

LEADERSHIP IQ

Mark Murphy, Chairman & CEO

**THE SCIENCE OF MANAGING
REMOTE EMPLOYEES**

DOWNLOADABLE RESOURCES

2

Slides:

LEADERSHIP IQ

JOIN WEBINAR

Join us on Tuesday, Sep 18, 2012 12:00 PM - 1:00 PM EDT

Dear Kim,

Thank you for registering for:

Speak the Truth Without Making People Angry
Tuesday, Sep 18, 2012 12:00 PM - 1:00 PM EDT

1. Click here to join:

<https://www1.gotomeeting.com/join/681027312/106529318>

This link should not be shared with others; it is unique to you.

2. You will be connected to audio using your computer's microphone and speakers (VoIP). A headset is recommended.

Or, you may select Use Telephone after joining the Webinar.

Toll-free: 1 877 739 5903

– OR –

Toll: +1 (909) 259-0034

Access Code: 487-802-838

Audio PIN: Shown after joining the Webinar

Webinar ID: 681-027-312

YOU'LL WANT TO READ THIS:

You will receive the slides that accompany this webinar on September 17, 2012 in a reminder email.

- Please direct any questions to Sarah at sarah@leadershipiq.com or call 1-800-814-7859

System Requirements

PC-based attendees
Required: Windows® 7, Vista, XP or 2003 Server

Macintosh®-based attendees
Required: Mac OS® X 10.5 or newer

Talking Points:



Why we care: Keeping tough conversations free from emotional distraction allows people to listen, take accountability and respond with the desired behavioral changes. Take the four-question Speak the Truth quiz (found in the webinar slides) to determine how successful you are at Speaking the Truth without Making People Angry.

Avoid:

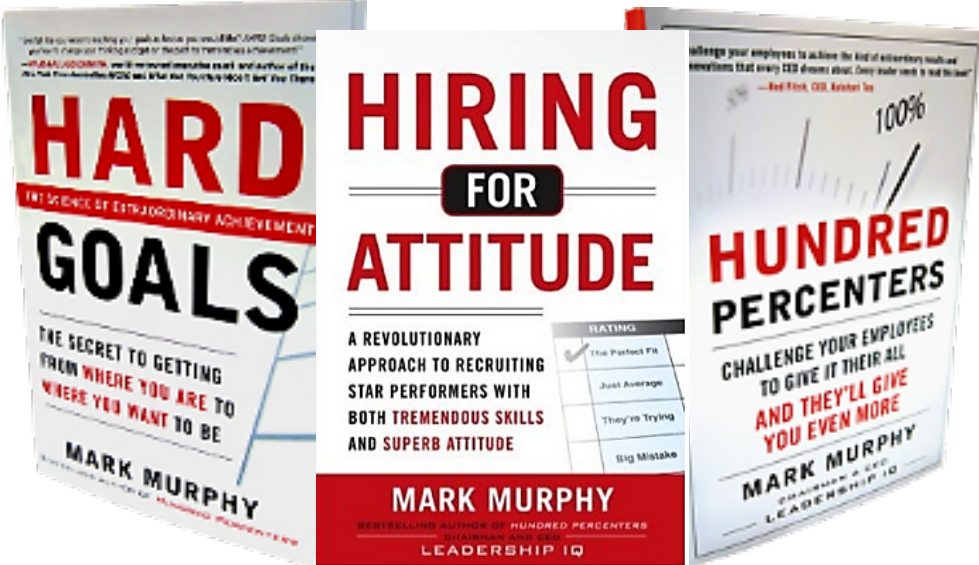
- Conversations that are attacking, pleading, disintegrating, shirking, soft pedaling, or that include "compliment sandwiches" (a criticism sandwiched between two compliments).
- "Trigger words" that instantly make people defensive ("you" language that attacks, adverbs and absolutes that exaggerate the facts, and negations and negative emotions).
- Interpretations ("Sally ignores everything I say"), emotional Reactions ("I'm really irritated at Sally"), and desired Ends ("Everything Sally writes has to be edited"). The F.I.R.E. model eliminates the IRE and keeps conversations focused on the Facts.

Instead: stick to fact-based communications that are candid, objective, specific, timely and unemotional ("Yesterday there were two typos in Sally's memo") by using one of three scripts:

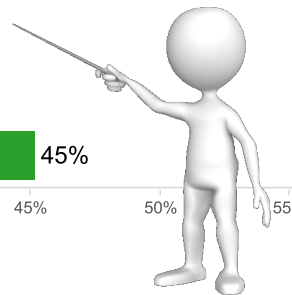
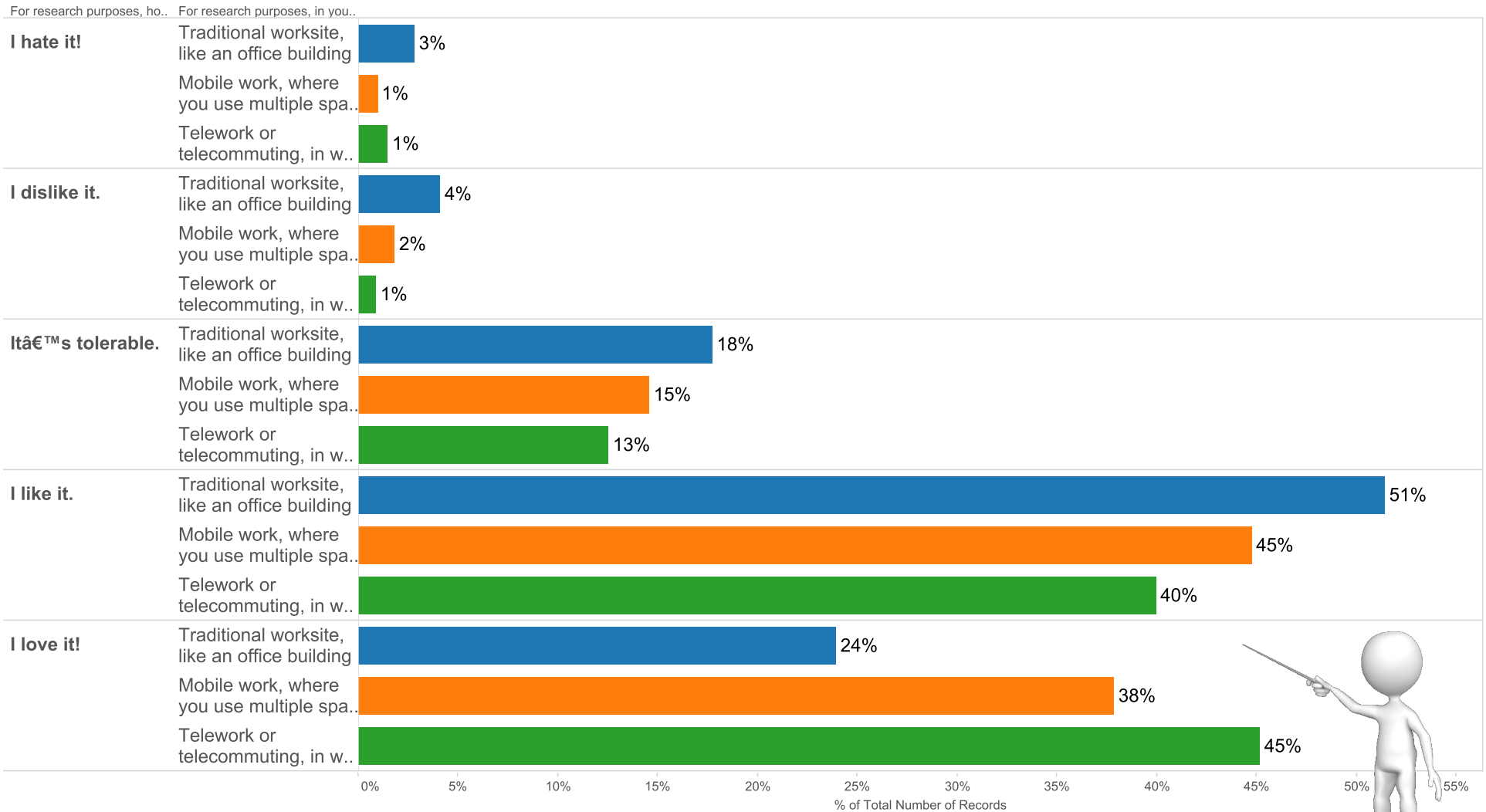
I.D.E.A.L.S.: the foundation script used in most tough conversations with employees who have moderate self awareness, this conversation (which takes seconds to have) focuses on the facts, establishes accountability, and quickly moves on to finding solutions:

| |
|---|
| Step 1: Invite them to partner: "Would you be willing to have a conversation with me about (insert the facts)?" |
| Step 2: Disarm yourself: "I'd like to review the situation to make sure I'm on the same page as you." |
| Step 3: Eliminate blame: "And if we have different perspectives, we can discuss those and develop a plan for moving forward." |
| Step 4: Affirm their choices: "Does that sound OK? I can talk now, or if necessary, I have time later today." |
| Step 5: List corrective feedback: list the facts and then listen to determine whether or not they've made a corrective leap. |
| Step 6: Synchronize your understanding: "Tell me how you think we can work together to build on this and make things even more effective next time." |

EVERYTHING BASED ON RESEARCH



HOW DO YOU FEEL ABOUT YOUR JOB?



LEADERSHIP IQ



SYSTEM FOR MANAGING
REMOTE WORKERS

GOOD PERSONALITIES FOR EMPLOYEES

6

Works well

Connecters

Proactive

Problem solvers

Problematic

Very quiet

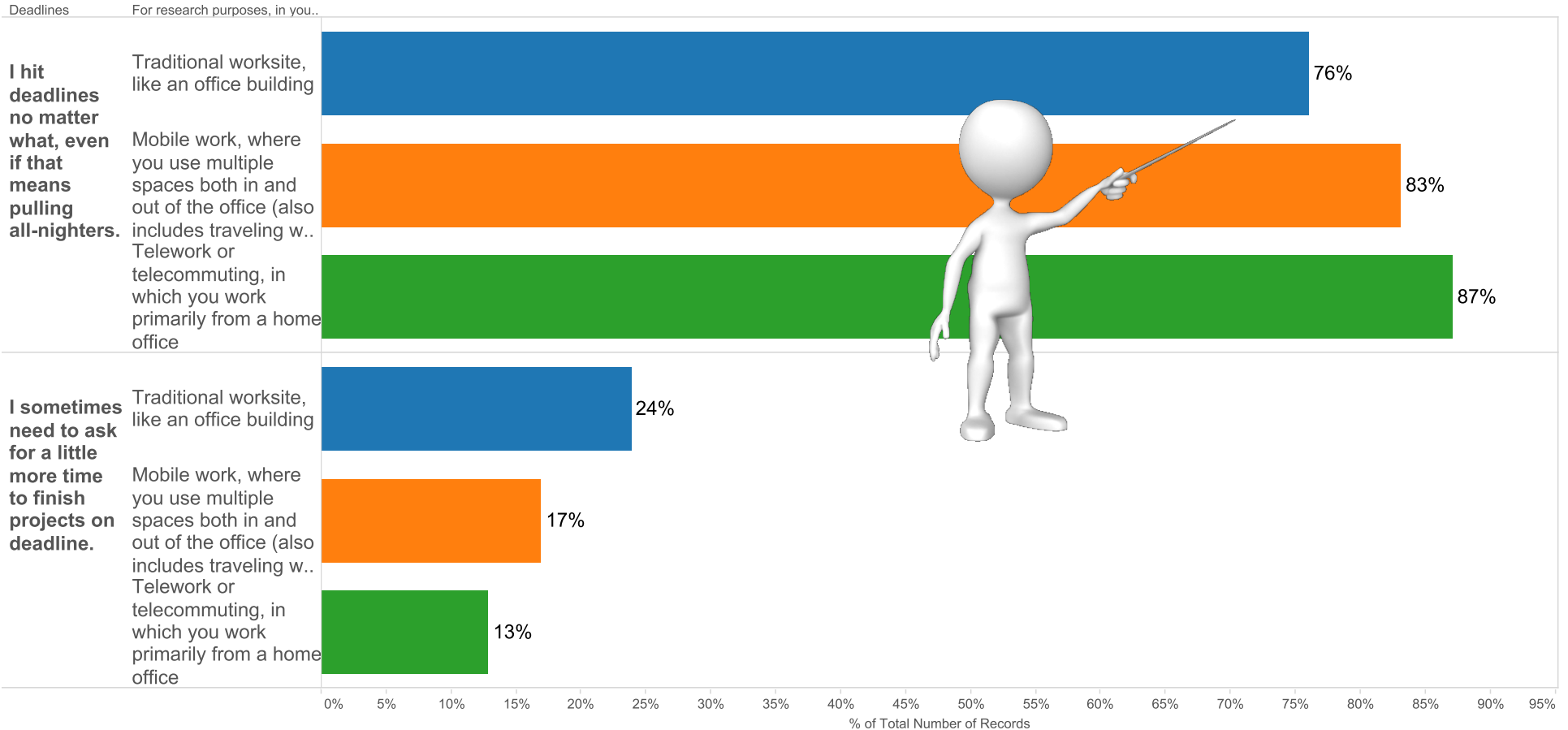
Loners

Passive-aggressive

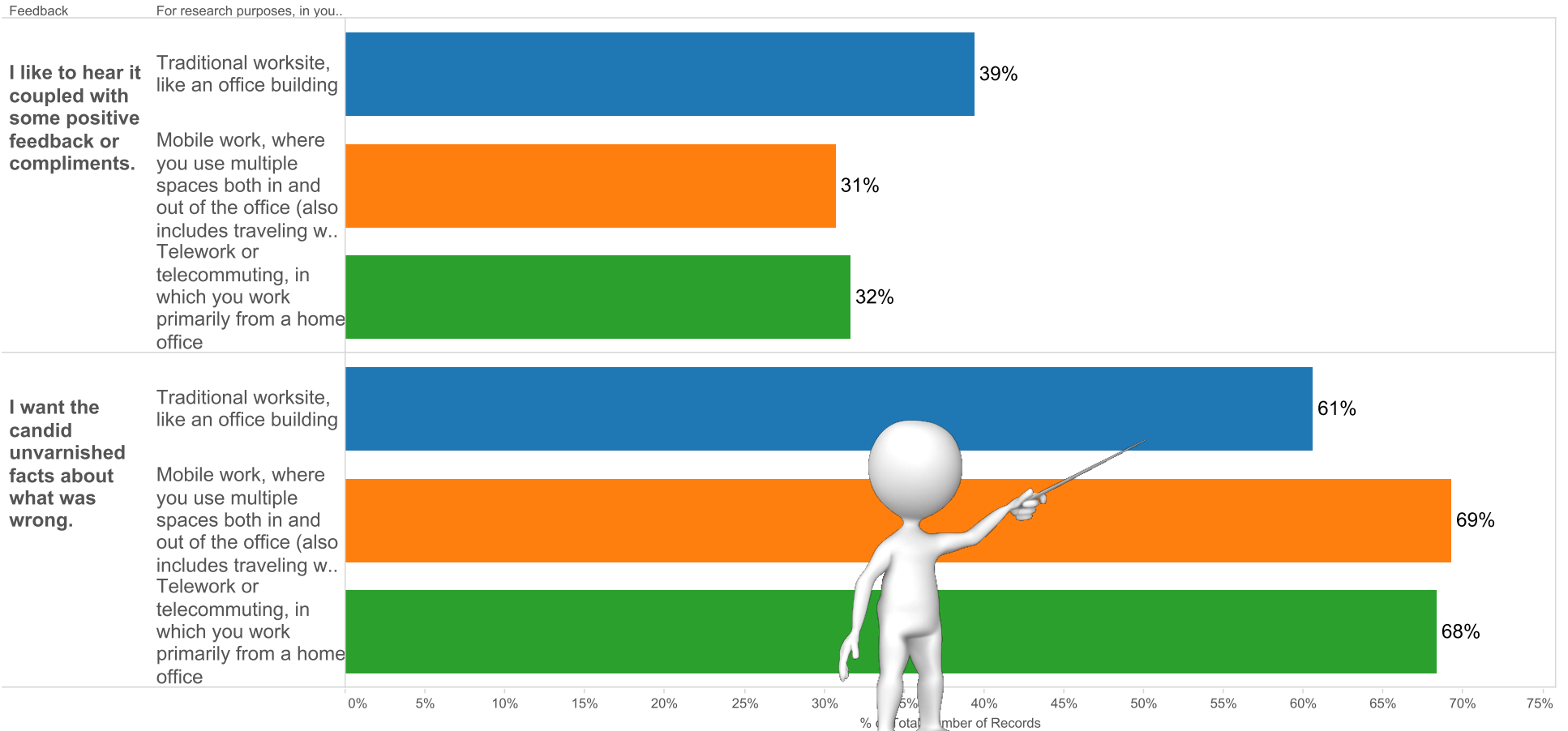
Ruminators

Task completion, not neatness, is your predictor

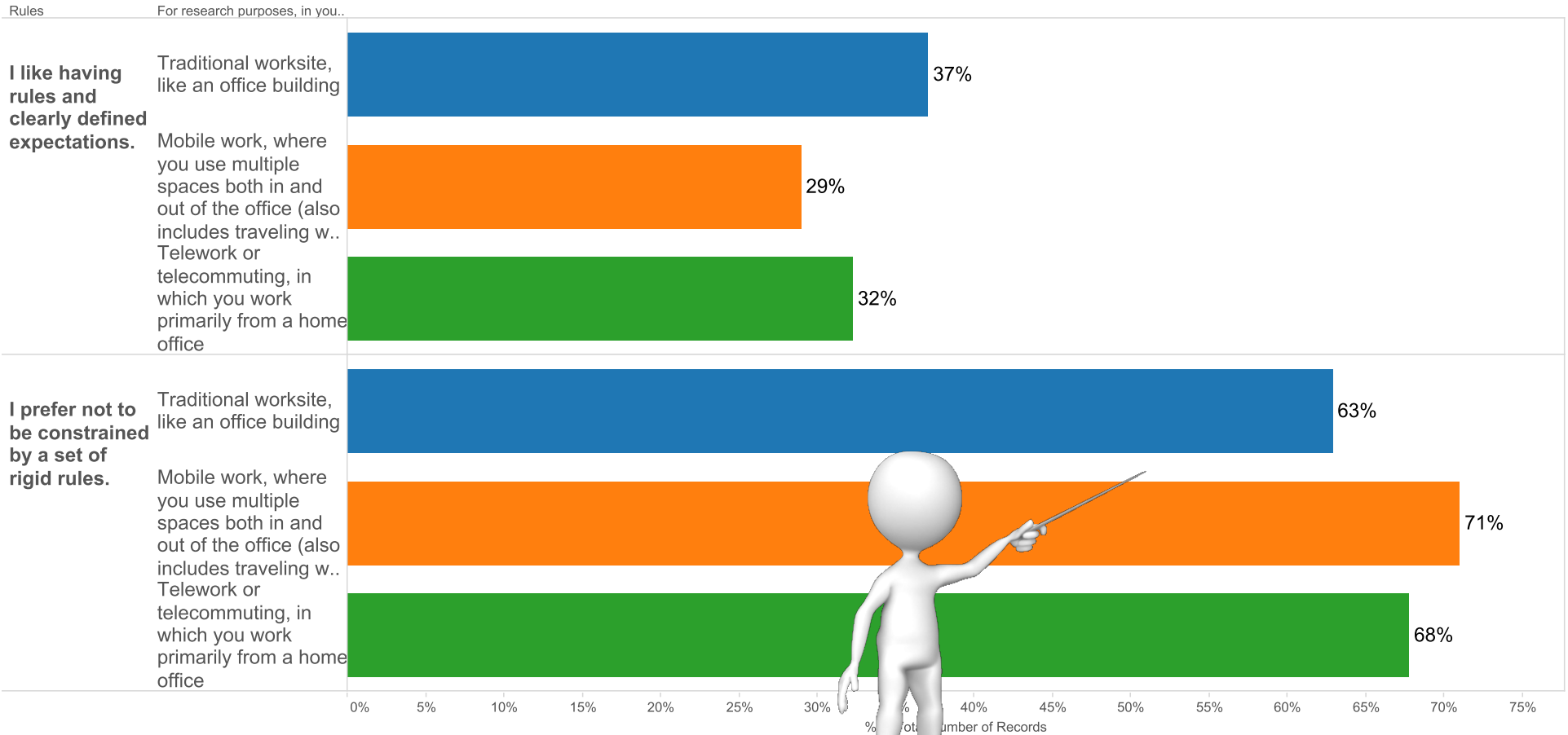
PEOPLE WHO LOVE THEIR JOB & DEADLINES



PEOPLE WHO LOVE THEIR JOB & FEEDBACK



PEOPLE WHO LOVE THEIR JOB & RULES

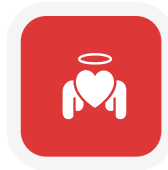


GOOD PERSONALITIES FOR LEADERS

10



Indefatigable



Company Evangelists



Encouraging



Approachable



Constructive



Leadership 2.0

GOOD PERSONALITIES FOR LEADERS

11



Indefatigable

Long hours are required (9-5ers don't cut it here)



Company Evangelists

Your culture will be strained in remote situations, so you need extra strong believers



Encouraging

Defeatism travels more strongly in cyberspace, so you need people who see opportunities in every challenge

GOOD PERSONALITIES FOR LEADERS

12



Approachable

- Do you feel like you can come to me with a problem?
- What's getting in your way?
- What roadblocks are you facing?
- Never ask "how's it going?"**



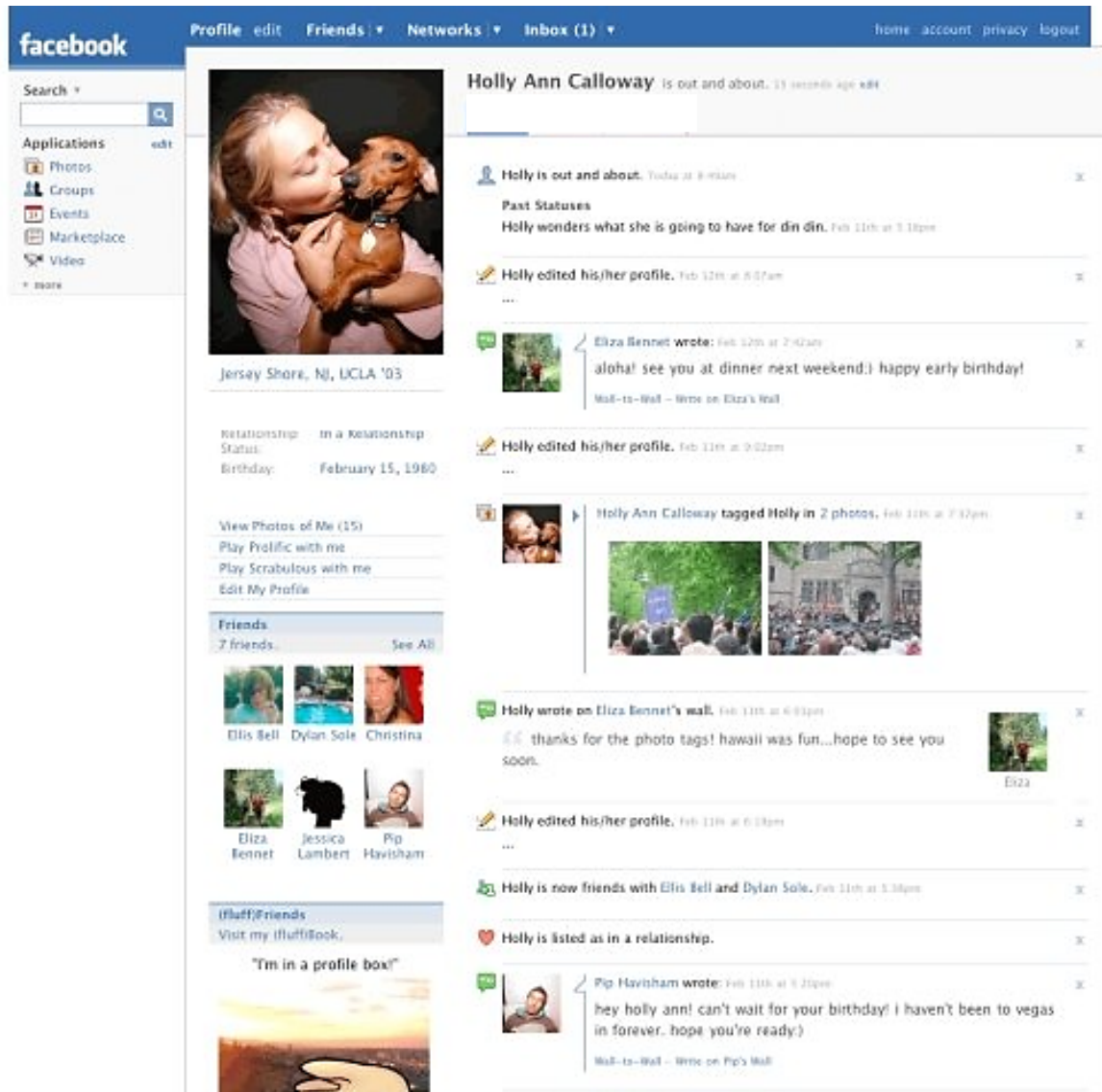
Constructive

- Solve the problem first, (not the time for blame)
- No upside to emotional blame
- Upside to tracking and managing performance (but that's unemotional, it's just fact)



GOOD PERSONALITIES FOR LEADERS

13



Leadership 2.0

- Frequent
- Authentic
- Exchange

WILL I BE FORGOTTEN & WITHER AWAY?



KEEP PEOPLE CONNECTED & GROWING

15

Goals

What things would you like to get better at this month?



Realized

What's something that you're better at now than you were last month?



Highpoint

What was your professional highpoint this month?



Lowpoint

What was your professional low point this month?



CELEBRATING SUCCESS

16



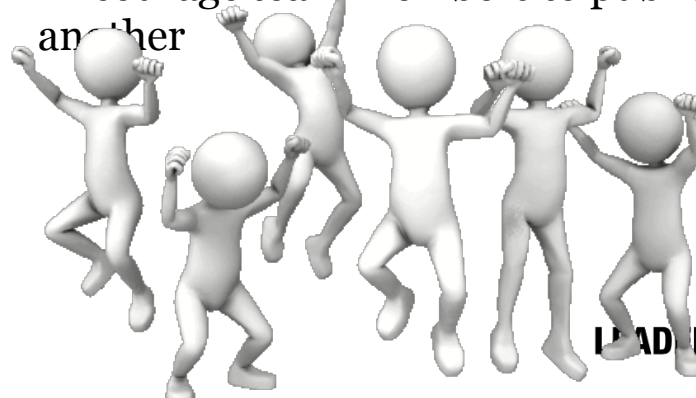
Direct

- Have higher level managers send congratulatory email
- Post praise on the team website or send handwritten notes
- Leave congratulatory voicemail



Widespread

- Dedicate part of regular team meeting to employee recognition
- Host celebrations via videoconferencing
- Give employees visibility with other managers through email
- Rotate responsibilities for organizing some type of virtual celebration
- Encourage team members to publicly praise one another



GIVING POSITIVE REINFORCEMENT

“

“Great job on that report.”



“The way you got that report done ahead of schedule means a lot to me and the extra data analyses were really creative.”

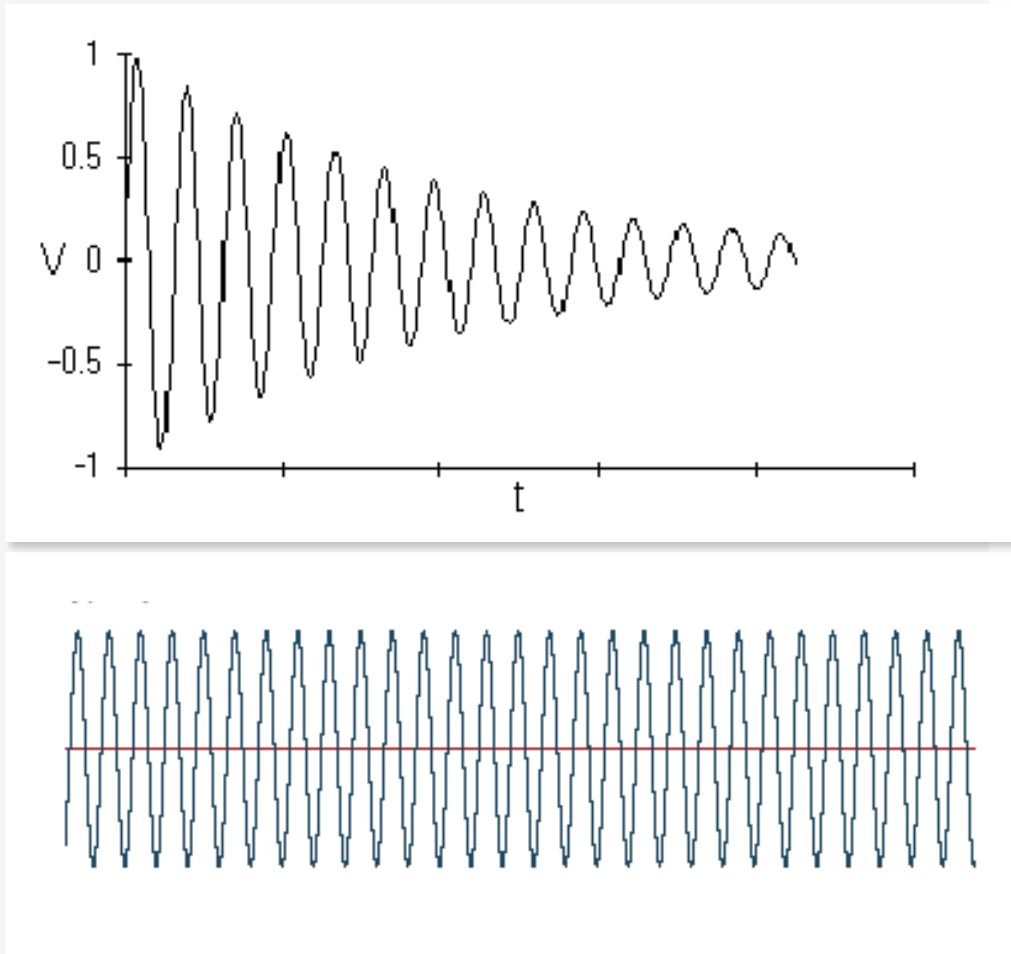
LEADERSHIP IQ



SYSTEM FOR MANAGING
REMOTE WORKERS

ATTENUATION KILLS ALIGNMENT

19



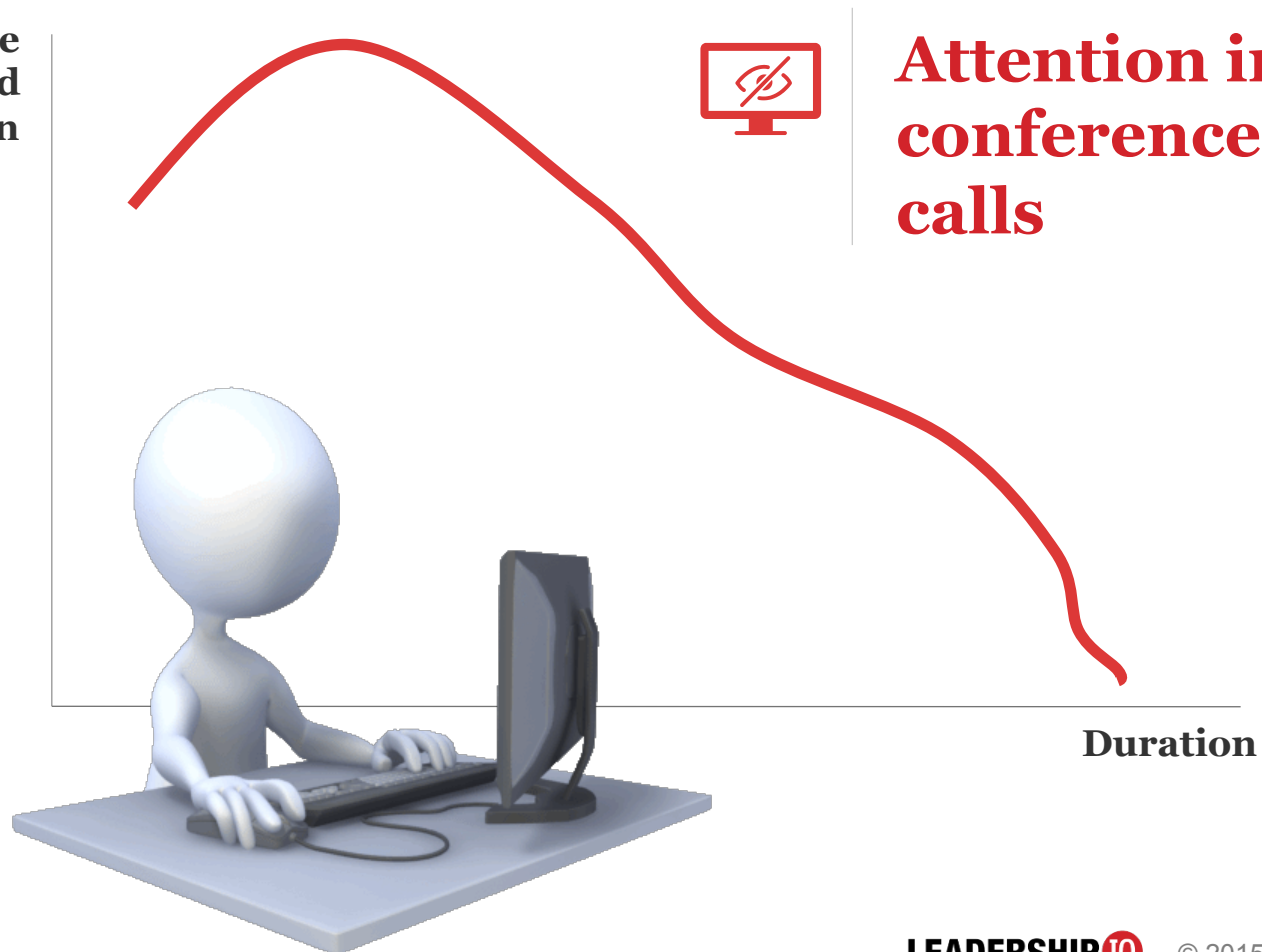
Focus



Frequency

FOCUS ON THE IMPORTANT

**Productive
Energy and
Attention**



FOCUS ON AN OBJECTIVE



90%+ of meetings fail to produce an identifiable achievement

When meeting participants were asked ***“Did this meeting accomplish its original objective?”*** the most common answer was ***“I have no idea”***

FOCUS ON AN OBJECTIVE

22



Statement of Achievement

As a result of this meeting,
we will have accomplished

If you can't answer, you can't meet

THE ONE QUESTION FOR MEETINGS

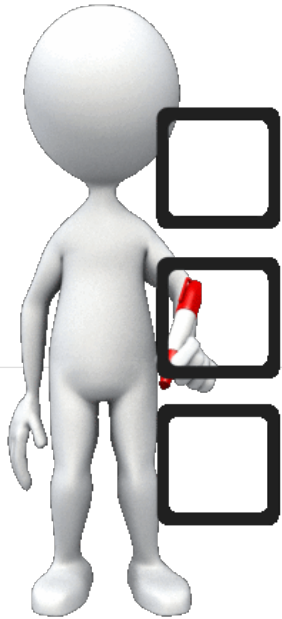
23



What are you
personally going
to **achieve and**
by when?

DECISION GRID

24



Statement of Achievement:

Finalize proposal for ACME



Topic

Pricing for ACME



Decision

Increase by 10% in
All proposal sections



Who

Bill Smith



By When

November 4

QUESTIONS FOR MEETINGS



- How would you answer someone who asked about the other ideas we considered but didn't choose?
- Are there any circumstances under which our current decision won't work?
- <To each member> Pat, if you could create a solution from scratch, would this be it?

NO HOMEWORK TEAMS



Most virtual teams are sole proprietors coming together only to assemble their findings and prepare a report.



Instead, try less focus on individual contributions and more focus on collective generation of ideas.

DAILY HUDDLES

10 minute meeting (maximum)

Each person gets 1 minute to outline their “aligned goals” for day and any potential roadblocks

Roadblock solving conversations can take place “off line”

Dedicated timekeeper (forceful personality)

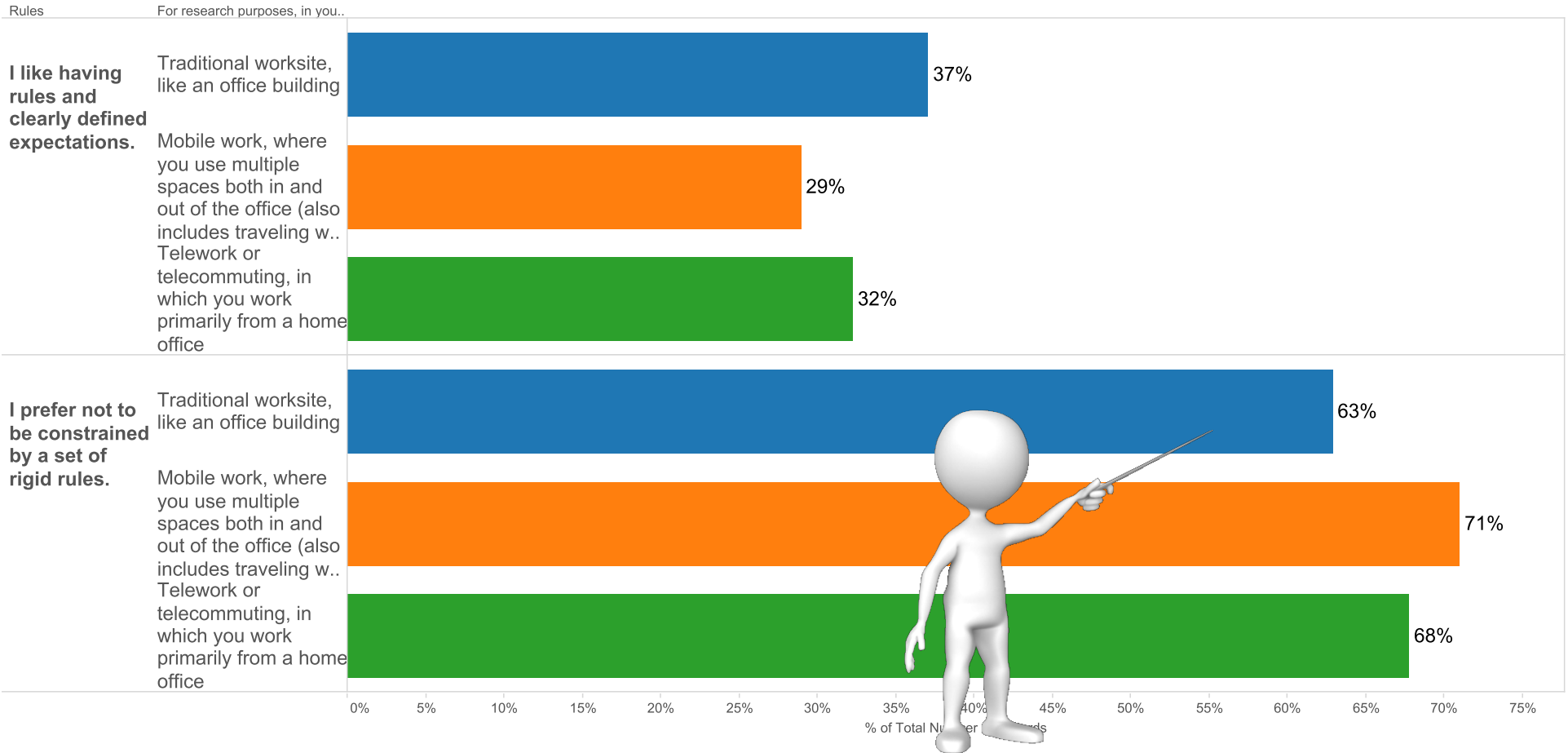


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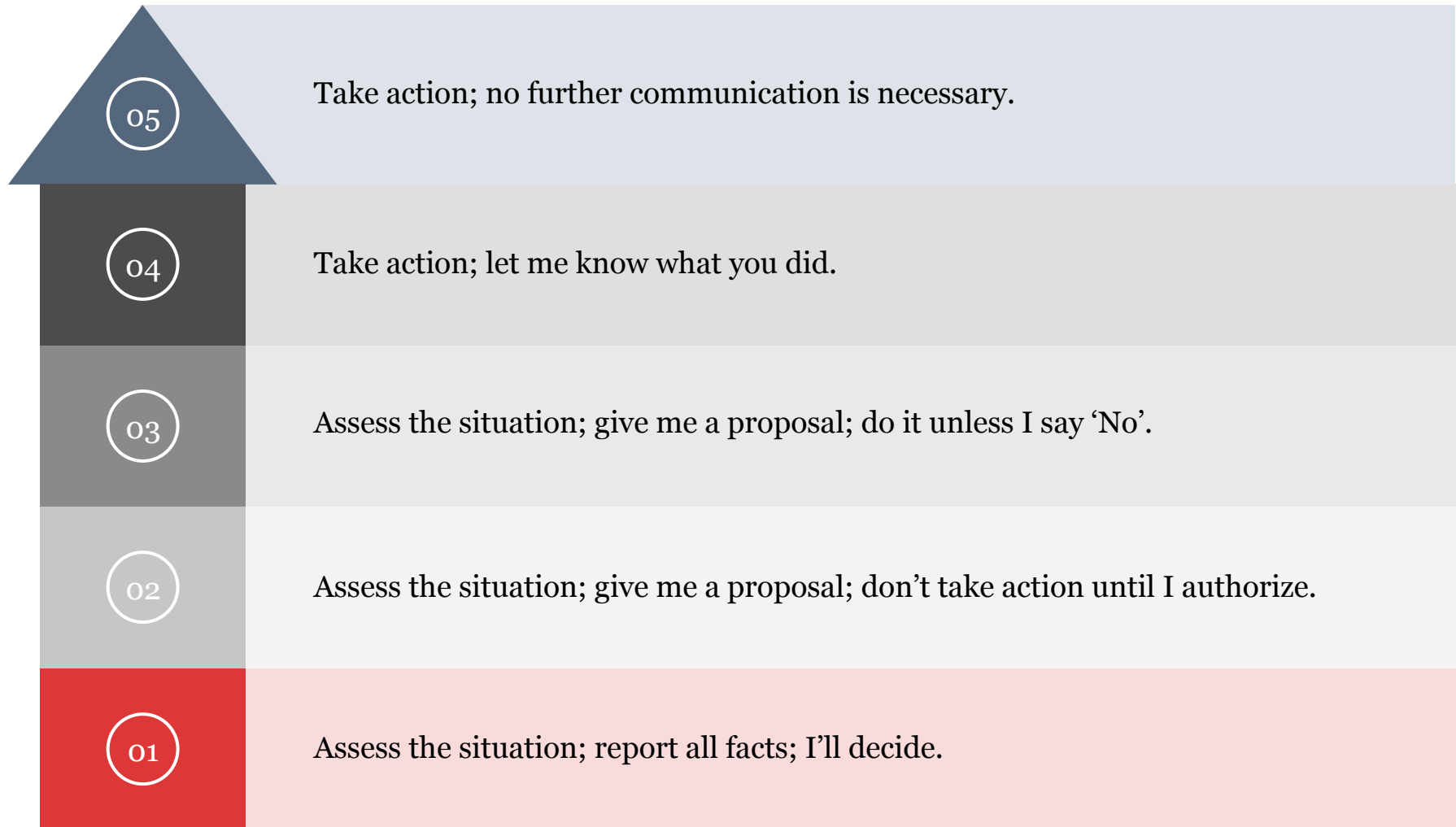


SYSTEM FOR MANAGING
REMOTE WORKERS

PEOPLE WHO LOVE THEIR JOB & RULES



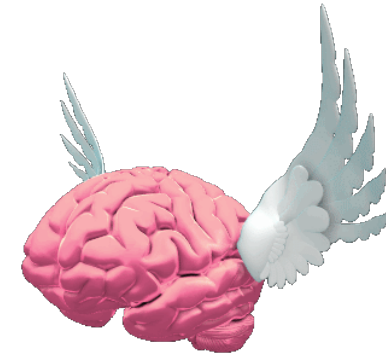
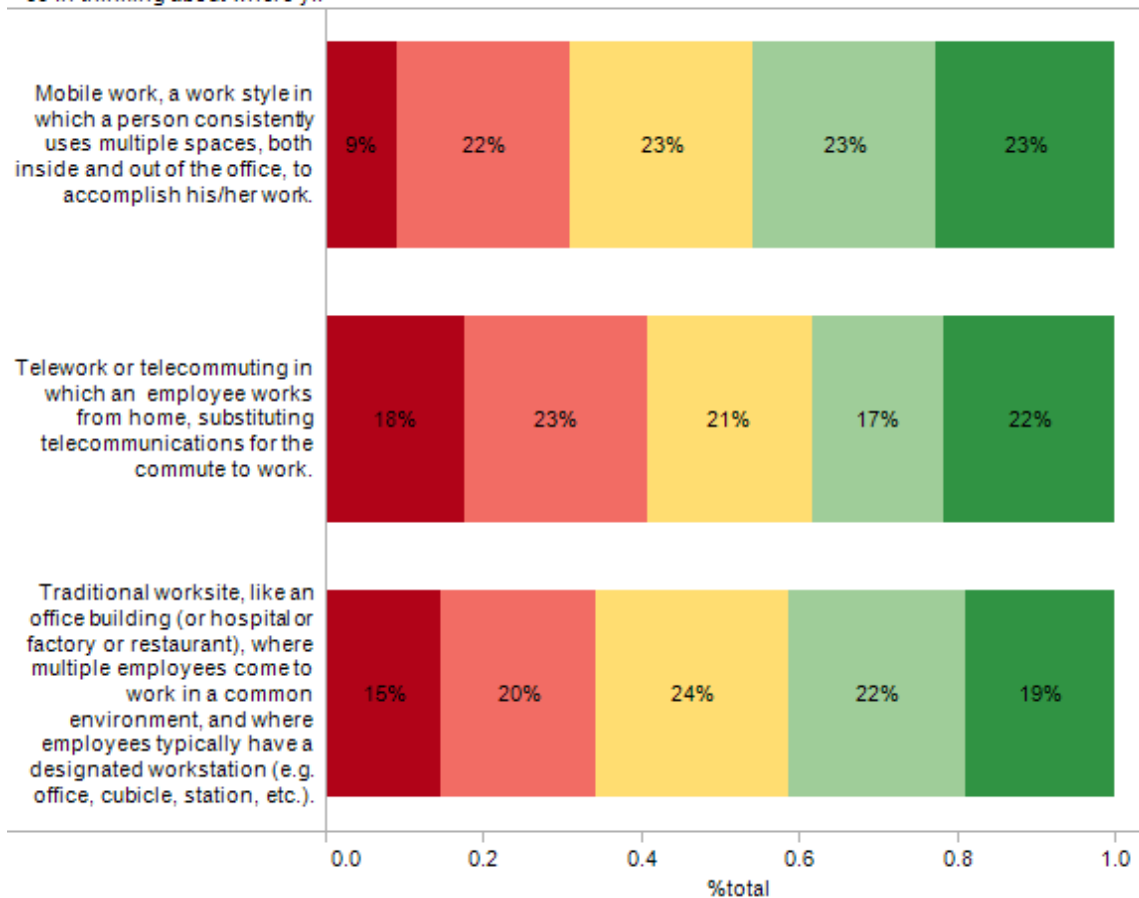
LEVELS OF FREEDOM



WHO IS MORE INNOVATIVE?

23 I keep generating great ideas every week to help the organiza

60 In thinking about where y..



HYPER-DISCRETE PROJECTS

32

BAD EXAMPLE

Build a website

Week #1 check-in

Week #2 check-in

Week #3 check-in

Week #4 check-in

Week #5 check-in

BETTER EXAMPLE

End Goal: Website

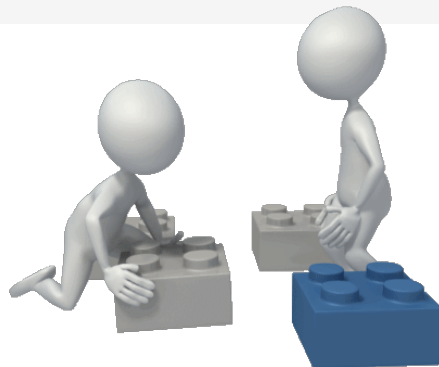
Project #1: Positioning statement

Project #2: User stories

Project #3: Home page wireframe

Project #4: Sub page wireframe

Project #5: Color scheme

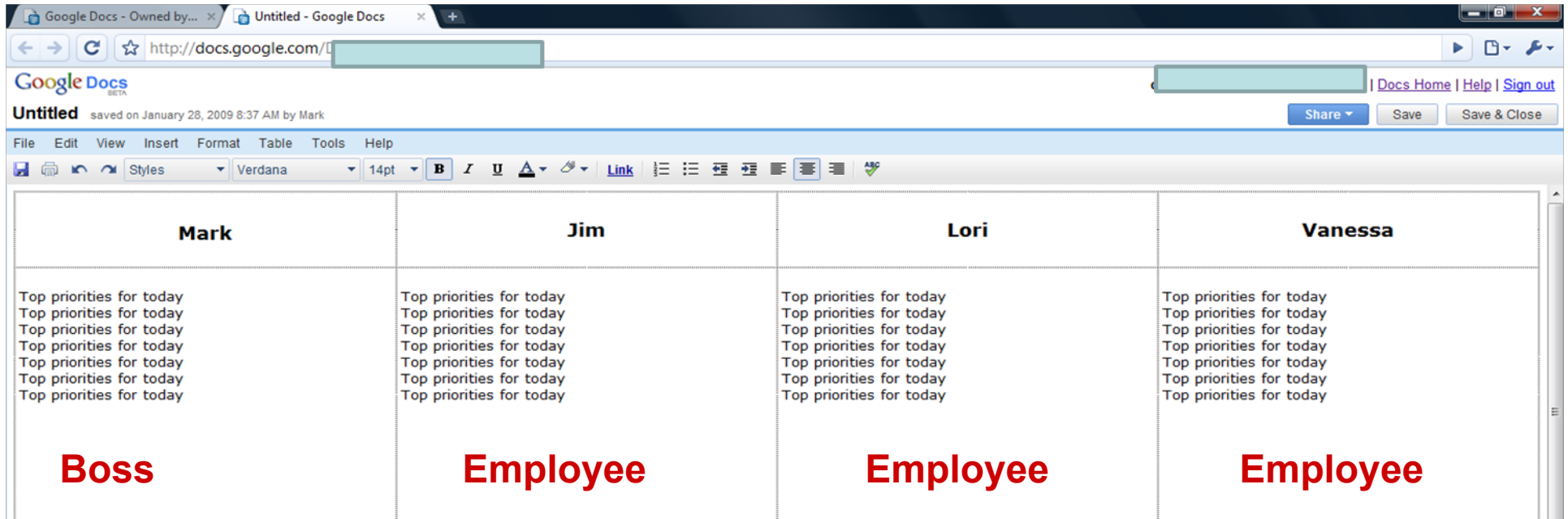


HOW TO ASSIGN WORK

33



TRANSPARENCY TOOLS




Transparency is best accomplished with LIVE (REAL TIME) updates

Tools include Google Docs, Microsoft, 37Signals, etc.

TRANSPARENCY TOOLS

35

HARVEST

Home Timesheets Projects Reports Invoices Estimates Manage Help Company Settings 

Time Expenses

Thursday 23 Jul

< Today >  Day Week



New Entry

| | | | | | | | |
|------|------|------|------|------|------|------|--------------|
| M | T | W | Th | F | S | Su | Total: 10.96 |
| 0.00 | 0.00 | 4.20 | 6.76 | 0.00 | 0.00 | 0.00 | |

Creating Apps (Zapier)

Admin - Reviewing the latest changes in our app integrations

2.50

Timer started at 3:34pm
with 0.76 hours

Live Test (Zapier)

Admin - Testing new features

0.76

Creating Apps (Zapier)

Project Management - Planning upcoming tasks

3.00

Live Test (Zapier)

SugarCRM - Organizing contacts

0.50

Total: 6.76

TRANSPARENCY TOOLS

PAYMO

The screenshot displays the PAYMO interface for user Angela Martin. It features a sidebar with navigation options like Dashboard, Clients, Projects, Users, Invoicing, and Reports. The main area shows a calendar view for the week of Sep 1-7, 2014. Tasks are represented as colored blocks with their respective durations.

| Time | Sep 1, 2014 | Tue 2 | Wed 3 | Thu 4 | Fri 5 |
|-------|---|---|--|---|---|
| 09:00 | AT&T Flyer Design Come up with 3 ideas 1 hrs 15 min | NBC Flyer Design InDesign Work 3 hrs | Nvidia Advertising Campaign market research 2 hrs 15 min | AT&T Flyer Design Design 3 hrs | SEO - paper.com Keyword Research 3 hrs 30 min |
| 10:00 | SEO - paper.com Google AdWords 1 hrs 30 min | | | | |
| 11:00 | | | Sun Website Redesign Header 3 hrs | | |
| 12:00 | NBC Website Design Default Task 1 hrs 45 min | NBC Flyer Design Client lunch 1 hrs 45 min | | AT&T Flyer Design Preliminary research 1 hrs 45 min | NBC Website Design CMS Install 3 hrs 15 min |
| 13:00 | | | | | |
| 14:00 | | SEO - paper.com Keyword Research 1 hrs 45 min | | SEO - paper.com Google AdWords 3 hrs | |
| 15:00 | Flybox Optimize Keywords 2 hrs | | NBC Flyer Design Client lunch 1 hrs | | |
| 16:00 | AT&T Flyer Design Come up with 3 ideas | NBC Website Design Logo Design 1 hrs 15 min | Nvidia Advertising Campaign market research 2 hrs 30 min | | Flybox Create Campaign 1 hrs |

TRANSPARENCY TOOLS

37

TIMECAMP

timecamp Upgrade account Help Feedback Sean Kennedy

TEXTUAL GRAPHICAL YOU

Editing 4m 29s Editing STOP TRACKING

ZAPIER / BLOG ARTICLE

| | | | DURATION | BETWEEN | |
|------------------------|---|--|---------------------|---------------------|---|
| Tue 14TH JUL | Editing ZAPIER / BLOG ARTICLE | Editing article and proof-reading | 4m 29s | 01:06 pm - 01:11 pm | ■ |
| < > | Graphic Design WIDGET CO | Brand identity research | 1h 03m | 11:34 am - 12:37 pm | ▶ |
| | Meeting WIDGET CO | Meeting about new website design | 25m 00s | 10:58 am - 11:23 am | ▶ |
| | Writing ZAPIER / BLOG ARTICLE | Writing about team based time trackers | 1h 47m | 09:11 am - 10:58 am | ▶ |
| | | | TOTAL 3h 15m | 09:11 am - 01:06 pm | |

SUBMIT TIMESHEET FOR APPROVAL ADD NEW ENTRY

Writing Graphic Design Meeting

SHOW MORE

Sunday -
Monday -
Tuesday 3h 15m
Wednesday -
Thursday -
Friday -

WHEN IN DOUBT

38

Ask them...

“Help me figure out the best way to evaluate your performance?”



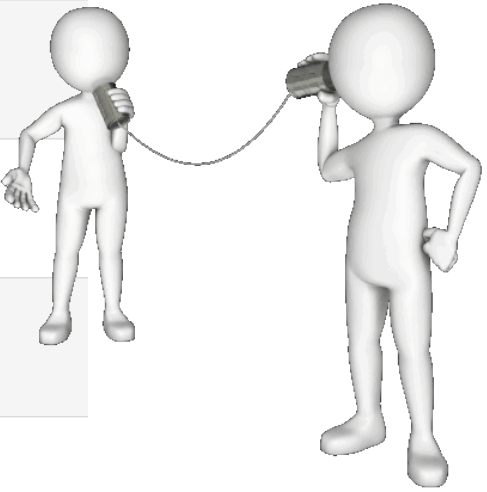
LEADERSHIP IQ



SYSTEM FOR MANAGING
REMOTE WORKERS

TECHNOLOGY STRENGTHS & LIMITATIONS

| Media | Tone | Two-Way | Body Lang. |
|--------------------|------|---------|------------|
| Face-to-Face | ● | ● | ● |
| Video Conferencing | ● | ● | ◐ |
| Phone | ● | ● | |
| Voicemail | ● | | |
| IM | | ● | |
| Email | | | |



WHEN TO CHOOSE EMAIL

| | Yes | No |
|---|-----------------------------|---|
| Do you want a permanent record of this communication? | Email OK | Face to face, perhaps phone |
| Is your message short? | Email OK (also TXT, IM) | Face to face, perhaps phone, formal printed documents |
| Is there any chance that the recipient might have an emotional reaction? | Face to face, perhaps phone | Email OK |
| Would you be comfortable with an unfriendly lawyer having access to this communication? | Email OK | Face to face, perhaps phone |
| Does this absolutely have to be error-free? | Formal, printed documents | Email OK (also TXT, IM) |



EMAIL IS A MEDIUM FOR CREATING ACTION

What actions do you want
people to take?

- Do something
 - Answer you

*YOU CANNOT
SEND AN EMAIL
UNTIL YOU ARE
CRYSTAL CLEAR
ABOUT WHAT YOU
WANT THE
RECIPIENT TO DO.*

GEAR YOUR EMAILS TO ACTION

43

Email Format:

To: lorem@ipsum.com

Subject: Topic & What Must Happen

Opening:

Dear (all names for whom action is required),

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat.

Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt mollit anim id est laborum.

WATCH THE TONE...

01

“I don’t understand how you can believe that our Technical Support Line doesn’t impact sales revenue.”

02

“You aren’t listening to what our COO is saying...”

03

“If we were living our values as an organization we wouldn’t have this product recall situation.”

04

“Our marketing strategy has so many targets that it’s impossible to see any strategic focus in what we’re doing.”

05

“Come on, you can’t keep making these mistakes!”

06

“You’re not making any sense.”





JUST FINDING PEOPLE CAN BE TOUGH

BE AVAILABLE

- ➔ Keep team informed of schedule
- ➔ Keep electronic calendars updated
- ➔ Agree on email and voicemail response times for all team members
- ➔ Create a phone list of all team members
- ➔ Clarify best ways to communicate
 - Email, IM, website, etc.
 - Critical in “occasionally remote” situations

LEADERSHIP IQ



SYSTEM FOR MANAGING
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**THANKS
FOR
WATCHING**



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Contact us for information about our employee engagement surveys, eLearning, onsite training or keynote speaking