Mace Managing Remotely programme

Managing Performance in a Remote Environment

Mace Managing Remotely Programme

Foundations in Managing Remotely

Managing Productivity and Engagement within a Remote Environment

Managing Performance in a Remote Environment

Our agenda today

CHALLENGES

SETTING EXPECTATIONS & GATHERING EVIDENCE

COMMUNICATION UNDER PRESSURE

TIPS AND TECHNIQUES

What do we have challenging conversations about?

How is it more challenging in a remote environment?

- Can’t see people working
- Can’t hear them on calls to clients, colleagues
- Checking in, rather than checking up – avoid micro managing

How can we draw the conversation to a close to avoid the ‘hard stop’ of the virtual call?

Please write your answers in the chat

Ending intentionally

- Think about how you are going to end
- Be intentional about the end
- Reiterating the points
- Summarising the good
- Deliberately move back into the personal contact, eg ‘What are your plans for the w/e?’
- The end of the virtual call is a ‘hard stop’

Ending intentionally

How much do we do these things?

- Think about how you are going to end
- Be intentional about the end
- Reiterating the points
- Summarising the good
- Deliberately move back into the personal contact, eg ‘What are your plans for the w/e?’
- The end of the virtual call is a ‘hard stop’

What do we have difficult conversations about?

- Communication
- Personalities
- Missed deadlines
- Poor quality of work
- Pressure
- Expectations
- Conflicting goals
- Differing values
- Poor attitudes & behaviours
- Differing perspectives

Our challenges

- It’s out of our comfort zone
- I hate confrontation
- It’s much harder when working remotely
- I get too emotional
- I will upset them
- It will affect the team atmosphere
- I find it stressful
- The relationship will be awkward
- They should know they’re being unacceptable
- It might impact on others
- It isn’t my job, my manager should do it
- It’s easier not to

The consequences

- **Avoiding the conversation**
- Small issues become big ones
- Resentment, anger, hurt grows
- Impacts on others
- Relationships may suffer
- Your reputation
- Reduced performance

©2020 Cambridge Executive Development Ltd

The consequences

Avoiding the conversation

- Small issues become big ones
- Resentment, anger, hurt grows
- Impacts on others
- Relationships may suffer
- Your reputation
- Reduced performance

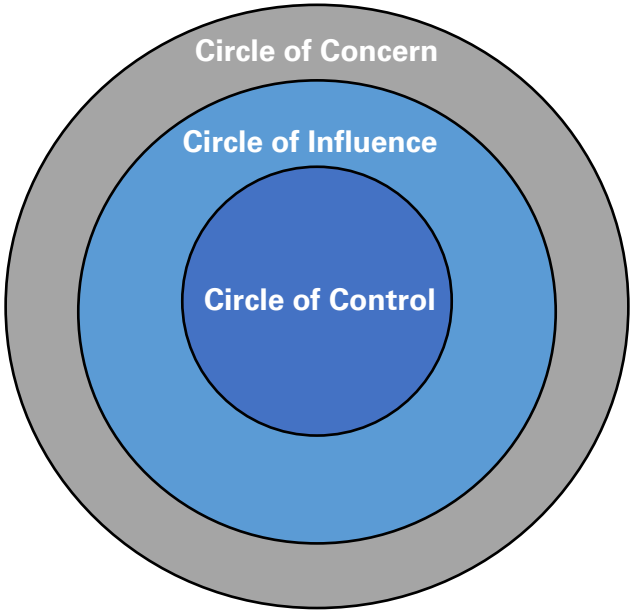
Having the conversation

- Improved relationship
- Improved Emotional Intelligence
- Increased respect & dignity
- More confidence
- Respect from others
- Your reputation
- Improved performance

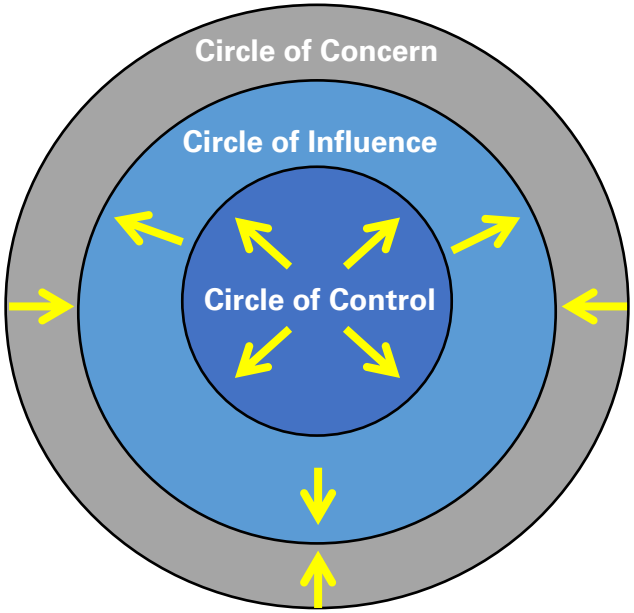
©2020 Cambridge Executive Development Ltd

Circles and lines

Circle of Control



Circle of Control



We're aiming to:

- Widen our circle of control
- Widen our circle of influence and
- Decrease the circle of concern

OAR | BED

- Ownership
- Accountability
- Responsibility

- Blame
- Excuses
- Denial

Our agenda today

CHALLENGES

SETTING EXPECTATIONS & GATHERING EVIDENCE

COMMUNICATION UNDER PRESSURE

TIPS AND TECHNIQUES

Performance management conversations normally fall into the categories of:

- Compliance
- Performance
- Attitude
- All harder to manage when working remotely, particularly performance and attitude

Expectations & Evidence

Setting expectations

How do your staff know what's expected of them in terms of:

- Compliance?

Setting expectations

How do your staff know what's expected of them in terms of:

- Compliance?
- Performance?

What are our expectations when we ask someone to ‘clear the kitchen?’

SMART tasks / instructions

Specific - states what needs to be done and the desired outcome. What needs to be achieved?

Measurable - how will the manager / colleague / employee know when the task / instruction has been achieved to the required standard? What does 'do it to a high standard' mean?

Achievable / Agreed - is the employee is capable of achieving this? Have they the experience / training / support to complete it successfully?

Relevant – is it relevant to the person / department / business?

Time-bound - when do the tasks / instructions need to be completed by?

Reflection

How SMART are the instructions you give your team / colleagues?

What about consequences?

Managing performance

Quiet word – x2-3

Performance Improvement Plan (PIP)

Formal performance management process (supported by HR)

How do we gather evidence when working remotely?

Please write your answers in the chat

How do we keep up the momentum on performance (for ourselves and our team) when working remotely?

What about attitude?

- Tackling someone's attitude can be very hard
- People get defensive – ping pong conversations
- In short-term we are unlikely to change attitude
- Identify the behaviour you'd like them to change
- To do this we need evidence
- Feedback about 'attitude' using 'evidence of their behaviour'

Behaviours for success – how to use the framework

ADMINISTRATOR	ASSISTANT	ASST MANAGER	MANAGER	SENIOR MANAGER	ASSOCIATE DIRECTOR	OPERATIONS DIRECTOR	DIRECTOR	GROUP BOARD
LEADS SELF			LEADS TEAM OR OTHERS			LEADS LEADERS		LEADS BUSINESS

Personal effectiveness
Takes responsibility for their actions, leads by example and acts in an ethical, legal and responsible way. Is self aware and makes the most of their talents, skills and resourcefulness.

Plans and organises
Sets SMART objectives and efficiently manages resources and tasks.

Collaborates and networks
Collaborates well with internal and external stakeholders, building trusting and respectful relationships.

Solves problems
Takes ownership to identify, solve and overcome challenges.

Adapts and responds to change
Adapts and reacts well to changing priorities and requirements.

Delivers results and exceeds clients' expectations
Focuses on client satisfaction and delivers service excellence for external and internal clients.

Values sustainability and social responsibility
Makes responsible choices that have a positive environmental impact.

Acts inclusively
Treats all people with respect in a fair and consistent manner.

+

Leads and supervises
Leads others effectively, gives clear direction, coaches and supports others to reach their full potential.

Persuades and influences
Persuades and influences others successfully towards a desired course of action.

Creates and innovates
Demonstrates a better perspective and explores innovative approaches in pursuit of a better way. Utilises new technology and helps others to adapt.

Presents and communicates
Presents clearly and communicates effectively, in a confident manner, with their audience in mind.

+

Demonstrates entrepreneurial and commercial thinking
Understands how the business operates and proactively searches for opportunities.

+

Formulates strategies and concepts
Thinks and acts strategically, always with Mace in mind. Drives organisational change for the benefit of the business and its people.

Safety first
going home safe and well

Client focus
deliver on our promise

Create opportunity
for our people to excel

Integrity
always do the right thing

Our values permeate through everything we do, guiding our behaviours.
They are the gateway to our **Behaviours for Success** at Mace.

Managing attitude - use evidence of behaviour to avoid ‘ping pong’ conversations

Attitude	Behaviour we’d like them to change
You’re not a team player	In our recent team meeting I asked for volunteers to take on the additional tasks we’ve been given. Everyone in the team offered to do something apart from you.
You’re aggressive	In last week’s team call you cut off Mike twice even through he clearly hadn’t finished talking and you told Sue her idea was ‘stupid and incorrect’.

Personal reflection

- Think of an example of poor attitude of someone in your team.
- What EVIDENCE do you have of the BEHAVIOUR you'd like them to change?
- The more specific we can be, the better. If you can put a date / time on it it's getting specific.
- Eg if you think someone is a poor team player, evidence could be: 'Last week everyone in the team took on an additional task to cover Tony's absence, except you. Your workload was no higher than anyone else's.'
- Ensure you're not swapping one attitude for another, eg changing 'you're aggressive' to 'you're confrontational'.
- Ensure you can't play ping pong!

EEC Technique

- **E**xample – provide an example of the performance
- **E**ffect – what was the effect / impact of this on the business / customers / stakeholders / colleagues etc?
- **C**hange / **C**ontinue
  - What you would like them to change or continue to do OR
  - How can they change?

Example Provide an example of what they did. Be specific.	Effect What was the effect of this on the business / clients / colleagues etc?	Change / Continue Would you like them to continue with OR to change?
The way you use your own initiative to solve problems is excellent. Last week you took time to understand the client's issue, spoke with Jan and Andy to find out how it had been caused and together came up with a solution.	The client was very impressed by the speedy and effective resolution. I was delighted because you worked together, on your own to achieve this successfully.	Continue with this great approach and attitude!
You had a very positive response about piloting the new system. When asked for volunteers you willingly stepped up saying 'I'll give it a go'.	It sets a good example to other team members. It's also essential to help us pilot the new system and ultimately improve the system that is finally produced and rolled out.	Do continue with this willing and positive attitude.
In last week's team call you cut off Mike twice even through he clearly hadn't finished talking and you told Sue her idea was 'stupid and incorrect'.	This caused an awkward atmosphere in the meeting and is not behaviour we encourage at Mace.	What led to you saying these things? What's causing this frustration?
You've been logging on late recently. You're due to be ready to start by 9am, and it was 9.15 today, 9.20 yesterday and 9.15 on Monday.	Customers are waiting for you to answer their calls, which leads to a backlog from the start of the day.	You used to log in on time. What's led to this change. OR You need to ensure you're logged on and ready to go by 9am.

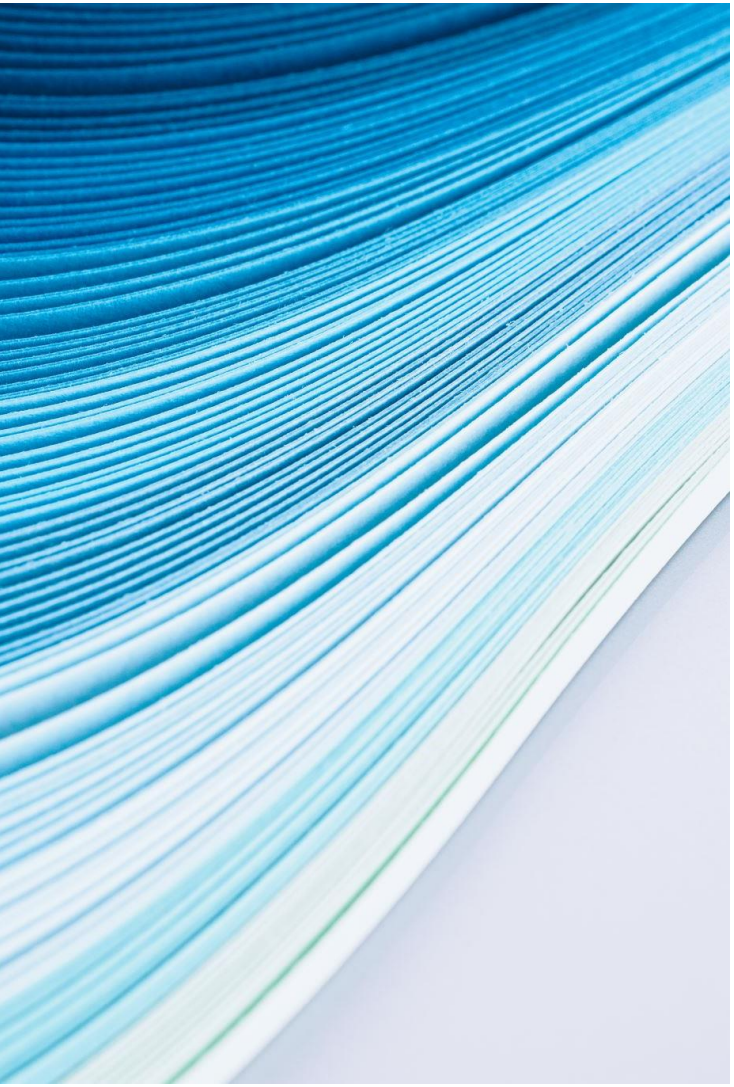
Our agenda today

CHALLENGES

SETTING EXPECTATIONS & GATHERING EVIDENCE

COMMUNICATION UNDER PRESSURE

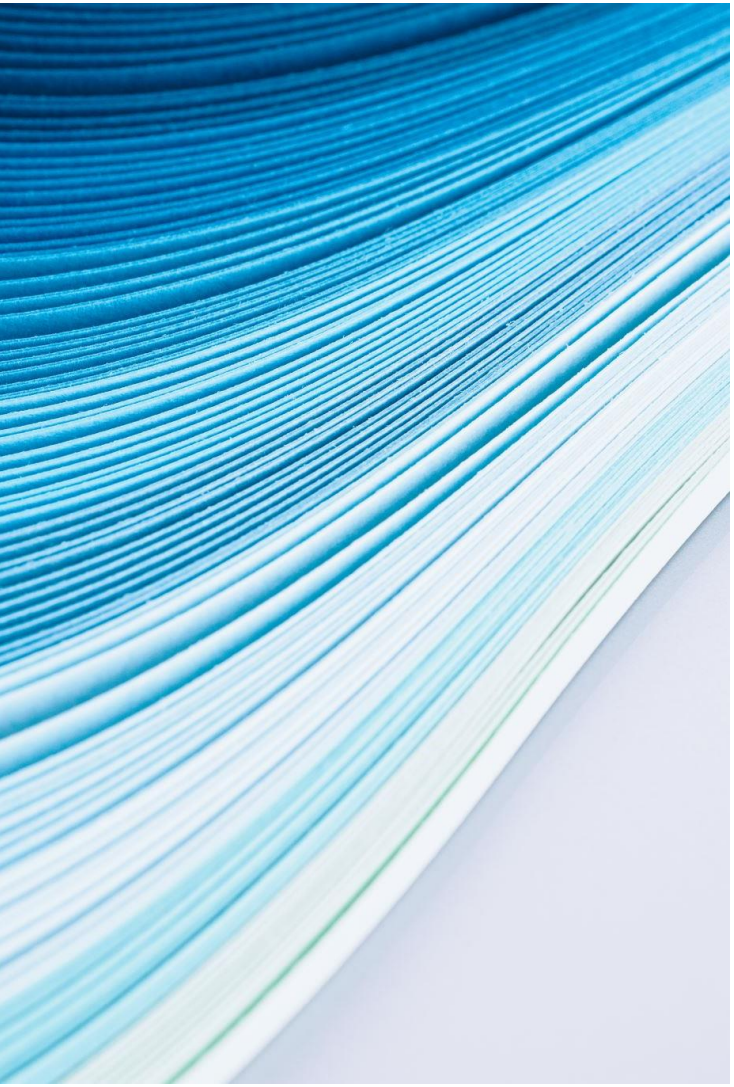
TIPS AND TECHNIQUES



Mehrabian’s Communication Theory

Face to face communication is understood by:

- Words
- Voice tone
- Body language



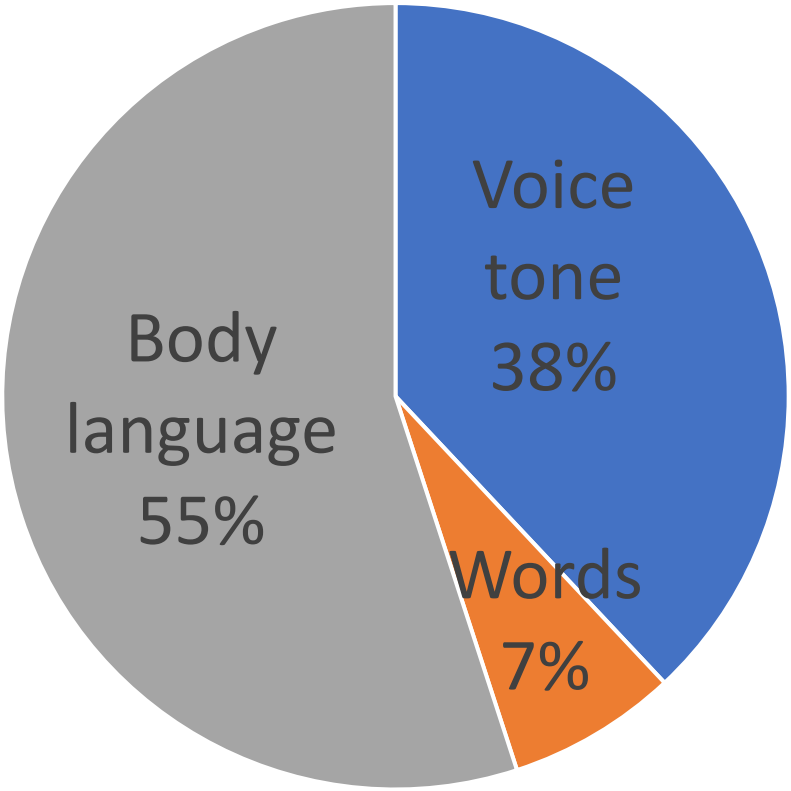
Mehrabian’s Communication Theory

Face to face communication is understood by:

- Words
- Voice tone
- Body language

- PLEASE COMPLETE THE POLL

Mehrabian's communication theory



Activity

- What presses your buttons when you are having a performance-related or challenging conversation?
- How does it show? What do others see and hear when you're working virtually?

- ***Please write these questions down, or take a picture of them, to discuss in your breakout rooms***

‘We judge ourselves by our intention, others judge us by our behaviour’

Activity

- What parts of the YouTube clip resonated with you?
- What are your control or coping mechanisms to manage your emotional response under pressure? (If you haven't yet got any, that's fine too!)

- Please write these questions down, or take a picture of them to discuss in your Breakout rooms

Our agenda today

CHALLENGES

SETTING EXPECTATIONS & GATHERING EVIDENCE

COMMUNICATION UNDER PRESSURE

TIPS AND TECHNIQUES

How can we manage our emotional response under pressure?

Please write your answers in the chat

How can we manage our emotional response under pressure?

- Count to 10
- Pause / take a drink
- Ask them open questions
- Breathe

- Trying to enable us / them to access the ‘thinking’ part of the brain (neocortex) rather than ‘feeling’ parts of our brain (amygdala)

Low and slow breathing

Emotional intelligence (EI)

Emotional Intelligence Domains and Competencies

SELF-AWARENESS	SELF-MANAGEMENT	SOCIAL AWARENESS	RELATIONSHIP MANAGEMENT
Emotional self-awareness	Emotional self-control	Empathy	Influence
	Adaptability		Coach and mentor
	Achievement orientation	Organizational awareness	Conflict management
	Positive outlook		Teamwork
			Inspirational leadership

SOURCE MORE THAN SOUND, LLC, 2017

© HBR.ORG

Tips for voice, body language and composure

Keep your head up

Make eye contact but don't stare

Pay attention to posture
- Straight back
- Shoulders square

Avoid blockers such as crossing your arms

Don't fidget

Voice
- Well paced, speak slightly slower than usual
- Firm and calm
- Pauses create impact and communicate confidence

Anxiety is communicated if you:
- Over talk it
- Apologise before you speak
- Fidget
- Have happy feet
- Use fillers such as 'um' and 'like'

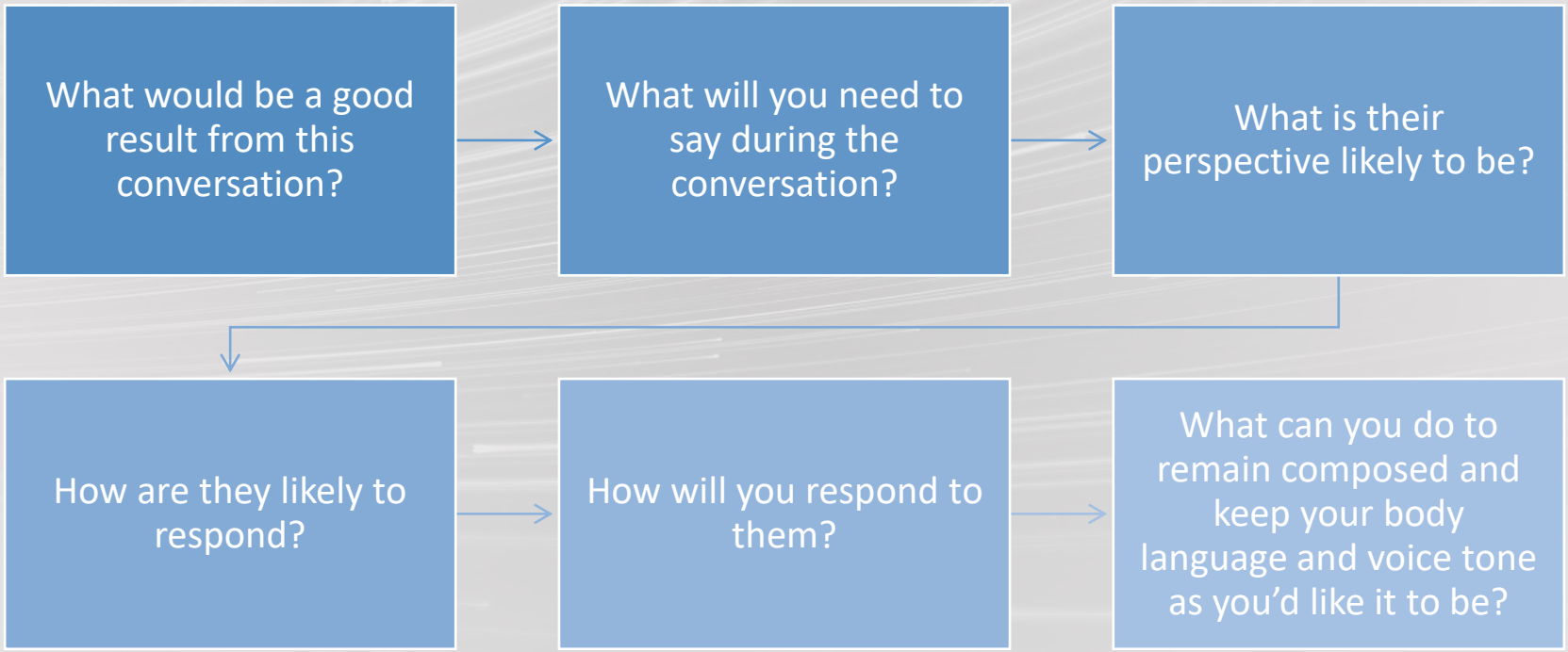
Body language may not be seen on virtual calls, but does have a big impact on how we feel, and therefore our tone.

‘It takes more than one sit-up to make a six pack’

Novak Djokovic

©2020 Cambridge Executive Development Ltd

Proforma - Preparing for your own difficult conversation



Our agenda today

CHALLENGES

SETTING EXPECTATIONS & GATHERING EVIDENCE

COMMUNICATION UNDER PRESSURE

TIPS AND TECHNIQUES

Key
take-aways

Mace Managing Remotely Programme

- Foundations in Managing Remotely
- Managing Productivity and Engagement within a Remote Environment
- Managing Performance in a Remote Environment

Thank you