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The Learning Team

The Kitbag

Module 2

Leading a remote team

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Leading a remote team

How are you doing?

The Kitbag

A 15-month programme for new and upcoming Leaders with responsibility for direct and non-direct teams

Module 2: Leading a remote team

Building the fundamental skills to effectively lead and motivate remote teams whilst delivering results

Getting ready

Personal Profile Analysis
Identify strengths and development areas

Setting objectives

Engaging my line manager

Module 1

Face-to-face
2 days

Confident communication

Role of the leader

Everyday coaching

Effective collaboration

Resilience for results
Grahame Robb Associates

Introduction to peer coaching

Learning into action

Module 2

Virtual
90 minutes

Leading a remote team

Learning into action

Module 3

Virtual
90 minutes

Exceptional 121s

Peer coaching

Module 4

Virtual
90 minutes

Building great teams
WD Recruitment Team

Learning into action

Module 5

Virtual
90 minutes

Direction and delegation

Peer coaching

Module 6

Virtual
90 minutes

The mind of the leader

Learning into action

Module 7

Virtual
90 minutes

Leading through change
Dr Rachel Morris

Peer coaching

Module 8

Face-to-face
2 days

Serve to lead

The empowering leader

Building trust

Recognition and motivation

Feedback culture

Peer coaching review

Learning into action

Keeping up the momentum

Reflections

360 feedback
Further your self-awareness and identify development areas

Post-course objectives

Optional Strategy course

On-demand resources via MyLearning

The Kitbag Community

Tailored and on-demand resources and opportunities to learn from each other throughout the programme

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Leading a remote team

- **A great virtual leader**
- **Communication**
  - Keeping everyone up to date and understanding each other
- **Creating a sense of belonging**
  - Building team spirit, trust and acting as a team instead of being a group of individuals
- **Managing performance remotely**
- **Wellbeing**
  - Looking after yourself so you can work at your best and look out for others
- **Learning into action**

What are your objectives for module 2?

Leading a remote team

Working effectively

What does an effective team look like?

What will people be doing?

Forming	• Initial excitement • Low communication • Unclear goals • High dependence on leader
Storming	• Uncertainty over goals • Communication issues • Emotional reactions • High degree of debate and challenge
Norming	• Established routines and processes • Clear roles and responsibilities • Consistent approach
Performing	• Full responsibility for tasks and behaviours • High degree of autonomy • Empowered to make decisions

Leading a remote team

A great remote leader

What does a great remote leader look like?

How would they be behaving?

How will they make people feel?

Leading a remote team

Getting communication right

What are your top tips for communicating with a remote team?

- Get the balance right
  - Agree regular check-ins
  - Don’t just talk about work!
- Amplify the signal
  - Be clear and specific about everything you say
  - Make sure you are heard and understood
- Keep your head in the game – no multi tasking!
- Give everyone a voice
- Respond promptly
- Delayed feedback
- Active Listening
- Virtual body language

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Leading a remote team

Creating belonging

How a group of individuals can become a high-performing team

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*"I remind myself every morning: Nothing I say this day will teach me anything. So **if I'm going to learn, I must do it by listening**."*

Larry King

Leading a remote team

Creating a sense of **belonging**

Attention

- Focus on the conversation – no multi-tasking!

Amplify

- Be clear and specific about everything you say
- Make sure you are heard and understood

Authentic

- Allow time for genuine check-in's and **actively listen** with the intent to understand

Awareness

- Be aware of who you are relying on and who you might be inadvertently excluding

Creating belonging

Balancing attention

"Trust is a feeling you create, not an action you deliver."

Nelson Mandela

Creating belonging

Building trust and being transparent

Who do you trust and why?

Who don't you trust and why?

How can you build trust in your team?

- Sharing knowledge
- Doing what you say you'll do
- Being open with others
- Showing a **genuine** interest in others

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Leading a remote team

Managing performance remotely

How can you manage the performance of your team remotely?

Managing performance remotely

The illusion of attention

Managing performance remotely

The power of noticing

How can you notice more when you are working remotely?

What you see is *not* all there is

- **Pay attention** to what someone is doing well and what could be improved
- **Be curious**
- Ask lots of **open questions**
- Say what you see **without evaluating**

Managing performance

Accountability ladder

Where do you stand?
Where does your team stand?
How can you help people move up the ladder?

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Leading a remote team

Wellbeing

Looking after yourself so you can work at your best and look out for others too

Wellbeing

Looking after yourself: Top tips

- Let go of perfection
- Unplug
- Eat well and exercise
- Reduce distractions
- Tackle task uncertainty
- Start small and build from there

"The difference between successful people and very successful people is that very successful people say no to almost everything."

Warren Buffet

Wellbeing

Saying 'no' in the right way

Most of us are overcommitted. This happens due to 2 main reasons:

- We're unrealistic about how much time a task or project will take
- We blindly accept requests from others, especially from those with a real or perceived power over us.

Say it!

- Be assertive and courteous
- Short and simple
- Prioritise your needs
- Suggest an alternative

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Learning into action

What actions will you take away from today?

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Learning into Action

Why is it difficult?

- Learning new skills or changing old habits and behaviours can be tough. It takes **time, commitment and practice** to make it stick.
- You will also need support from your Line Manager to keep up the momentum and make the most of what you have learnt.

If new information and learning isn't applied, **we'll forget 75% of it after just six days**.

The Forgetting Curve, Hermann Ebbinghaus

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Learning into action

Knowing-Doing gap

"The greatest gap in the world is the gap between knowing and doing"

John Maxwell

Learning into action

What are the challenges?

What’s stopping us applying the skills we have learnt?

What can you do to tackle the challenges?

"The secret of getting ahead is getting started."
Mark Twain

Learning into action

Closing the 'knowing-doing' gap

- Be patient
- Mindset, mindset, mindset
- Understand the why
- Keep it simple
- Face the fear
- Lose the perfectionist tag
- Define your measures of success

Learning into action

Available support

Each other

- Peer Coaching and Microsoft teams. Talk to each other, ask questions, support, guide and learn from each other.
- Share what you are doing. If you're stuck, ask what others are doing.
- Hold each other to account.

Line Manager

- Regular 1:1 conversations. Support with progress and setting targets
- Get regular feedback on progress and performance
- Provide opportunities to put the skills into practice

Learning Team

- A range of tools and techniques over the eight modules for you to apply back at work.
- Identifying resources to support you in meeting your development needs.
- Guidance and support throughout the programme.

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The mind of the leader

Peer Coaching

2 mins

'Creating belonging'

+

8 mins

Ask questions, share knowledge and discuss ideas

"We are what we repeatedly do. Excellence, then, is not an act but a habit."

Will Durrant

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"We are what we repeatedly do. Excellence, then, is not an act but a habit."

Aristotle

Learning into action

Learning on-demand

Build the skills you need when you need them

Learning happens every day

Keep up the momentum and carry on learning **anytime, anyplace** and **anywhere** with the hundreds of resources available on MyLearning

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What’s next?

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Module 3

Exceptional 121s

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"In any given moment we have two options: to step forward into growth or to step back into safety."

-Abraham Maslow