

**How to Lead in a Collaborative Virtual Environment (machine transcript/unedited)**

0:01

Hi everyone, and welcome to today's webinar have to lead in a collaborative virtual environment posted by HR dqu and presented by James eicher. My name is Sarah and I will moderate today's webinar. The webinar will last around one hour. If you have any questions just type them into the question area on your gotowebinar control panel and we'll answer them as we can or after the session by email. Today's webinar is sponsored by h r DQ Consulting. Are you looking for live interactive?

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1:04

Jim is the creator of cognitive management which applies research from the cognitive Sciences to organization and Leadership Behavior. Jim Held leadership positions at KPMG Booz Allen Hamilton semantics and IBM focusing on organizational change management Learning and Development and organization design and Implement implementation. He's been interviewed by Wall Street Journal and the selling magazine Jim is the author of the management communication text making the message clear and many articles.

1:34

Assessments and book chapters. He's co-author with the late John Jones and William Bearely of the management assessment The Matrix Manager Inventory leading in a collaborative environment the neuro linguistic communication priority profile and many more. It's an honor to have you speaking with us today

again.

1:53

Okay, thank you very much. Sarah will go on to the next slide here. And of course, I want to thank everybody for taking the time to tune in today. One of the things we'll talk about as some of you may have been experienced in the last few weeks or so more time to do things and you have a foreign some of you that are doing a lot of online meetings regardless of the software and app you're using Team Zoom Skype that sort of thing or probably finding your days might be running a little bit longer.

2:23

We're going to address and talk about some of those things as we as we go along today. I do want to give a brief overview before we get into kind of a pulse quiz on what your particular situation is in regard to managing virtually or remotely but I do want to acknowledge the context that we have and the focus of this course, which is based on the assessment is about the behavioral changes.

2:49

You need to make when you're managing remote individuals and Being virtually the overall context in which this came about was those of you that have been in project management, even if you're in an office in a regular office setting you probably manage people virtually. I know that one of the situations I was in where I was actually doing it management. I had people in the u.s.

3:14

Belarus in the and Argentina so, you know, there's a lot of challenges to doing that and of course there's also the situation You are working out of a home office. Some of you have a home office Epps it up because that's what you've done before and some of you this is a brand-new experience and it can go from I don't really have the infrastructures that's not working here. I've seem to have to behave differently which but I don't know what that is. We're going to go over that the dog is jumping on my head or I'm all alone, and I'm used to being around people at work and boy, I'm not getting up and walking around like I used to do.

3:52

So there's a a whole lot of things that go on in this context in general even before the situation that we're in but but added but that so we'll speak to those as we as we

go along. So I just wanted to kind of level set everybody expectations on what we're going to try to cover in this brief time. So with that I'm going to go on to a series of questions on the next slide and I want you to answer them to your cell and then Sarah is going to conduct you through a poll.

4:23

Some are kind of get into kind of an overall sense of view as a fairly large group that's online today about what your situation is.

4:32

So a lot of these you may recognize, you know, you're in multiple locations and and let me change management here to interact with because that's really what we're going to talk about today is how do you interact with people in multiple locations different time zones, some of you have gone from Office situations to working remotely, so Oh, you know your team members quite well, and and you find that that's actually a bit an added benefit when you're working remotely like this. Of course, if people that work remotely, you know use technology a lot of the time but now all of us may be using it a hundred percent of the time you work with people that aren't your employees different functions you have contractors vendors suppliers all kinds of different people.

5:23

You know, who A boss who your boss that really depends on the situation. You have team members that wear multiple hats. And now if you're in a project when the project is over you may for some of you that have worked on it projects. Let's say or legal projects you go work on the project and then you may go back to quote unquote your regular day job.

5:44

So there's a number of situations that lend themselves to thinking about how to work together virtually and remotely as is the situation that were in So with that said I'll have Sarah start the poll and go from there Sarah. Do you want me to advance to the next slide or you want me to keep this one up your K where you're at now? I just launched the poll. So you should be able to see that on your screen now and we'll get people a couple moments here to submit their answer.

6:22

Sounds good.

6:36

Great. There we go. And I'm going to share the results now.

6:42

And you should be able to see those results on your screen.

6:47

So people those come up on my screen as well. Yeah, you should be able to see them on your screen as well.

6:57

Are you able to view them and I may be a little thicker technically challenged here. Where should I be seeing on the screen? It should pop up but I can tell you the number. So we have 42 percent that one two, three said yes, 44% four to six said yes and 15% said seven to ten. Yes. Okay. Okay, so we have roughly between 50 and 60 percent.

7:27

that of the 10 quit that 10 questions apply to so definitely in the in most of you are in this situation that requires, you know, virtual remote kind of thinking and behavior and situations that may come up when you manage so thank you very much Sarah and with that we're going to jump into the content here and this this definition here where I ask you to say six or more is that's a, you know, definitely even if it's less than six if it may be four or five and you have a lot of the elements that that's enough the elements that require kind of a different thinking and approach to behaving in terms of virtual behavior and collaboration and working with others. So that gives us a good idea of you in the situation. So let's start to drill down here from your results.

8:20

So this is kind of a summary generally of the pole and you've gone over if your challenges are and some for some of you the challenges are going to be different and in this situation again, if you're used to working virtually, these are going to be challenges anyway, but on top of that those of you that are not set up in this is new to the additional challenges as well. But there's you know, you're all over the place to remote locations different time zones. The face-to-face contact the talk about you were reporting.

8:50

And you know a lot of times do you need to get things done, but you're not really the person's manager. You don't have any technical hire and fire power as I said as far as getting the results are not and you have to rely on what we're going to talk a little bit later on your influence and collaboration skills in order to get things done. It's really about a lot about building rapport with people in order to get the results that you want. So real quickly here.

9:20

Here we'll go over the agenda.

9:23

Talk about the outcome some of the pressures why this is who cares why this is important. There's two sets of competencies. I'm going to go over and spend some time on we're going to talk quite a bit about networks because when your de facto the moment you got the email or Amber was communicated to you that you need to, you know, sequester yourself essentially and work at home your network expanded in new and complex ways.

9:51

So We're going to spend some time about that but the challenges are and what to do about it. I'm going to have you do a little exercise with that as well. The decision-making is different in these situations that and balancing your behaviors important to getting results.

10:06

So that's what we're going to go over in terms of content as we go through this and I'm also going to talk a little bit about tone and that sort of thing and what I think for my personal experience and it's going to be my personal experience, excuse me in my Some recommendations on the current situation what seems to work and and even what seems to work with different not everybody all over the company Executives individual contributors as we kind of went through this awkward phase of being in an office and all of a sudden not being in office anymore. So it's going to give you some some tips on that. I think it'll be helpful.

10:49

Okay. So what we're looking at here is I talked about a sense of competencies and overall accompany. These are going to be in a cup two buckets one is what I call

a command and control and the other one is influence collaboration. Let me double check myself on that.

11:05

Yes indeed. That is correct. It's a good thing. I can remember my own stuff. So the other thing too is how to make decisions. It's a little bit different in this situation. As I said, I where they want you to think about what I call your role set of your network who's in your network who's important in your network? I mean, you can say everybody's important but at the end of the day some people are more important than others depending on what work you have to get done and how to optimize a remote interaction and that's where I'm going to go into some of the personal stories with the current situation.

11:35

Brand that I think will be helpful.

11:40

So these are kind of the traditional drivers working remotely. We've had globalization. There's what I call customer and assistance. We used to cause customer satisfaction and Delight its had a bunch of different words over the years. But if you think about it for yourself, we've all gotten kind of in the Amazon state of mind, which is I want to go online. I want to have one click. I'm going to find out everything I can at everything. I want to buy. I want to get it really fast. I want to get it perfect and I want to get it.

12:10

So that's basically everybody's mentality in my experience at work about everything. So for good or bad that's kind of the Amazon state of mind that we've gotten into and that drives a lot of remote work. And those of you hanging to start interspersing some stuff those of you that this is new for if you thought when you were working at home, which a lot, you know, we all like to a certain degree if it was going to be less stressful.

12:39

The days were going to be shorter and to be less demanding. You probably finding out man, not so much necessarily. So because you bring that that intensity working remotely and it actually in my personal experience gets intensified and then the technology has fluctuated over the years. One of the really nice things is the tools like the one that were using now are way better than

they were even a few years ago and and internet speeds and all that kind of thing.

13:09

So, A lot of us are more in a situation with a Technologies working and that's a good thing. And then the one I added at the end here is the unanticipated and of course that has to do with coronavirus in the situation. We're in globally which you know, let's face it about a month ago that short unless you were in a particular area or had particular clients. Let's say an Asia or something was kind of under the radar still so the adjustments been really fast and that's demanded a lot.

13:39

Of changes for us really fast.

13:42

So what do we want to do with this stuff is in an overall length, you know we are this is in general what's driving this but we can really see this now. I talked about narrowing margins. But of course, you know, if your business is completely shut down or if some companies are experiencing this a slow down. Obviously, there's going to be you know differences in Top Line and bottom line having to do with the two top bars there in a normal situation.

14:11

Uation turnover in the job market is normal. But now of course we're seeing the quite a bit of change in the job market. So that's putting a lot of turmoil in the system and stress in the system. Now when one thing that I will talk about before we even get into the behavioral content because I want to I want to level set and hopefully this will help a lot of you out there when you all go remote like this the productivity in general will go down.

14:40

And that you management may not want to hear that. They may not want to acknowledge it. I am fortunate. I have a client that's extremely enlightened about that and aware of it and got ahead of it and and and created expectations across the company that this would be the case and that's because there's little things like some of those human three-minute Hall conversations you had where you make decisions very quickly on the fly or now.

15:09

Turning into a half hour to one hour meeting on a team's calendar and you multiply that by many many decisions and many many projects and other responsibilities and it's tough to fit in the amount of work. You got to in a single day. Even if it's a 12 or 14 hour day now then you did before so for better for worse. I'm telling you. That's the new normal.

15:38

Okay, very quickly on the us and we're going to we're going to dive into the model here. So this has a couple of benefits to thinking this way. I think the obvious ones there's kind of two levels here for those of you that are it's this is new for there's a lot of really good webinars and seminars out there in a sort of like a sponge anything.

16:01

You can learn to handle this and make it work for You and there's kind of more the the steady state of traditional benefits for this on that. So obviously you want to improve your management. We're going to talk about influence and persuasion skills, you know, you really have to be deliberate and those of you that are new to this your fun in the cell. You really have to be deliberate about connectivity with people both people that you've never met especially people you've never met and people that you do know and there's some things that I think help with that.

16:36

and you know collaboration is the key here in terms of a contributor and management Behavior, especially when you're working here now globally, you know, if you back up here, you know, what's the larger purpose in terms of your business or your company if you are a global company or even if you're not if you're National company is you want to improve your Global performance when you go into a network environment, this is kind of forcing everybody to do that whether A strict management hierarchy or not.

17:09

You will find out that the flatter leaner less hierarchical connections that you make you can it's almost necessary to make those to make the decisions quickly your work will be cross-functional very very important when you work remotely whether it's in this current situation or just in general your purpose roles mission objectives have to be very very clear very very

explicit. There's if there's any guesswork when you're working remotely, you're going to have to redo another meeting or two and that's going to add extra hours to your day.

17:48

And that is going to this is what I meant by the diminishing productivity that it's going to slow the results down the clearer you are and what the expectations are and the roles the easier it is to make up some of that lost time if you go through Okay, so two sets of competencies that I talked about one is the first one is what I call in the bucket of command and control and that has to do with the kind of traditional hierarchy and this is obviously not gone away and is you know emphasized more or less in different corporate cultures and also has I've done a lot of cross-cultural global collaboration work so it can be, you know different in a country culture as well.

18:42

You know individual attitudes and family, you know, it's reflected through here. But to talk about it in the more traditional sense of command and control if you think about it is first of all, you are at your expert at at your content area.

18:58

You have a lot of knowledge, you know, we even have acronyms for people that are very experienced in particular areas, you know, Ash me or subject matter expert a lot of at least in the past were promoted because they were experts in the content area before the management training and development and education got sophisticated enough for they realize that the skill set for managing people in the skill set for being an expert in your particular area or not necessarily the same and don't always serve the purpose but Jin General to start out with it's not Of particular area and this doesn't matter. What kind of work. Do you are you plumber electrician Finance person lawyer HR, it's your content area. The other thing is that you're accurate that obviously your information is correct a very important for making valuable decisions is to be correct with information that kind of goes with the knowledge of the content.

20:04

It's been I would say maybe exploded is the wrong word, but with the vast amounts of data analysis and Predictive Analytics and computer set that we have now and the information that's flowing. It's really not just about correctness of information. But information management is really critical.

20:26

The third bullet of course is Optics what I would call Optics which are very important both remotely and individually again different cultures and different companies have a different set of Optics, you know in some companies t-shirt and shorts is okay and flip-flops not so much. In other ones one of the things that you might have noticed or not and I'll kind of thread this through here that we found as important when you're weird.

20:55

Doing remote meetings and my guess is that some of you are comfortable with the camera being on and seeing other people and then sting you some of you are not those are you been doing for a while? You're going to be more comfortable. Now if you've noticed here, I'm I'm wearing shirt. That's good. It's a it's a flannel shirt.

21:15

I'm not wearing a dress shirt on purpose one is I don't know if anybody noticed but usually when you get if you believe there's three phases And that is you start out in your business attire and you showered and shaved and then your makeup and you made sure the dog is not going to get another room and that sort of thing and then the next phase would like sorry. That's the ticket say the first phase is there is no way I'm turning the camera on and they're seeing me here. I don't like the way I look on video then the second phase is okay. Well look business e and then the third phase is okay. I'm in a sweatshirt. I'm in a flannel shirt.

21:55

I'm I've got a blanket wrapped around there because it's really cold and the interesting thing about this and why I'm spending the time here because we're talking about image is that what we found out in the situation is that you lose the personality and the connectedness and informality when you leave the office and it's a very very important part of your relationships with people which are important in terms of getting the work done.

22:23

And and sometimes you're not even conscious of that. So what we found out in and doing this work is that and and you can't can't do a big bang. It's you kind of get people comfortable with it is that the less formal you are on video the more people feel comfortable and they feeling their gets in you getting to know another side of you. They don't even see it work. They cut the

project. They work on now the CIO.

22:53

Whoa, who's the sponsor? He just wears t-shirts now when he's on video, he doesn't even care if he's with the CEO. We're trying to get all the rest of the executives just wear t-shirts when they can on camera. So you would be surprised how the informality brings back some of the connectedness that you lose. So I did want to bring that up because for some people it's really important and that is kind of a tip or trick of doing that. Okay going through the rest of the content here.

23:20

Regulation means, you know the rules about what it is that you're doing whether it's HR again Finance engineering any of that kind of thing. So that wraps out the one set of skills here. The second set is and I don't want to say it's a polar opposite its complementary, but the effect that you have when working remotely or virtually is you really have to look at your influence and collaboration skills when you're working with people, you're not around them.

23:48

They're not Sara Lee in a hierarchy with you and you've got to get them to get stuff done. So you need to empower people and that means giving them the chance to make their own decisions and have some autonomy in terms of what they're doing. Everybody's got a different tolerance for uncertainty and taking risks and you when you get out in these dispersed Network environment.

24:15

It's a little uncomfortable for people so you have to assess the amount of risk taking And also you want to make risk easy to take there is a management philosophy that's going around for a while. Now. I think it originally developed somewhat with the if you've heard of agile software development, but a lot of companies are adopting this and if you've heard the phrase of fast failure, which is instead of hiding your mistakes.

24:43

We want to know what they are as fast as possible so we can fix them made a lot of sense in the beginning was software because If you've ever worked in the software project and nobody tells you what's not working and 10 months later when you spent 5 6 10 15 million dollars in nothing's working people get

kind of upset. So it's better to talk about what's not working now so you can fix it. So not an easy change for a lot of people but the idea of fast failure is highly associated with companies that financially do extremely well.

25:13

Participation and obvious one here in terms of collaborating with other people that's in decision-making the meetings organizing your virtual meeting. So everybody gets a chance to participate everybody gets a voice we won't have enough time to go deeply into how to make a lot of these things work, but very important people, you know, when they're not interacting and they're virtually they don't like to be on the camera. They don't let the speak up and you need to pull them out because you need the information in there.

25:42

Experience and you want them to feel comfortable with working? So that's really critical. And this is all part of developing other's skills and abilities and competencies in the situation. So let us move on to one of the concepts here is that you want to take your command and control and your influence and collaboration skills and you want to balance them.

26:05

And this is how the balance works you would you have your subject knowledge, but you don't want to be a know-it-all you want to be On sit with empowering other people and maybe imparting some of the knowledge you have so they can learn grow and develop this kind of goes down to the bottom one in terms of that.

26:23

So if you order the knowledge and your horde of the decision-making in the in a virtual environment, it's going to be very very difficult to get anything done because a lot of people sort of withdrawal to begin with so you want to create a situation where you can pull them out and the correctness and the risk-taking really goes with the as failure there was talking about is yes, you want you want it's not about being incorrect. You need you need accurate data just about anything that you do. However, if people feel like they can't make a mistake, especially when you're working remotely and the communication is very tenuous because you're not in real time with people working with them. You need to make them feel comfortable with taking risks and being wrong.

27:11

That's uh, And we're talking about the concepts here and can't get into a total deep dive on how to do that. But I'm saying that that's a very critical feature. It needs to be. Okay. There was one situation in 1 into I will give you a lot of the details but I traveled Halfway Around the World to meet with a group of people and tell them look if you don't tell us what's not working and what you're feeling at as soon as you're feeling you're going to be fired. So that was a very clear message on you need to be okay with taking.

27:42

Risk, as a matter of fact your job depends on taking the rest and if we go through a period of time where everything just sounds Rosie we know that's not the case and we're not going to be able to make changes that we need to make that's kind of an extreme example, but sometimes you need to do that.

27:59

The thing about image in participation is is a little bit about what we're doing here is you want to balance the Optics out in a way that people are comfortable interacting and the more personable you can make it the The better that response is going to be and then there's rules and regulations but you know, you need to develop people as well and they need to learn new things and they need to get out of that comfort zone of whatever rules that they have and learn new stuff. And again, everybody's got a different tolerance for that. Some people love everything do and some people don't like anything to so again, you're going to need to get a pulse on that and try to balance those.

28:42

Those out as well.

28:45

So let's take a step back here. These are the competencies I'm talking about and we're going to do a shift right now. And the shift has to do with the organizational View and then that's going to lead into how to make decisions in this particular situation. Excuse me for looking away here and there but I know it's a grabbing grabbing some coffee here as well.

29:06

I have the Cat shut out of the room for now because you know, I promised her I'd do that. So

there we go. Alright, so in general what you've got is very high level here is you when your traditional organizational environment you've got the hierarchy the pyramid the manager the staff up and down the chain of command in the ladder, but the command and control and what it looks like when you move to influence and collaboration skills.

29:35

Is you're more of a network or a web and all of these webs are connected. We've got a couple of visuals for you to think that through in a short exercise. But as you can see the nice thing about this is, you know in a role set. You are the center of your universe and you're the master of universe and an ink and actually you need to think about it.

29:58

That way that that you are the pivot point for yourself and that the the You know the pods here on the on the network are different.

30:08

But yeah, I just have some generic list here in terms of who you should be interacting with in that sort of thing and it's kind of set up as a traditional menu manufacturing company, but you you get the idea here that the difference is that your decisions and jumping ahead a little bit are made not just on getting an order from somebody but making something specifically happen and We'll go over that in a little bit more detailed couple other slides. So if you look at here, so if we go back here, so here's you and here's your your immediate connections and then the first sort of way but this is you've got a series of departments and you've got a bunch of team members and you got suppliers and customers and vendors and friends and relatives and pets and everything else going in your network.

31:05

And so here's a because this is white is sometimes might feel complicated because you have your network spread across other individuals networks. And then one of the things that you can have with say it a national level or national scope is and I've just mapped out here. What are you know what some of the connections might be to make a particular decision is your mom one team and you're connecting with this person and they're connecting with that person that goes over to this person and then back in.

31:35

Or that sort of thing. So that's sort of the Rhythm and feel about how this is going to work. I've just pulled out a couple of you know cities basically East Coast West Coast in the middle and then whatever your particular company or organization is doesn't mean private-public.

31:51

It all works that all works the same now to make it even more complex you go Global here and I think I've hit logos and companies from all the continents but as you can see those who even work in this environment and it gets even more complex where you working across teams, not even within cities in your own country, but different countries different languages different cultures company cultures on top of country cultures. And so these skills about how do I influence?

32:22

How do I get somebody to do something that works in South Africa on a different time zone that I need something from and again, it goes back to those influence and collaboration skills, because when you're in the situation here just Lee telling somebody in Singapore Brazil or Dallas what to do is not necessarily effective way to get anything done when you're all of a sudden in this remote dispersed environment that were in so the summary of this and I'm going to have you do an exercise for a bit.

33:03

Hang on for one second here.

33:07

So if we go back to here.

33:11

I want you to just take a look about that this and absorb it for a second and you ask yourself. OK will the gym that's great the influence and and competency skills. But how do I make that work? And this is we're starting to be left-brained about this analytical helps quite a bit.

33:32

Even at the point where I suggest that if this is new to you you get a sheet of paper out or Excel spreadsheet or whatever tools you like to use and let some of this stuff down. First of all you need to really be clear about what your role is and what the expectations are for your role and the boundaries of your role

that is who you need to connect with within your organization and outside of your organization that you need.

34:02

With an order to get whatever purpose performance results in objectives that you're tasked with, you know, there's different words for objective deliverables, whatever industry that you're in you need to understand what their role is and what the connections are to get that done. There is not only when you get in the situation not again a lot of this stuff if it's new to you, it's not very conscious. You're just sort of feeling these bumps and asking yourself some questions about. Well, what do I do? What do I do here?

34:32

What something feels different but exactly what is it? So you have your business processes and your way of doing thing things, but essentially when you start connecting and networking up with people like that, you need to understand and learn what their processes are because you know what they're the center of their universe and they have stuff to get done the way that you do and that's where we talk about. You need to come to a mutually beneficial outcomes or objectives in order for you and the individuals that you act in.

35:02

Acting with to get the results that you want. So that's going to really be understanding how they learn and what their hand offs are so I'm going to give one example may not work for all of you. But it's a apologize this another software example, but if you put in these large software systems, they all more or less have the same sets of work streams. If you might have heard these terms be cured to pay order to cash.

35:31

- direct to Consumer and what they are their descriptions of work streams for different applications that the software provides a cutting purchase orders paying checks getting your stuff delivered it. This is all behind the scenes as it get going back to when you order something from Amazon, you know Comfort goes in it's an order gets clicked skew is called up a manufacturer gets contacted, you know or supplier.

36:02

All the stuff is done with software. It's automatic. All of these people the world own pizza pieces of these processes, but they in order for them to work. They all have to

connect so you really need to know the boundaries in the handoffs there.

36:15

And finally alluding to here is you really need to think about and a lot of people, you know, you might have noticed this when you if this remote environment is new to you is that your communication could kind of be at a hawk your decision making could be at at hockey just kind of go Go off and I'm get something done interact with something. Now. It needs to be much more planned and much more purposeful a lot of times because you have to set up a formal meeting and you have a limited amount of time to get things done. So planning your communication is extremely important and understanding how decisions are made this also extremely important. So we're going to take a little bit of a break and go back to you here. I just want all of you to do this.

37:03

Wherever you are, and we're not, you know at this point since the webinar non-interactive program, we can't talk about it. But I think it's value people found it a value back to size. So what I want you to do is take out a sheet of paper and draw a diagram where like the moon in the corner down there and you're in the middle and then do some spokes out.

37:26

Excuse me, and then just and I want this to be a gut exercise just draw out that level. Okay, who's in your network on it you get you get up in the morning whatever that is and some of you it's a lot earlier than you used to know. And then what you do is just list who's in your network and I don't want it to be just work people non-work people to significant others that kind of thing. So go ahead and do that. Be quiet for a second.

37:59

The purpose here is to look at the bottom is you know, who do you need interact with to get your work done? But as I say, I want you to expand this a little bit and turn dad.

38:12

None were people that are important to you because at the end of the day, you know, your social interactions are actually a part of how you get your workmen.

38:23

Okay, so you've done that we're going to go to the next kind of thought exercise here and I want you to take a minute or so and looking at the network you've drawn up of who's important in Iraq with you get your work done and I would say who's also interacted with the to maintain that social balance, which I think with a virus sequestering situation. We're in in the social distancing.

38:47

I think listening out who it's who's important to you and Terms of keeping your social sanity is very very important right now. So I would definitely include them on that and then ask yourself this question. How can I improve influence and collaboration with each of these individuals? So again, you know the answer all of that now, but I want you to think about take this exercise sheet of paper way later and think about you know, I'll give you a better example or I think one that's a little more appropriate you're going to look at that and there might be six seven people down there.

39:22

And you're going oh my God, I got to interact with them tomorrow, but I really don't want to so that's obviously a Target area for how you're going to improve the relationship the collaboration and the influence with them and those probably people on your network there that you are delighted you. Could you could you could be on Skype with them all day.

39:42

So think about those kind of differences and what you could do to make them better and and the main thing there is again, how to reach those mutually beneficial outcomes Okay, few more things and we're going to wrap up here.

40:02

Okay, the main transition here.

40:08

Going from traditional hierarchy to you know, a network influencing collaboration situation and what I tell people I've been in Consulting most of my life and one thing you learn is a consultant is when you go in as a consultant you are not in charge of anything ever and you can influence people but you can't compel them to do anything. I can't walk into a client tell them what to do. I can give them advice on what to do, but I have no higher.

40:38

Fire Authority have no hierarchical authority to get things done. So you become really good at fluent saying collaboration and working towards Mutual benefit.

40:48

So that's just kind of a those of you out there that have any friends or relatives or planes is that are in a Consulting situation, you might want to talk to them about and how they how they do this in order to do a little bit deeper dive on this but the thing is in this situation here, even when working remotely you're finding that you can influence and you may be in a long line of of you know online meetings and maybe you're not, you know, the in the top 5 of Q of somebody else's network, but still you have to get things done and you have to figure out how can I collaborate with them and influence them to get what I need them?

41:32

Now the decision making criteria here is this I hope it's helpful because it gets a little more explicit about what I'm talking about. So if you in the in a traditional hierarchy, you've got you know, the principal is maintaining the chain of command now obviously like in a those of you that have been in the military that is a critical critical part of the job. It's a critical part of meeting your objectives. It's more than critically be life saving it.

42:01

In terms of maintaining the chain of command to use the military example, the rank or position is important again, if you want to look at strictly in a military sense, there is a can be you know, it's it's again it's loosened when appropriate but there's generally a strict chain of command in terms of giving and taking orders.

42:26

You want to maintain the functional area? And that's the traditional functional area that companies are divided into an organization's again engineering sales marketing that sort of thing. And then again as I alluded to before the relationship is using one of some kind of formal rank, you know president vice president director of that sort of thing. Now in order to get things done in a roll, we'll set our Network you're driving principle is serving the customers and suppliers.

42:55

And again, if you look at any kind of online shopping even look at finance and credit cards things now maintaining the relationship with the customers and suppliers and making decisions about what's needed. There is really Critical with that in mind. When and how do you make the decision? Well, it's not based on waiting for somebody in a hierarchy to tell you what to do. It's usually at the point of contact and whatever that interaction is. The decision is made.

43:27

In the olden days. I'm dating myself. If you call the credit card company and had a quote unquote tough question. They had to go. Well, let me talk to my supervisor. Now that is not tolerated at the person on the phone cannot answer the question and solve your problem that they're you there's nobody has tolerance for that anymore. So it's done very little information is key data is key.

43:50

It's who has the best information to get the objective meant that is the important Source here the function what function who cares what the function I just want the data and the information and going full circle here. We're back to it's not an issue of rank is an issue of influence.

44:12

So climbing the ladders here.

44:17

We go from one set of competencies to the other in terms of N and we put this in a step metaphor because going one way or the other is not as simple as I'm maybe making it sound you're going to do it in increments. Some of it's going to be easier for you than others.

44:37

Some of you may be able to let go of a particular competency more than others in order to To to go from command and control and vice versa. I'm going to speak specifically to it in terms of going from command and control and a hierarchy to influence and collaboration particularly since a lot of you have had to abruptly go from your quote-unquote normal way of interacting in your work to the situation that you're in and I think if we go to the next chart here you're going to find the sum of these are somewhat familiar.

45:18

So if you look at the competencies for command and control knowledge correctness image Optics rules regulations and then across and then you're going all the way over to the right here in terms of the empowerment rep, you know past failure risk taking your participating and your What a lot of organizations require now but is more so if you get in this distributed situation that were in is learning new things and development is a constant for some of you that have made the switch that weren't used to doing this like like me. I have one. I have an infrastructure built. I have the right internet connections. I have the right cameras. I have the right computers.

46:00

I have the right voice stuff in Your phone's I have backups of things those of you they would all of a sudden you had to go home or you found out it's like gee I can't connect to work. You know, how do I do that? And yes, there are ways that you can connect to your office infrastructure. But if you don't know well some and some of you go and you do web applications and they don't work as well as being in the office. So there's a big learning curve just even than that.

46:34

Structure area alone. So you really need to be open to development as well as all the other decision-making interpersonal things that go along with it here. So when you're going from from left to right some of the things that may you may feel and these aren't good or bad. Actually, what I'm trying to do is level set you so that if you experience these things they're actually pretty normal.

46:59

Is that those of us that value Think that we're valued for our knowledge going to empower each other. It means letting go of some control and that can be a challenge for people.

47:16

If you're used to being the person that's right and you have an aversion or get very defensive when when you're it's even indicated even indirectly that something you've done is there's some mistake or you're not correct what you're going to feel That that fear of mistakes and one of it one of the things that can lead to is again the sort of information hoarding the which is

very different detrimental to work anyway, but if you're into this distributed virtual environment, it can really be a killer. So you have to it's very very important to you know, let go let go of that when talk about image and Optics. There's a couple of ways to do this. Think about this.

48:04

This one is a lot of times if you're really into maintaining a certain self image and it goes south and then sometimes what people do is they blame others for the error and that is not productive. I see a lot less of this than I used to I think what what applies more in this situation in terms of image and Optics is that you need to be as I talked about earlier.

48:34

Earlier more purposely relaxed in this virtual environment then then you might normally be and that might be a bit uncomfortable. I know that our CIO, you know going from being not being on camera to being business on camera to like I'm just gonna wear my t-shirt and if people have a problem with it, that's too bad.

48:59

I'm upper I'm up early and end late and you know, I'm going to step out in the middle of a meeting and grab some coffee from the kitchen. That's the way it goes, but it actually sets a good working tone for people because we're on we're all under a lot of stress and the more relaxed you can make it for you and your co-workers the better and then what happens with regulation is and this goes a little bit too not just rules with what I call the sense of rightness and if you things if you see things not working.

49:34

Around you you have this tendency to go be a control freak and run in on the White Horse and rescue whatever mistake is going on. And and what you need to do then is actually you need to let go of that and start developing other people skills because one they like that and they work really well and you're going to need that bear.

49:59

So kind of De some things up.

50:03

Some some tips here again with the timeframe that we have for thinking about. How do I get from the left to the right on the last screen is and this is both for yourself and your interactions with other people is ask yourself in terms of empowerment. Yeah, you know, what do you have to have happen in order to feel listened to because what empowerment is kind of a consultant a you know, consultant speak and what?

50:32

Really talking about is generally if people feel listened to they start to feel empowered that their point of view matters and it will be part of the work going forward that's very very powerful in terms of what motivator risk-taking you really want to I always tell people you really want to find out what people will do and not do and don't shy away from that. It's not wrong that they'll do or not do something but the sooner you find out whether they called their personal wall or your personal.

51:02

wall is what you're doing do the easier it is to go from there and make decisions about what direction you or somebody else will go into and the other thing too is if you think somebody will take a risk and you find out later you won't then what happens is you don't get the work results that you expected you get so it's important to find that out sooner rather than later participation joint priorities mutually beneficial outcomes or priorities is again, that's another very high motivator for Achieving balance in the situation and being effective in a remote and virtual environment here. If you if you're both moving towards the same goal that's of value to you personally professionally as opposed to imposing goals. You've got a partner then and and not someone that's getting in your way or a roadblock to success or getting your work done. And what I do for development one of the first things I ever ask people that work for me on a project or a boy.

52:03

For me in a in a functional organization is I ask them within the first couple of questions. You know, what excites you what do you want to do an Ideal World? You made wave a magic wand? Excuse me ñ.

52:17

You know, what would you like to do? And then I work then I deconstruct from there the create the creates a positive tone. You do find out what emotionally their investor then and it's much easier to build a work plan starting from that

direction. I found out over the years then going to others.

52:34

So finally for that in summary, I find that these competencies and capabilities for functioning in a virtual situation to optimize that is you can plan for change.

52:48

As I said planning is extremely important particularly in the situation that we're in now you really can't be as casual as you could be in this ad hoc, as you could be in a regular work environment you Really want to understand the business processes and optimized with those are and that goes back to that learning. What somebody else does in their rule set and then their Network in terms of getting their work done. You want to be a broker of multiple choices again, you're going to find out that says since it's is not a command and control environment that you're going to need to facilitate and Empower choice for people. I've mentioned several times already.

53:33

Mutual benefit particularly, if you're in a straight negotiation situation and this kind of goes back to Fisher's work on negotiation is if you get out of opposing positions and going to Mutual benefit your chances of coming up with a successful negotiation a much higher learning and improve it new things.

53:56

I bet a lot of you have learned more new things in the last few weeks than you thought were possible and And I suggest that you make that a lifestyle in terms of work in general and particularly. If you're going to continue working in this environment and this, you know leads to jointly solving problems with other individuals as opposed to on your own which gets you from more of the command-and-control set of competencies to the influence and collaboration.

54:25

So with that I will turn it back over to Sarah. I think are there a couple of questions here Sarah that we can we can address?

54:36

Yeah, so if you have any questions just type them into the question area on your gotowebinar

control panel. We have a couple minutes here to get a few in and we will give people a moment here to type in their questions.

54:59

Denise just said she said thank you that she had to leave a few minutes early. But this definitely gave her some things to think about. You're welcome to nice. Thank you. We had a question come in from Jan and she's mentioning that as you were talking about productivity earlier how and how we can expect for that to decline.

55:18

She wants to know if you have any tips to increase productivity amongst your team while remote Good question. So that the ones that popped in my head. It's kind of two sides of the coin one is that you probably need to sit down and have you know, I had to give you another meeting sit down and really plan out what the group needs to do the expectations how they want to be communicated with what the Cadence should be. You need to make all of that stuff very very explicit.

55:51

You also need to look at your calendar and say something like What meanings do we have to have because they're critical to making decisions and what ones can fall off the calendar because you'll find that you don't have to have all of them and that that's part of that deciding what's critical and that's critical. So that's sort of from the let's say structural side from the personal side. I would really also work on creating an opportunity and I'll just throw out like we have a daily check-in on a project for 15 minutes where everybody just talks about their life.

56:24

What's going on what the weather's like what's crazy, you know, what's a virus situation in your area something personal that people that connect to our European group, maybe not to be unexpected. The one of the very first things they did when we started this a few weeks ago was virtual happy hour, so they all get together for happy hour at five o'clock. I think on Fridays and you know to share stories talk about how the work week when so it's loosening.

56:54

The it's promoting the personal connection and then really structuring the work and being really clear about your priorities.

57:04

Great. I think we have time here for one more question. We had a question come in that says are there virtual meeting management competencies that are different than face-to-face meetings. What behaviors are most important?

57:21

Good question. So I think actually they're the same and there's some really really good books about how to conduct meetings. Gee. I can't remember of a colleague of mine has written some really good ones. So if you go into all over the books on how to do a meeting at work in terms of you know, a purpose to use the old Wilson learning stuff person purpose process outcomes. You know, what do you expect?

57:47

This is why we're here this is We're going to do this is who owns what after the meeting in back and making sure whatever somebody's accountable for gets done what I find though is people get really sloppy face-to-face and don't do that. So I would you really have to do that in this virtual environment. You have to be very explicit about what's required who's accountable for what following up the make sure it gets done again. I'm doing this really fast, but I think you'll get the point if you go find some good books.

58:20

Articles on what meeting requirements are for a good meeting and and rigorously apply those to this remote environment. I think that will be helpful.

58:30

Great, I think that'll bring us to the end of our session today so we can just wrap up with a few more things. The foundation of today's webinar was based on the Matrix manager inventory. If you're interested in learning more about that, make sure to head to [www.hsn.com](http://www.hsn.com) you store.com and you can learn more information about that. You can find our contact information and you can reach out to our customer service team. They're really lovely over there.

59:00

And I want to thank you very much Jim for such a wonderful session today. Really? I think you gave a lot of good information that people can really benefit from well, thank you. And again thanks to everybody the tuned in. I appreciate it,

you know with everybody schedule and everything kind of be in for lack of a better word wackier than than normal again appreciate the time and hope this was helpful.

59:27

Yes, definitely times are a lot wackier than normal, and this webinar was sponsored by a tour DQ Consulting a team of Highly experienced Consultants. You can pull your teams together online from remote locations. Learn more at [www.hud.gov](http://www.hud.gov) you store.com Consulting and thank you Jim and thank you all for participating in today's webinar.

59:51

Thank you. Happy training. Thanks Sarah.