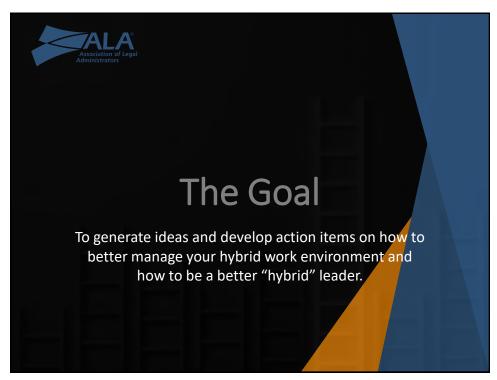
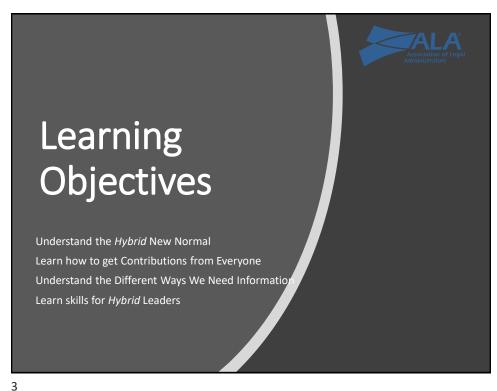


Managing Physical & Remote Offices
Simultaneously in the "Hybrid" New Normal

Denise Gaskin, Ph.D., M.S.

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1. Performance 2. Workload Fewer **Expectations** Management people Setting Teamwork working in expectations Collaboration Handling the • "Rules" for underperformance working Office... · Handling overperformance



Setting Work Expectations

- ☐ Do not assume that everyone will work as they always have.
- ☐Get managers & directors to think about each position. What has changed?
- ☐ Create new job expectations where & when needed.
- ☐ Meet with staff, review, get their input, and make changes when presented with good ideas.
- ☐ Put the new expectations in writing- for staff, for leaders, for HR. Everyone wins when expectations are crystal clear.

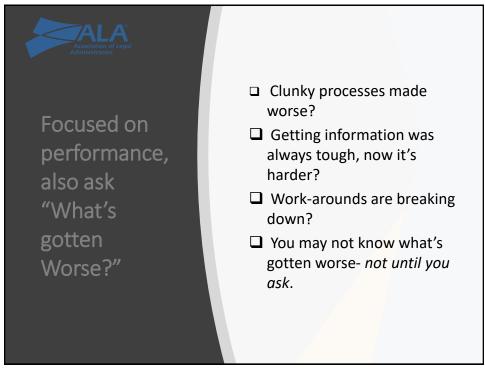
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When you need to handle underperformance

- Focus on the <u>underperformance</u> vs the underperformer
- If you focus on the person you may presume the problem is insufficient skills, lack of initiative, commitment or bad attitude.
- BUT focusing on the underperforming behavior allows you to do good problem solving especially with complex situations.





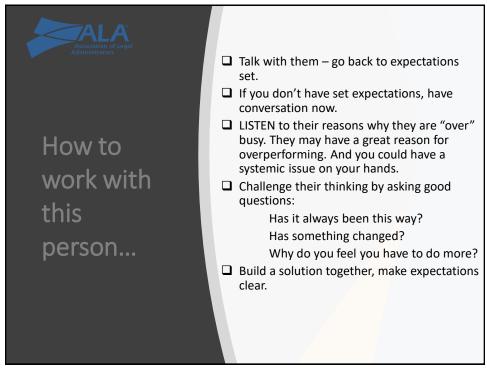


Handling <u>Over</u>-Performance A trickier one, right? Who doesn't love a great Over-Performer?!

An over-performer could be headed for burnout.

And they could be taking work away from someone who has capacity, and needs/wants to stay busy.

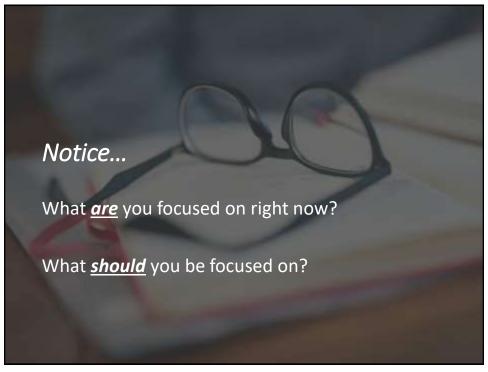
It's just as important to address OVER performance as it is UNDER performance.

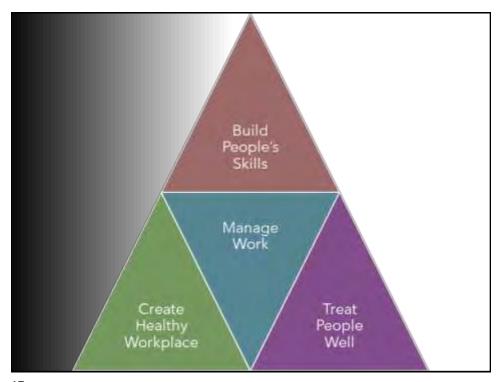




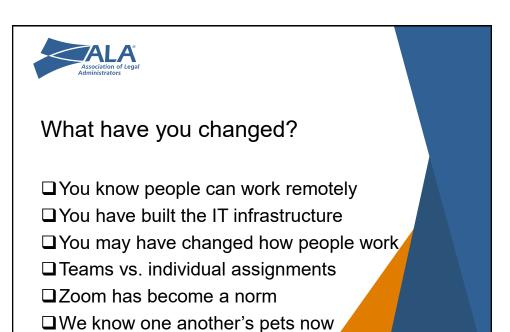


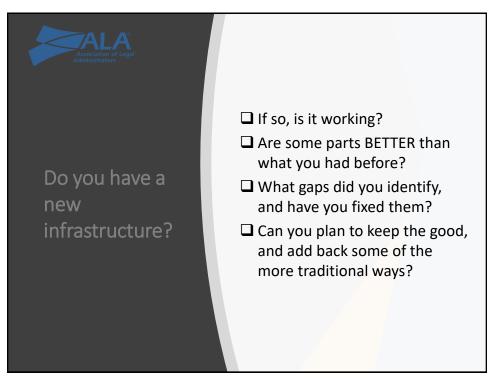


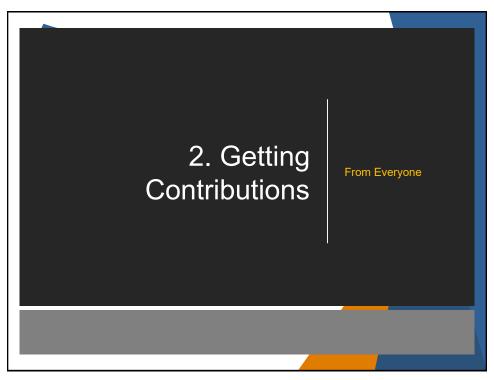


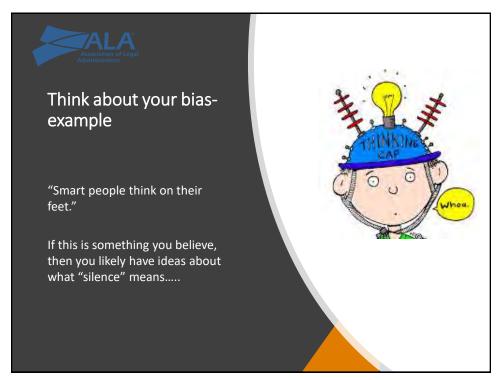




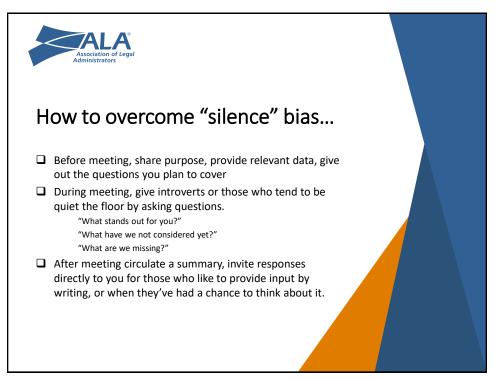














Another bias: Out of Sight, Out of Mind

How to overcome this bias:

- ☐ Build an agenda, send out before meeting.
- ☐ Clarify meeting purpose, objectives, & materials you will be using
- ☐ Assign someone task of keeping virtual team members engaged
- ☐ Use chat feature to let others know you want to speak
- Regularly stop and check to make sure people can hear, are following dialogue
- ☐ Ask "remote" people a question
- ☐ After meeting, circulate key insights, decisions, actions.
- ☐ Ask team members to send you ideas, insights, questions

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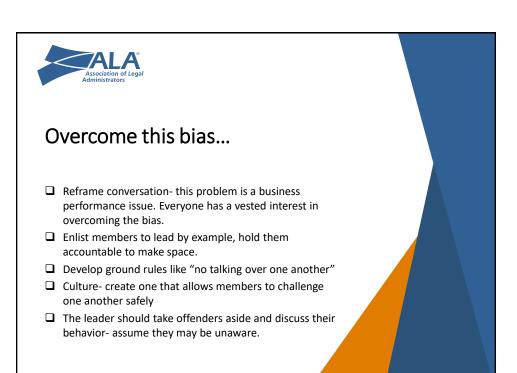


Bias:

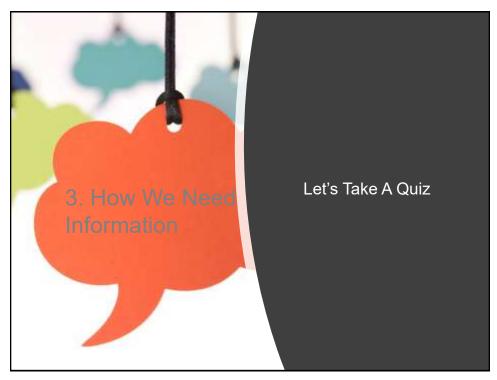
have more to contribute (fill in the blank)

How would you fill in this blank?

- ✓ Shareholders
- ✓ Board members
- ✓ Senior leaders
- ✓ Men
- ✓ Women
- ✓ Older people
- √ Younger people
- ✓ Really smart people
- ✓ People with the experience on this subject
- ✓ Who else?









Think about how you prepare...

I need:

- A. To read materials a few days before the meeting
- B. Need it weeks ahead of the meeting- got to prepare my notes & thoughts
- C. Information during a meeting and can easily dive into discussion
- D. To get information as an intro at the meeting, with the bulk of the conversation happening later



Noise to me is...

- A. Stimulating I get energy from a loud room
- B. Tiring-I feel my "batteries" draining
- C. Tolerable- It's fun for a while, then I'm done
- D. Kryptonite-I can't function in a loud room, I tolerate it, then go off to regain balance

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In general, I need...

- A. The Facts please.
- B. The BIG Picture, where are we going?
- C. Who has done this, and how did it work for them, what impact did it have on people?
- D. Information about how this has worked elsewhere- precedent.



How I like people to work with me...

- A. Give me the data, let me interpret it, noodle on it for a while, when I'm ready, I'll come to you.
- B. Show me the plan and get to it sooner than later.
- C. I need you to tell me how this will impact people. Who will be involved, what will happen?
- D. Let me talk with others who have already done it, I will get the information myself.

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Your Responses to the 4 Questions? How would your <u>team</u> respond?

Q1: We have different needs for meeting prep and participation.

Q2: Some people are hard wired to be sensitive to noise. They can't think when there is a lot going on.

Q3: What is your preference for getting information?

Q4: Another way of seeing HOW you like your information: Facts, BIG Picture, People Focused, or Process

Connecting Well As A Leader

The Skills you need more of in today's Hybrid New Normal world include empathy, listening, authenticity, and a focus on the future.

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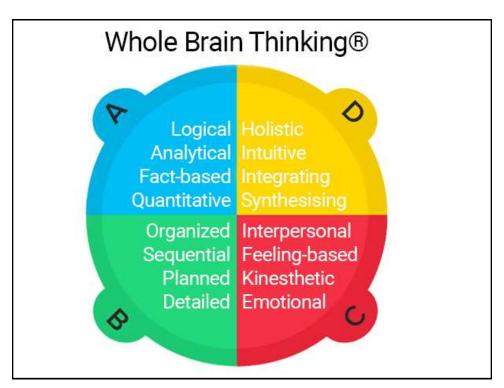
Mo Bunnell- *GrowBIG*Communicating more
Effectively (aligns with HBDI
Thinking Model)

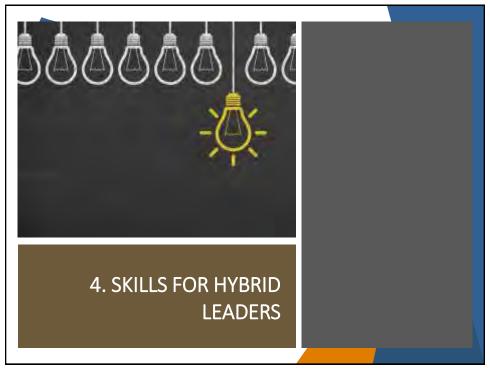
Authenticity- drop the façade, be real **Empathy**- does the person feel heard, do we really care, does our body language express we care

Logic- is what you're telling me fact based? Or based on opinion only?

Future Focused- develop strategies for moving forward, share them

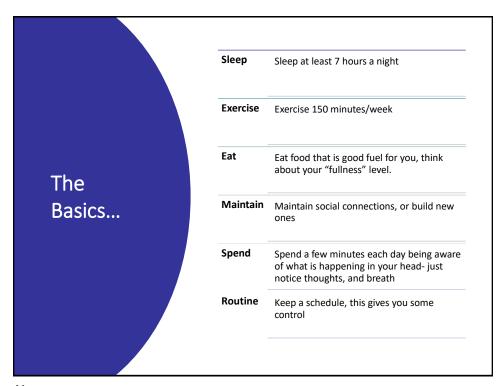


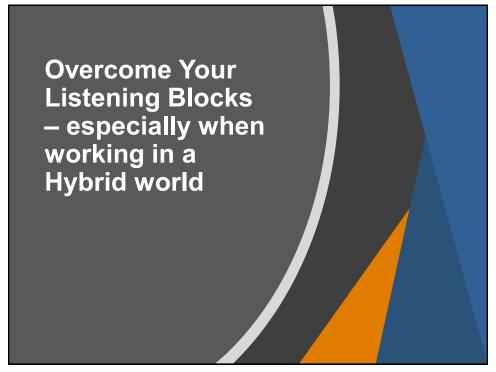




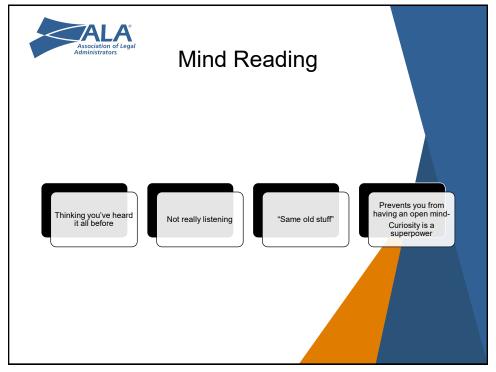


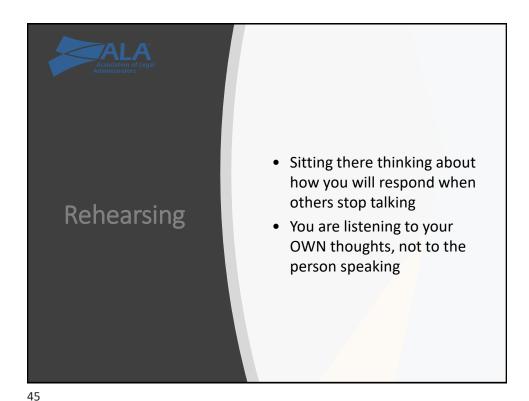












Filtering / Daydreaming

- Also known as Selective Listening
- Hearing what you want to hear
- Filtering out what is uncomfortable, or something you don't believe
- Thinking of other things while someone is talking with you
- Not being present





- Jumping in with unsolicited suggestions or solutions to problems
- Can be wellintended but can take over the conversation when the person just wants to be heard
- Analyzing, critiquing, contesting speaker
- "You've got it wrong!"
- Making the other person feel like what they have to say is unimportant
- One Up someone



