



Leading Remotely

AUDIENCE

Designed with the needs of the front-line manager in mind. However, other manager audiences might also benefit from the workshop.

Manage daily performance and build a high-performing team when team members are geographically dispersed

An organization's number-one priority is achieving results through strategy execution. A manager's role is to achieve these strategic results through the coordinated (and, hopefully, highly engaged) efforts of others. The manager's ability to accomplish outcomes has become complicated, however, by the ever-increasing volatility, uncertainty, complexity, and ambiguity managers face in the workplace. As organizations have become flatter, hierarchies have been replaced by "wirearchies" (integrated employee networks), further muddling the role of the manager. Adding even greater complication, managers and their teams are now as likely to be geographically dispersed as they are to be co-located. Managing and leading these teams remotely requires special attention and focus. To address the development needs of these virtual managers, BTS has created the one-day workshop: *Leading Remotely*.

Learning Outcomes

Leading Remotely provides managers with the ability to:

- Embrace the manager's role in building and leading high-performing remote teams
- Remove barriers that hinder alignment and engagement in remote teams
- Cultivate a sense of belonging through communication, relationships and mutual accountability to build, strengthen, and encourage productivity through wirearchies
- Develop clear expectations around how the team works together across boundaries of time and culture

Program Description

Pre-Course Planning | Remote activity

Before the session, in a meeting with their manager, participants identify a real and critical challenge they personally face in leading a remote team. They discuss the greatest impact the program will have if this challenge is addressed with the team. Participants also review case study materials to prepare them for the workshop.

Program Introduction | Group activity

Program opens with a fun, energizing ice-breaker that reflects the realities of communicating remotely. Participants then share their personal challenges so that program outcomes and their personal objectives can be aligned and focused upon throughout the day.

Participants explore a model for High-Performing Teams:

- Our shared passion—purpose
- How we work together—team process and agreements
- How we work with others

Participants are then introduced to the Remote Management Model of Alignment & Engagement:

- Alignment—shared purpose, boundaries, cultural sensitivity, ways of working, measures of success, goals, objectives, accountability, role clarity
- Engagement—sense of belonging, trust, communication, technology use, personal connection, discretionary effort, shared struggle and success

Personal Remote Challenge Application 1 | Individual and group activity, skill practice

The first remote challenge application begins with assessing their real-world remote management challenges by using the Managing Daily Performance (MDP) tool.

Simulation Round 1 | Simulation, skill practice/application

Leveraging proven BTS board simulation technology, participants take over (collectively) as the leader of a geographically dispersed five-member team. Teams are presented with managerial and business challenges. As a team, they discuss and weigh the trade-offs involved in making decisions. They experience the consequences of their decisions as measured through both individual and team engagement as well as impacts on business results.



Personal Remote Challenge Application 2 | Individual activity and groups of three

Great leaders recognize that they must adjust their leadership to fit the individual and the situation—no one size fits all. In order to do that they must know their people and the situation. Research suggests that great remote leaders are able to assess when it is appropriate to manage at the outcome level and when to manage the details. Participants once again revisit the challenge they identified in their precourse planning, making updates to their action plans by leveraging the Team Analysis Tool.

Tech Check | Group activity

Remote management requires greater dependence upon technology to successfully lead a team. In this module participants explore and review the technology grid that describes best methods of technology depending on the situation and desired outcomes. They also uncover how personal biases for a particular technology type might be impacting the leadership effectiveness.

Simulation Round 2 | Table team activity, skill practice

Participants continue to work with the team and characters introduced in the morning simulation round. However, in this round the complexity of problem solving and decision making situations is increased as some teams' members are removed from the room, and strategies must be created to include them in team discussions and decision-making processes, just as in the reality of leading remotely.

Personal Remote Challenge Application 3 | Individual activity and groups of three

For a third time, participants delve into their personal remote challenge and update their plan. They are then afforded the opportunity to work in smaller breakout teams to practice the outcomes of their plan. They receive feedback and make final refinements to an action plan that is usable immediately upon leaving the program.

Implementation and Customization

Leading Remotely is one full day of learning and intended for managers with partial or whole teams that are geographically dispersed. Workshop works best with group sizes of 18 to 24 participants. Program can be scaled to fit larger audience requirements. Participants work on real-world remote management challenges, and their unique challenges present the key "custom" element in this program. While not necessary for successful implementation, simulation, Engage Maps™, tools terminology, and other program materials may be customized to a client's particular market, product, or service.