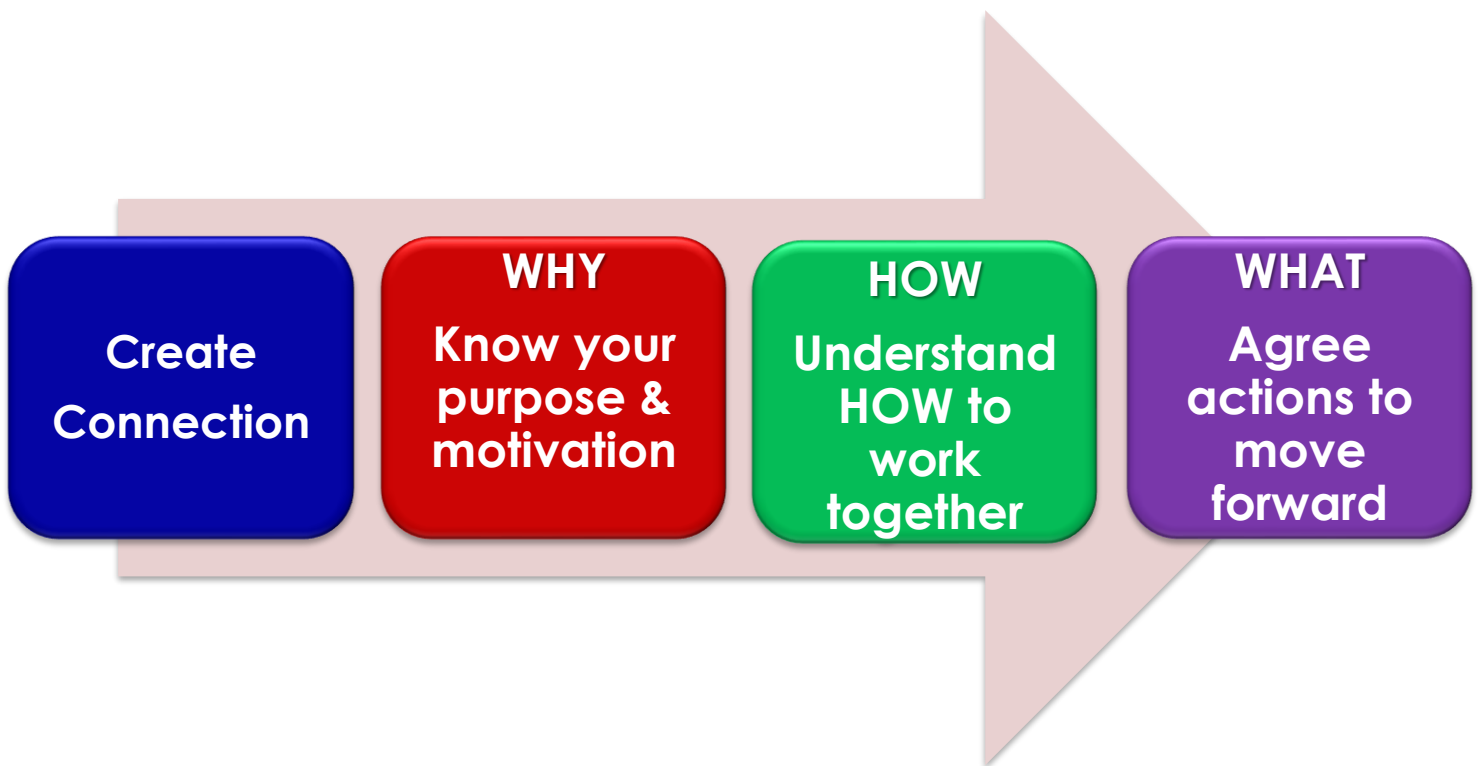


## Harnessing a Remote Team – *together we are stronger*

We are all in it together and together we are stronger. Now more than ever, it's time for teams to pull together, to collaborate, value each other's strengths, contribution and the unique value each person brings to your team. In this webinar we explored 5 ways to optimise remote team performance, plus tools and strategies to:

- Create connection, trust and commitment
- Know your team purpose and motivation
- Understand how to work well together
- Hold each other mutually accountable, agreeing priorities and actions to move forward.



## A High Performing Team is...

“a **small number** of people with **complementary skills** who are **committed** to a **common purpose, performance goals**, and **shared approach** for which they hold themselves **mutually accountable**.”

What sets them apart is how **deeply** members are **committed, particularly to one another.**”

(Katzenbach & Smith, 1993 – *The Wisdom of Teams*)

## 1. Connection, Trust and Commitment

When team members are working together remotely, the appropriate level, frequency and quality of connection is key. 6 elements to consider are:

1. Trust and transparency in the team
2. Regular check-ins
3. Being empathetic and embracing our 'humanness'
4. Defining and delivering against your team purpose
5. Inclusivity, valuing each team member's strengths and contributions
6. Visualising the good times ahead, co-creating now, ready to embrace a new team future.

Optimising performance and well-being of a remote team is greatly enhanced by the following:

### Optimising Remote Team Performance

**Exceptional Performance** – out-perform expectations

**High Levels of Enthusiasm and Energy** – know their motivators

**Personal Commitment** – willing to go the extra mile

**Stories 'Galvanising Events'** – overcoming the odds

**More Fun and Humour** than ordinary teams ...

**Committed** to something **Larger than Themselves** that they will not be denied – compelling purpose and passion to fulfil it.

## Connection and Commitment Needs Trust

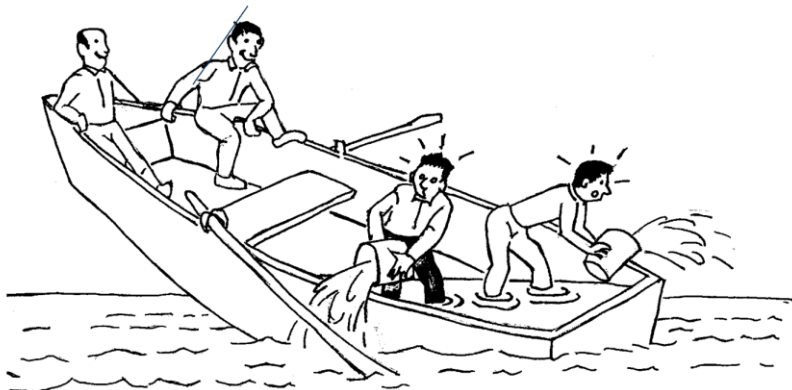


How much trust is there in your team? Which team members do you trust the most? Which people the least? What is causing this? What are you willing to do about it? What will you do to build greater trust?

## Psychological Safety

How safe do you feel on your team? Psychological safety goes **beyond interpersonal trust** and requires high levels of **mutual respect**. Be honest with yourself, who do you really respect on your team? Who respects you? With high levels of trust and respect in place amongst team members, people are comfortable being their 'full self'. When people are working remotely it is even more important for team members to bring their full selves to their work and to trust that all team members have each other's' backs. People are willing to go the extra mile for each other. How does this translate in practise in your team?

**Sure glad the hole isn't at our end!**

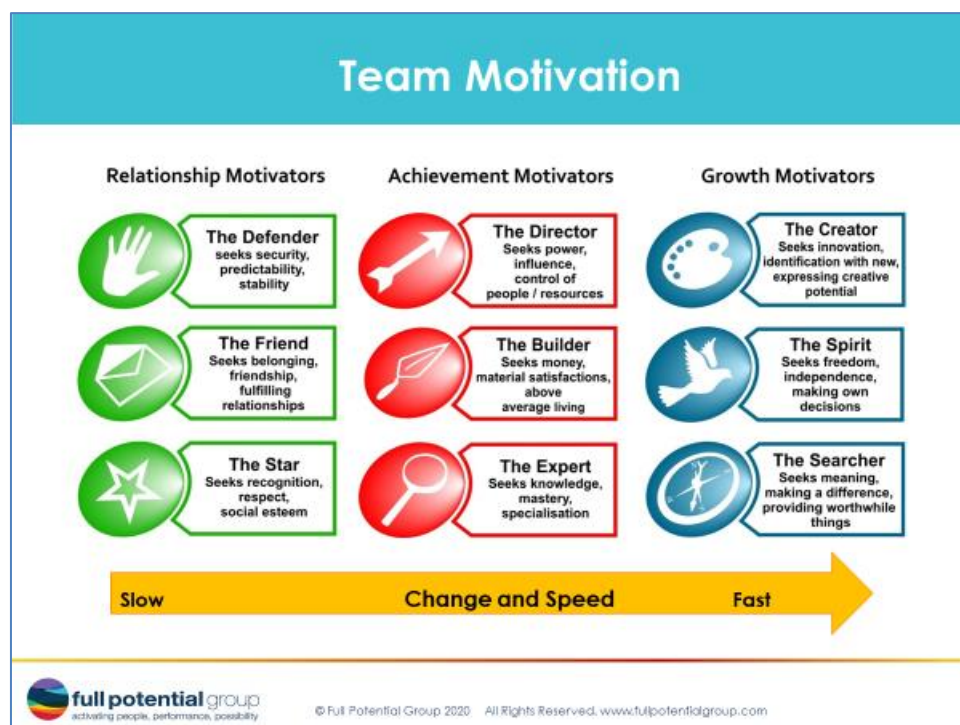


## 2. Team Purpose and Motivation



Revisiting your team purpose is important when everyone is working remotely. Galvanising the team around a refreshed vision and purpose provides the energy, drive and 'why' to keep going, even if the going gets tough. Your purpose (why you exist) may need modifying or articulating even more clearly.

Aligned to team purpose are the motivational drivers of the team. What gets the team out of bed in the morning? What gives everyone the energy and fuel to deliver the purpose.



## Motivating Team Members During a Crisis (Kate Turner, author of CREATE Motivation!)

<b>FRIEND</b>	<ul style="list-style-type: none"> <li>• Involve them in virtual team building activities e.g. bake-ff, Friday drinks etc.</li> <li>• Reinforce the value of relationships, help them develop new networks and contacts</li> <li>• Reassure them they are not working on their own – they are part of a bigger team</li> <li>• Provide opportunities to express fears</li> </ul>
<b>DEFENDER</b>	<ul style="list-style-type: none"> <li>• Review their long-term plans and put steps in place to bring it about</li> <li>• Provide reassurance, prioritise building and maintaining trust</li> <li>• Re-confirm job role and expectations, Be honest – no false promises</li> </ul>
<b>STAR</b>	<ul style="list-style-type: none"> <li>• Remind them of their successes and get them to talk about them</li> <li>• Let them take the lead in celebrating successes</li> <li>• Provide them with opportunities where they can have a higher profile</li> <li>• Make sure they are still in contact with people they gain esteem from</li> </ul>
<b>BUILDER</b>	<ul style="list-style-type: none"> <li>• Focus them on what the competition is doing and ask them to find ways to beat them</li> <li>• Give them up to date feedback on how well they are performing against targets/others</li> <li>• Revisit targets, break goals down into steps, celebrate wins big and small</li> </ul>
<b>EXPERT</b>	<ul style="list-style-type: none"> <li>• Have online mentoring sessions, continue with development plans</li> <li>• Encourage them to take advantage of different working pattern to focus on learning</li> <li>• Charge them with sharing their lessons learned on remote working, with the team online</li> </ul>
<b>DIRECTOR</b>	<ul style="list-style-type: none"> <li>• Allow them to take control of some projects (with appropriate supervision)</li> <li>• Give authority with boundaries</li> <li>• Encourage them to keep networking with key contacts to build/maintain level of influence</li> <li>• Give them a role at team meetings to report on what has been achieved</li> </ul>
<b>CREATOR</b>	<ul style="list-style-type: none"> <li>• Involve them in think-tanks and work groups and ask them to share new ideas regularly</li> <li>• Give permission to spend more time playing with ideas</li> <li>• Have virtual meetings which are purely about creating ideas/exploring possibilities and not task focused.</li> <li>• Allow them to be the optimistic voice of the team in virtual meetings</li> </ul>
<b>SPIRIT</b>	<ul style="list-style-type: none"> <li>• Help them prioritise, look for ways to remove any administrative burden they may have</li> <li>• Draw attention to the amount of freedom and autonomy remote working provides</li> <li>• Encourage them to think about how they can bring others with them (to avoid 'out of sight out of mind' mentality)</li> <li>• Allow them to flex their working hours to suit them</li> </ul>
<b>SEARCHER</b>	<ul style="list-style-type: none"> <li>• Hold an online team meeting which aligns individual and team objectives with the difference this will make to the company and beyond</li> <li>• Regularly have discussions with the individual about the impact they are having</li> <li>• Remove any unnecessary bureaucracy from the role and provide regular feedback</li> <li>• Communicate company-wide decisions regularly.</li> </ul>



### 3. Understand HOW to Work Together as a Remote Team

Whilst acknowledging that every team member is different, has different personality preferences and ways of working, agreeing mutually agreed ways of working together remotely is extremely important. If you have not already done so, you might want to diarise a virtual team session to agree your **team guiding principles and ways of working**.

What 5 behaviours are you collectively signing up to as a remote team?

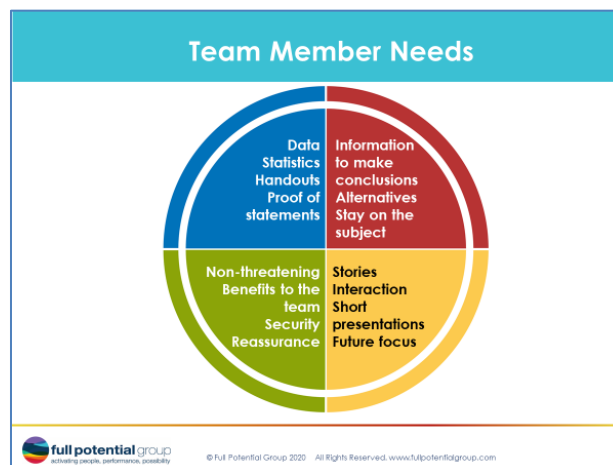
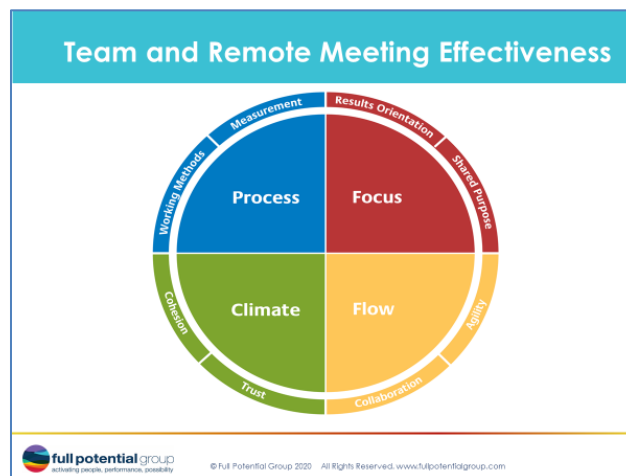
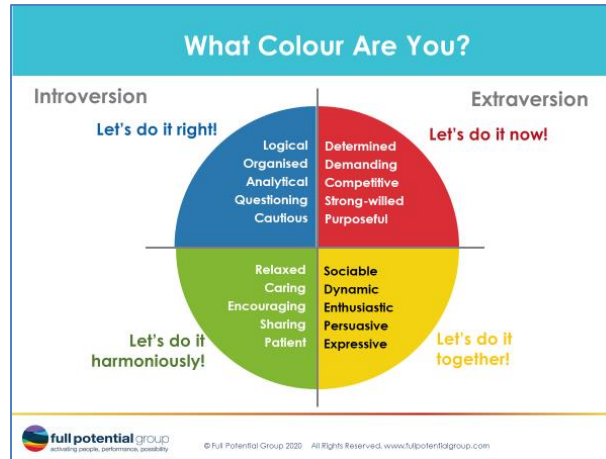
#### Leader's Questions

1. What do I need to know about my team members to ensure I can support them during this period?
2. How can I adapt my leadership style to harness the power of this remote team?
3. What do I expect from this team?
4. How can I create the best climate for this team to thrive?


#### Team Questions

1. What do we want most from our leader at this time?
2. How do we need to adapt to work as a collaborative team?
3. What don't we know, but would like to know?
4. What does our leader need to know about us as a team?
5. What breakthroughs do we want as a team?

## Embrace Personality Types on Your Team

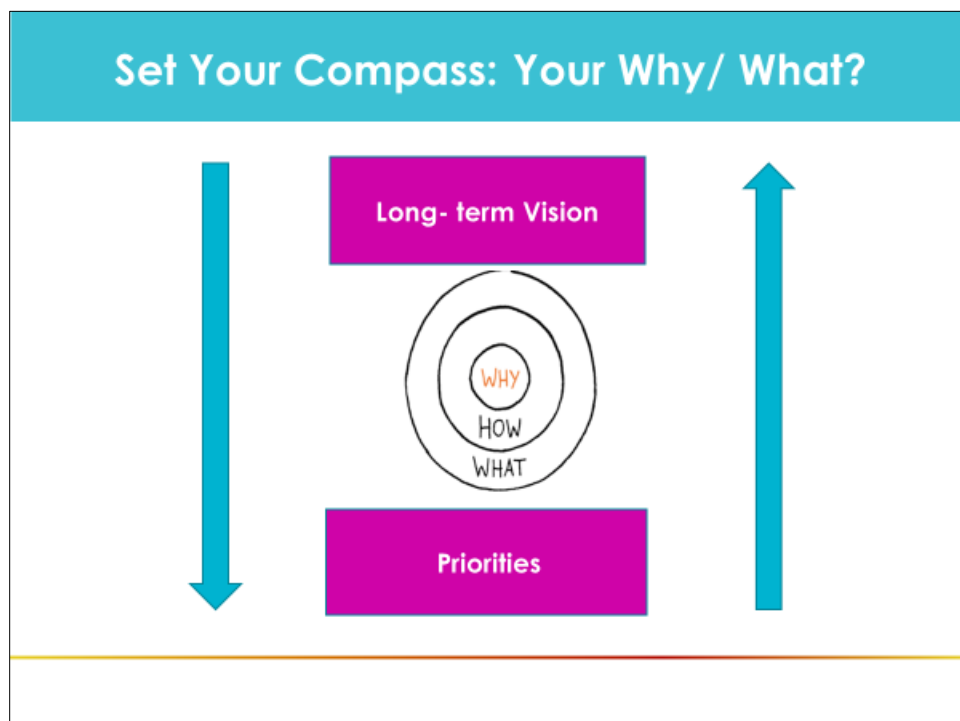


## 4. Delivering as a Team in 2020/21



**Delivering as a Team in 2020/21**

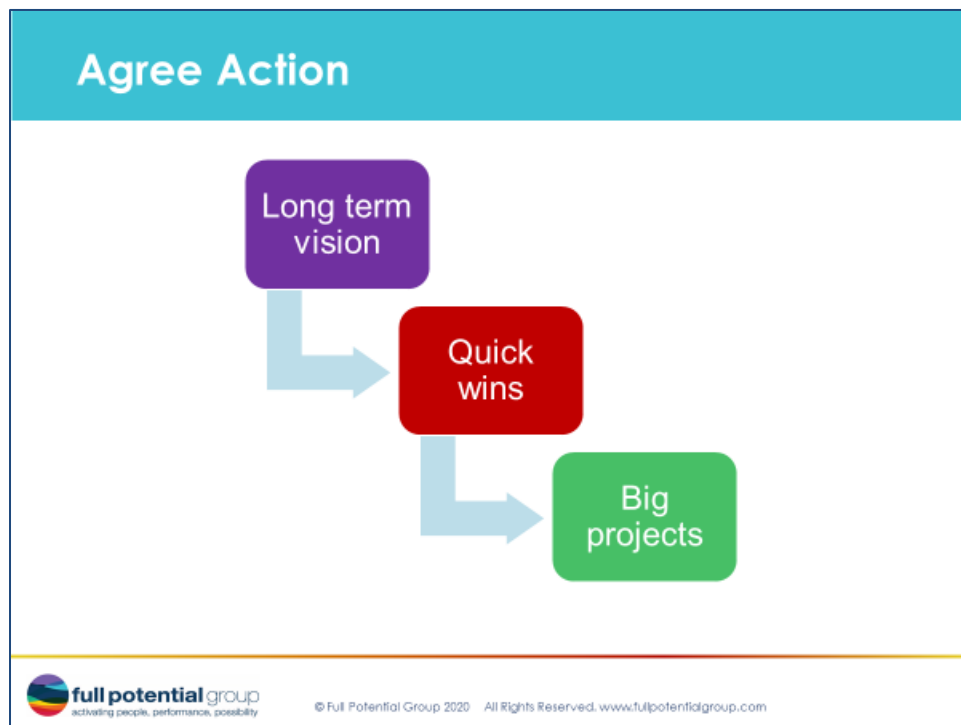
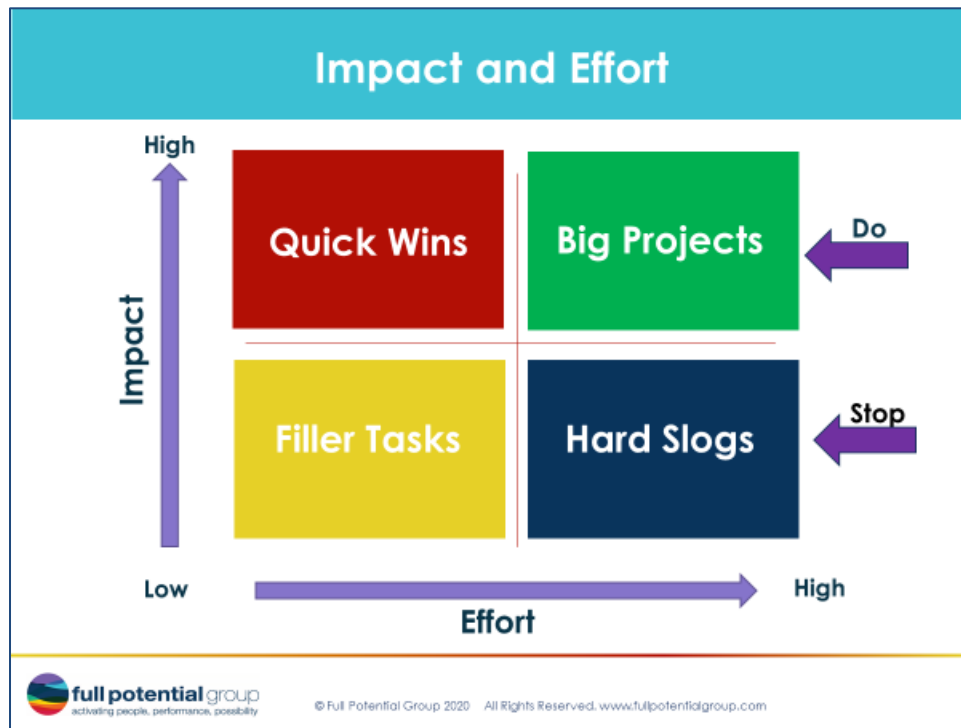
1. What are your key outcomes and opportunities right now?
2. What are your biggest challenges – what could stop you delivering on them?
3. What are you agreeing to do?







**full potential**group  
activating people, performance, possibility





## Avoid 3 Big Pitfalls to Prioritisation

### Role Creep

Confusion as to who does what

Getting **out of synch** with the team; feeling "outside"

Being busy but **not productive**

- ✓ Clarify and ensure understanding of who does what and accountabilities
- ✓ Agree what information needs to be received and conveyed, frequency and format
- ✓ Check back activities to your priorities and purpose

*"Until one is committed there is hesitancy, the chance to draw back, always ineffectiveness... the moment one definitely commits oneself, then providence moves too.*

*Whatever you can do, or dream you can, begin it.*

*Boldness has genius, power and magic in it.*

*Begin it now"*

*Goethe*