excel over distance
- Describe how technology helps...or hinders your efforts
- Use new ideas for getting people to use the tools effectively
- Create an action plan to take back to work.



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## Why Does Good Remote Leadership Matter?

- 90%+ of major projects involve remote team members
- 75% of managers above first line supervisor have at least one remote team member
- 60%+ of managers are members of a remote team themselves
- The trend isn't going away



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## Has Everything Changed?

- More the same than different
- The differences matter *a lot*



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## The Three Gear Model



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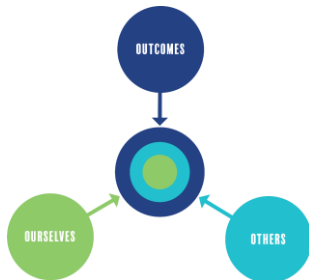
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## What are the challenges you face?



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## Common Remote Challenges

- What are “they” doing?
- How are “they” doing?
- Not enough communication
- Unclear expectations
- What and How
- Fewer consequences
- Less opportunity to “check in”
- (potentially) Less trust
- Faulty assumptions



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## We have the responsibility to overcome these challenges



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### Performance Consultants Agree...

Less than 10% of problems are due to a lack of capability on the part of the worker...

- *Performance Consulting*, Dana and Jim Robinson



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### And . . .

The fact is that the system that people work in and the interaction with people may account for 90 or 95 percent of performance.

- W. Edwards Deming



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### So . . .

We need to change the system or process since we can't use 'Management by Walking Around' when your team is around the world.

- Kevin Eikenberry



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### Traits of Long-Distance Leaders

- Communication skills
- Relationship building skills
- High EQ
- Technology skills
- Greater intentionality



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### Tools of the Trade



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### Picking Your Tools

- Meetings and presentations
- IM/collaboration
- File sharing
- Email
- Your webcam
- Phone



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## Why Don't People Adopt Technology?



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## Helping People Adopt Technology

- Understand why
- See it used (well)
- Training and practice
- Reinforce use
- Does their boss use it?



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## Tool Selection – Things to Consider

- Richness
- Scope
- Asynchronous
- Synchronous



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## Richness

- All communication cues
  - Verbal
  - Vocal
  - Visual
- Real time communication
- Suffers with number of people

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## Scope

- Consistency of message
- Timing of message
- Speed wins
- Permanent record

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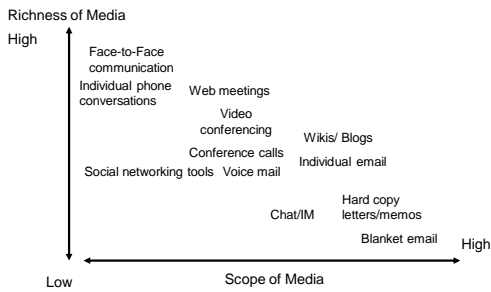
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## Richness vs Scope



Bettina Buechel: Using Communication Technology (Palgrave, 2001)



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## How can I help my remote team members be more successful and productive?



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## Helping Your Team Members Succeed

- Set expectations with your team
- Include them more
- Hold "rich" one-on-ones
- Make a schedule- and keep it
- Be available other times
- Check in without checking up



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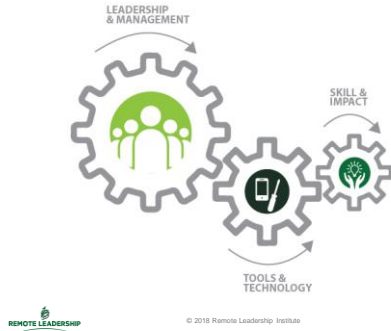
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## Remote Leadership




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## Action Plan

- Reflection and application
- Your best first step
- When?
- How else can we help?

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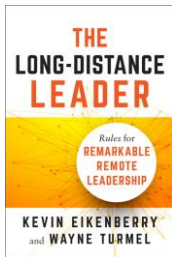
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## LongDistanceLeaderBook.com



- Video trailer
- More information
- Sample chapter
- Bonuses for your pre-order

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## Contact Us...

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