Mace Managing Remotely programme

Managing Productivity & Engagement within a Remote Environment

cambridge executive development

mace

Mace Managing Remotely Programme

Foundations in Managing Remotely

Managing Productivity and Engagement within a Remote Environment

Managing Performance in a Remote Environment

Our session today

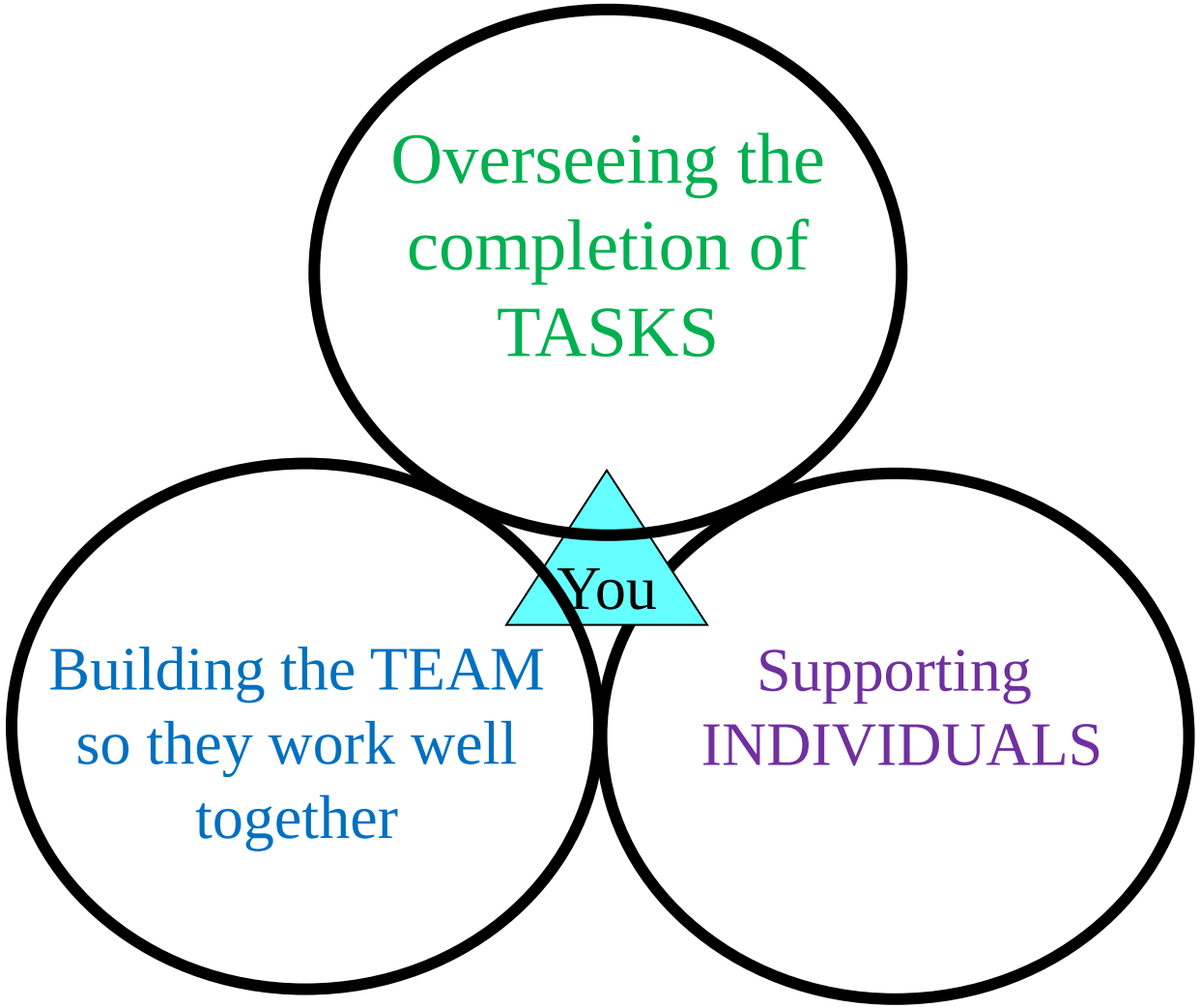
BUILDING ENGAGEMENT

SETTING SMART TASKS / OBJECTIVES

HOLDING 1:1S & GIVING FEEDBACK

INCREASING PRODUCTIVITY

Action-centred remote leadership



We need to manage all these more intentionally

Our session today

BUILDING ENGAGEMENT

SETTING SMART TASKS / OBJECTIVES

HOLDING 1:1S & GIVING FEEDBACK

INCREASING PRODUCTIVITY

What is staff engagement?

What is staff engagement?

- Gallup defines engaged employees as those who are involved in and enthusiastic about their work and workplace.
- A term used to describe the levels of energy, enthusiasm and commitment employees have towards their work.
- Engagement is a strategic concern because it is key in ensuring people’s focus, use of time and energy for work.

What are the benefits of staff engagement?

What are the benefits of staff engagement?

Research consistently shows that high levels of engagement are directly linked to:

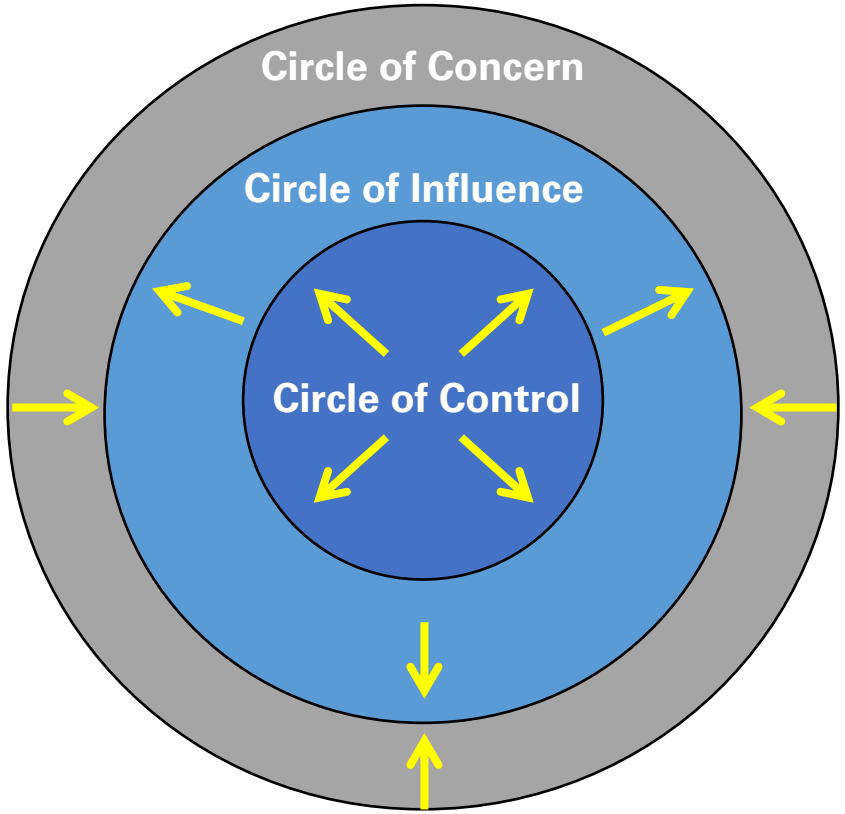
- Higher levels of productivity
- Higher levels of staff retention
- Higher levels of customer satisfaction
- Higher levels of profitability

Gallup Q12 – Predictors of staff engagement

1. I know what is expected of me at work.
2. I have the materials and equipment, information and processes I need to do my work right.
3. At work, I have the opportunity to do what I do best every day.
4. In the last seven days, I have received recognition or praise for doing good work.
5. My supervisor, or someone at work, seems to care about me as a person.
6. There someone at work who encourages my development
7. At work, my opinions seem to count.
8. The mission/purpose of my company makes me feel my work is important.
9. My fellow employees are committed to doing quality work
10. I have a best friend at work
11. In the last six months, someone at work has talked to me about my progress.
12. In the last year, I have had opportunities at work to learn and grow.

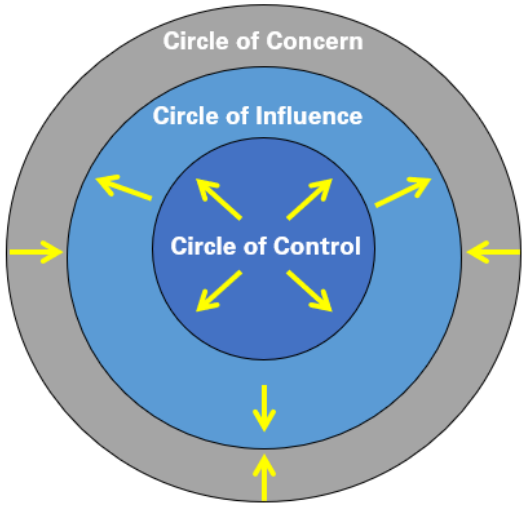
- Much of engagement relates to the employee's relationship with their manager.
- Managers account for 70% of the variance in employee engagement (Gallup 2015)

Circle of Control

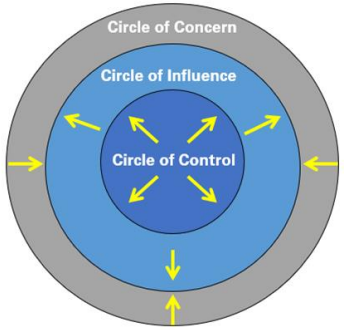


Gallup Q12 – Predictors of staff engagement

1. I know what is expected of me at work.
2. I have the materials and equipment, information and processes I need to do my work right.
3. At work, I have the opportunity to do what I do best every day.
4. In the last seven days, I have received recognition or praise for doing good work.
5. My supervisor, or someone at work, seems to care about me as a person.
6. There someone at work who encourages my development
7. At work, my opinions seem to count.
8. The mission/purpose of my company makes me feel my work is important.
9. My fellow employees are committed to doing quality work
10. I have a best friend at work
11. In the last six months, someone at work has talked to me about my progress.
12. In the last year, I have had opportunities at work to learn and grow.



Gallup Q12 – Predictors of staff engagement



1. I know what is expected of me at work.
2. I have the materials and equipment, information and processes I need to do my work right.
3. At work, I have the opportunity to do what I do best every day.
4. In the last seven days, I have received recognition or praise for doing good work.
5. My supervisor, or someone at work, seems to care about me as a person.
6. There someone at work who encourages my development
7. At work, my opinions seem to count.
8. The mission/purpose of my company makes me feel my work is important.
9. My fellow employees are committed to doing quality work
10. I have a best friend at work
11. In the last six months, someone at work has talked to me about my progress.
12. In the last year, I have had opportunities at work to learn and grow.

- Much of engagement relates to the employee's relationship with their manager.
- Managers account for 70% of the variance in employee engagement (Gallup 2015)

Gallup Q12 – Predictors of staff engagement

1. I know what is expected of me at work.
2. I have the materials and equipment, information and processes I need to do my work right.
3. At work, I have the opportunity to do what I do best every day.
4. In the last seven days, I have received recognition or praise for doing good work.
5. My supervisor, or someone at work, seems to care about me as a person.
6. There someone at work who encourages my development
7. At work, my opinions seem to count.
8. The mission/purpose of my company makes me feel my work is important.
9. My fellow employees are committed to doing quality work
10. I have a best friend at work
11. In the last six months, someone at work has talked to me about my progress.
12. In the last year, I have had opportunities at work to learn and grow.

- Much of engagement relates to the employee's relationship with their manager.
- Managers account for 70% of the variance in employee engagement (Gallup 2015)

Gallup Q12 – Predictors of staff engagement

Since starting to manage your team remotely:
- Which areas are you doing more of?
- Which areas are you doing less of?
- What is the impact of this?

1. I know what is expected of me at work.
2. I have the materials and equipment, information and processes I need to do my work right.
3. At work, I have the opportunity to do what I do best every day.
4. In the last seven days, I have received recognition or praise for doing good work.
5. My supervisor, or someone at work, seems to care about me as a person.
6. There someone at work who encourages my development
7. At work, my opinions seem to count.
8. The mission/purpose of my company makes me feel my work is important.
9. My fellow employees are committed to doing quality work
10. I have a best friend at work
11. In the last six months, someone at work has talked to me about my progress.
12. In the last year, I have had opportunities at work to learn and grow.

- Much of engagement relates to the employee's relationship with their manager.
- Managers account for 70% of the variance in employee engagement (Gallup 2015)

Gallup Q12 – Predictors of staff engagement

As a remote manager, which areas would your staff say:
- You are strong at?
- You can improve on?

1. I know what is expected of me at work.
2. I have the materials and equipment, information and processes I need to do my work right.
3. At work, I have the opportunity to do what I do best every day.
4. In the last seven days, I have received recognition or praise for doing good work.
5. My supervisor, or someone at work, seems to care about me as a person.
6. There someone at work who encourages my development
7. At work, my opinions seem to count.
8. The mission/purpose of my company makes me feel my work is important.
9. My fellow employees are committed to doing quality work
10. I have a best friend at work
11. In the last six months, someone at work has talked to me about my progress.
12. In the last year, I have had opportunities at work to learn and grow.

- Much of engagement relates to the employee's relationship with their manager.
- Managers account for 70% of the variance in employee engagement (Gallup 2015)

What do we mean by Emotional Intelligence?

Please write your answers in the chat

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

We need to work harder at increasing our emotional intelligence when managing remotely.

Results of survey with global professional services firm. Impact of EQ on profitability per partner.

- **Partners especially strong in Self Management, (self control, transparency, adaptability, achievement, initiative and optimism), averaged 78% more incremental profit p.a. than colleagues weak in this area**
- **Partners especially strong in Social Awareness (empathy, organisational awareness, service), added 110% greater profit**
- **Partners especially strong in Relationship management (influence, developing others, change catalyst, conflict management, team working and collaboration), added 390%.**

Daniel Goleman

Our session today

BUILDING ENGAGEMENT

SETTING SMART TASKS / OBJECTIVES

HOLDING 1:1S & GIVING FEEDBACK

INCREASING PRODUCTIVITY

What do we mean if we ask someone to ‘clear the kitchen?’

What do we expect them to do?

Add your expectations / ideas to the chat

S.M.A.R.T tasks are:

- SPECIFIC
- MEASURABLE
- AGREED
- RELEVANT / REALISTIC
- TIME-BOUND

SMART objectives / tasks / instructions

- Specific - states what needs to be done and the desired outcome. What needs to be achieved?
- Measurable - how will the manager / employee know when the objective / task has been achieved to the required standard? What does ‘done’ | ‘to a high standard’ | ‘finished’ mean?
- Achievable / Agreed - is the employee is capable of achieving this? Have they the experience / training / support to complete it successfully?
- Relevant / realistic – does the employee understand how this objective / task fits into the bigger picture? How realistic are the standards?
- Time-bound - when do the objective / task need to be completed by?

Example of goals

A goal / task that is not SMART	**Finish the presentation for the Director as soon as you can**	**To improve how I lead my team**

Examples of SMART goals

A goal / task that is not SMART	Finish the presentation for the Director as soon as you can
Specific	Please complete the sales presentation that will be given to our Director.
Measurable	It needs to follow the outline we went through with: • Summary slide • a clear beginning, middle and end to the presentation • Labelled graphs showing this quarter's performance • Labelled graphs predicting next quarter's performance
Achievable	We agreed you'd spend time with Lisa who can support you doing the graphs
Relevant / Realistic	This presentation is a vital part of us securing budget for next year. Looking at your other tasks, there is ample time for it to be completed.
Time-bound	We'll meet on 12th to review progress. To be finished by 18th of this month

Examples of SMART goals

A goal / task that is not SMART	Finish the presentation for the Director as soon as you can	To improve how I lead my remote team
Specific	Please complete the sales presentation that will be given to our Director.	To carry out 1:1s with my team members
Measurable	It needs to follow the outline we went through with: • Summary slide • a clear beginning, middle and end to the presentation • Labelled graphs showing this quarter's performance • Labelled graphs predicting next quarter's performance	• Schedule a series of 1:1s with each team member at a time that suits us both • Set up a shared Agenda document that we can both add to • Share documents during the 1:1s so we can review progress • Use the 1:1 to discuss how they are and what further support they need
Achievable / Agreed	We agreed you'd spend time with Lisa who can support you doing the graphs	Yes. These can be fitted in every fortnight and that's realistic for me and the team.
Relevant / Realistic	This presentation is a vital part of us securing budget for next year. Looking at your other tasks, there is ample time for it to be completed.	It's relevant as it will help increase engagement in the team.
Time-bound	We'll meet on 12th to review progress. To be finished by 18th of this month	Set them up this week and start them next week

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

We may need to go back and forwards to tighten up goals / objectives so that they are SMART

Individual reflection

Our session today

BUILDING ENGAGEMENT

SETTING SMART TASKS / OBJECTIVES

HOLDING 1:1S & GIVING FEEDBACK

INCREASING PRODUCTIVITY

Overseeing team productivity –Breakout groups

1. How do you know how productive your remote team members are? What do you do to find out?
2. What are your top tips for effective 1:1s?

- Write these questions down, or take a photo, to discuss in your groups

Catch-ups and One to Ones

THE TASK

- Regular check-ins
- Frequent one to ones
- Use video
- Encouraging preparation – by manager and staff member
- Shared agenda and docs to check in on progress– don’t assume!
- Checking-in, rather than checking up
- Regular and across all team, avoids micro-management
- Review key tasks and progress - evidence

Catch-ups and One to Ones

THE TASK

- Regular check-ins
- Frequent one to ones
- Use video
- Encouraging preparation – by manager and staff member
- Shared agenda and docs to check in on progress– don't assume!
- Checking-in, rather than checking up
- Regular and across all team, avoids micro-management
- Review key tasks and progress - evidence

PERSON

- Be aware of voice tone and facial expressions
- Ask 'What's going well?' 'Where are your challenges?' 'What support would you like from me or others?'
- Notice their contribution on team calls
- Pick up on wellbeing / mental health issues
- Raise issues early
- Beware of cancelling one to ones – you or them

EEC feedback model

- **E**vidence – of their performance
- **E**ffect – the effect it had on the team, colleague, customer etc
- **C**hange / **C**ontinue – how would you like them to change / continue with what they're doing?

EEC feedback model

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?
Your report is excellent. It is very concise, the graphs are easy to understand.	I didn't need to do any editing of the report before sending it to the Director, and she was delighted with it.	Can we show this report to the rest of the team as an example of what a great report looks like.
You've been arriving late recently. You arrived at 9.15 today, 9.20 yesterday and 9.15 on Monday.	Your staff are waiting at your desk for direction from you. This delays them getting started with work.	You usually arrive on time. Can we discuss what's led to the late arrivals and see what can be done to help you get to work by 9am.

Our session today

BUILDING ENGAGEMENT

SETTING SMART TASKS / OBJECTIVES

HOLDING 1:1S & GIVING FEEDBACK

INCREASING PRODUCTIVITY

How many of us would like our staff to:

-Make their own decisions more?
-Think more for themselves?
-Use their initiative more?

Managing the Monkeys

Very often we end up using closed questions:

- Does the client know of the issue?
- Have you tried x, y, z?
- Would it work if you did X?
- Have you talked to X about this?
- Could John / Julie help?
- Do you think this approach would give the desired result?

Managing the Monkeys

Very often we end up using closed questions:

- Does the client know of the issue?
- Have you tried x, y, z?
- Would it work if you did X?
- Have you talked to X about this?
- Could John / Julie help?
- Do you think this approach would give the desired result?

- Who is doing the problem solving here:
  - Us?
  - The employee?

  Write your answer in the chat

Managing the Monkeys

- Instead we want to use open questions**:**
  - **Who**
  - **What**
  - **When**
  - **Where**
  - **Why**
  - **How**

Managing the Monkeys

Try changing the closed question for an open question (starting with Who, What, Why, When, Where, How)

1. Does the client know of the issue?
2. Have you tried x, y, z?
3. Have you talked to X about this?
4. Could John / Julie help?
5. Do you think this approach would give the desired result?
6. Don’t you think that would just make things worse?

Examples of turning closed questions into open questions

- **Does the client know of the issue?**
  - What does the client know of the issue?
- **Have you tried x, y, z?**
  - What have you tried?
  - What do you think would help?
  - What are our options here?
- **Have you talked to X about this?**
  - Who have you spoken with about this?
  - What was their response? What were their ideas / suggestions?
- **Could John / Julie help?**
  - Who's able to help?
- **Do you think this approach would give the desired result?**
  - What approach would give us the required result?
- **Don't you think that would just make things worse?**
  - How likely is this to solve the problem?
  - What would we do if that approach didn't work?

Managing the Monkeys using open questions

- **Who**
- **What**
- **When**
- **Where**
- **Why**
- **How**

- Open questions encourage the other person to do the thinking / problem solving
- We support them to solve the issue / make the decision, whilst keeping the monkey on their shoulder!

The GROW model

- Useful for solving problems, case studies, brainstorming ideas

Stage	Examples of questions
GOAL	Where would we like to get to?
REALITY	What's happening now? How often? What's happened? What's the impact? What's working / not working?
OPTIONS	What have you tried? What could we do here? What are the pros and cons of each option? What would do if we tried option A and it didn't work. What next? On a scale of 1 to 10 how confident are you that this will work?
WAY AHEAD	What will we/ you do? By when? How?

Manage your energy not just your time

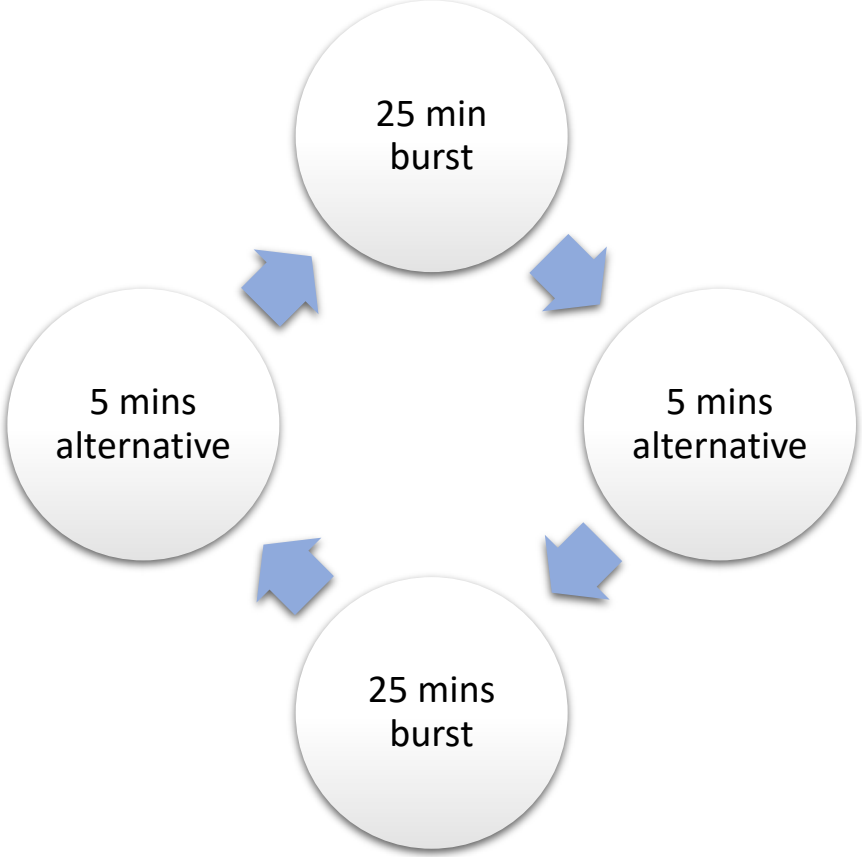
Energy levels

When is your energy highest?

Please complete the poll.

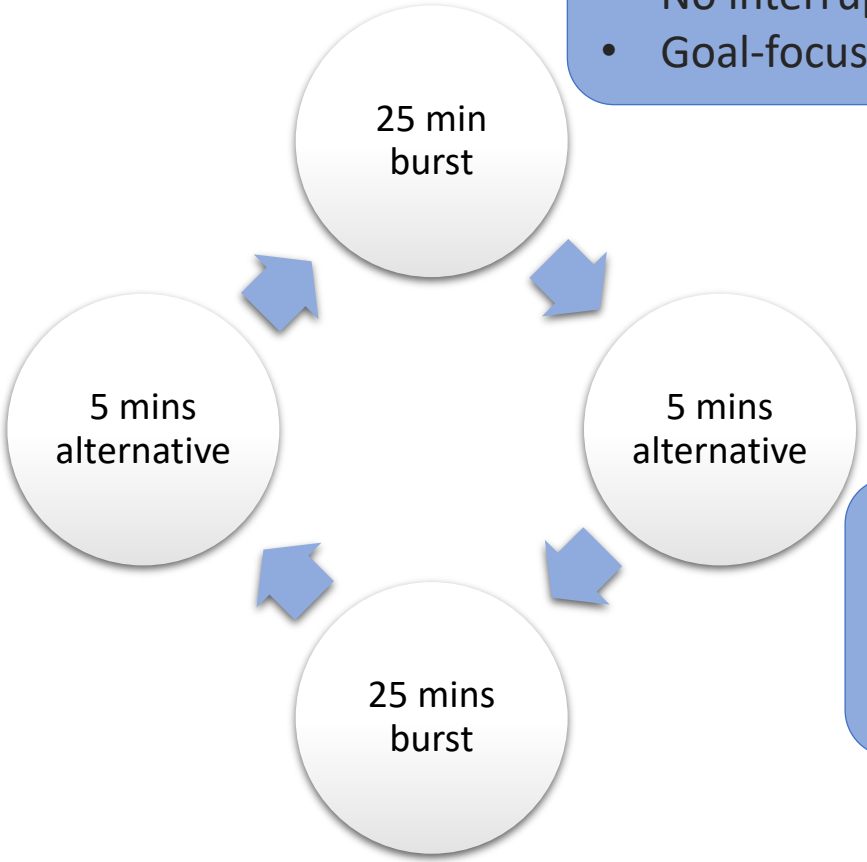
What tasks should we tackle when our energy is highest?
(write your answer in the chat)

Pomodoro technique



Pomodoro technique

- Focus on 1 thing
- Short bursts
- No interruptions
- Goal-focussed



- Emails
- Phone
- Other task
- Break

Our session today

BUILDING ENGAGEMENT

SETTING SMART TASKS / OBJECTIVES

HOLDING 1:1S & GIVING FEEDBACK

INCREASING PRODUCTIVITY

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