

Leading in times of COVID-19

PART 1: How to Build and Lead an Engaging Remote Organization
6th May 2020

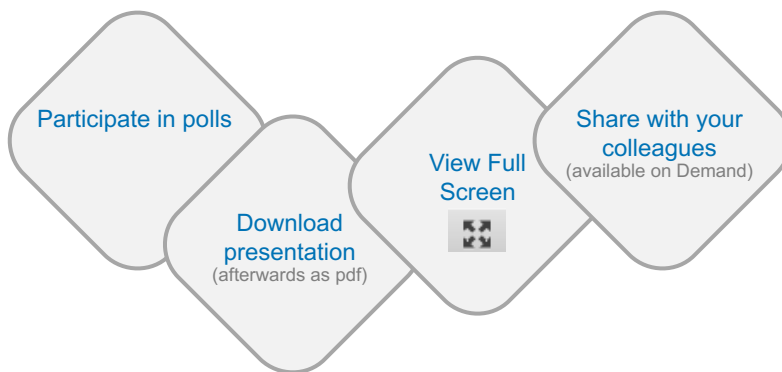


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Presenter:

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Lars Sudmann

Keynote Speaker & Advisor at Sudmann & Company and Council Director at The Conference Board

Lars Sudmann is an author, keynote speaker and business advisor on global leadership.

Additionally, he is the council director of two councils at The Conference Board.

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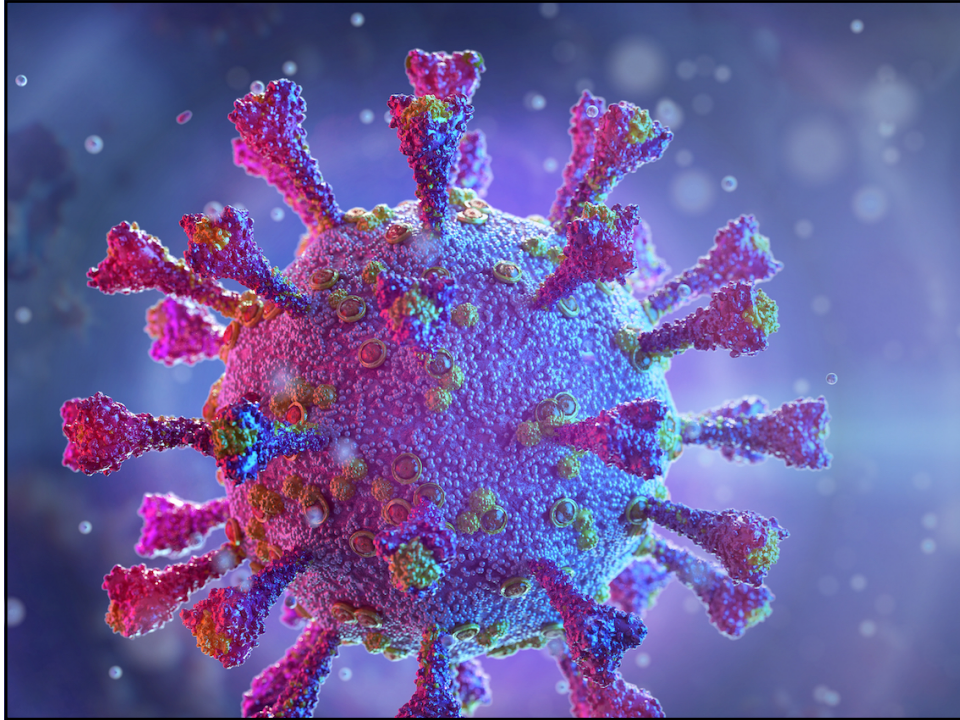
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Who drove the digital transformation in your company?

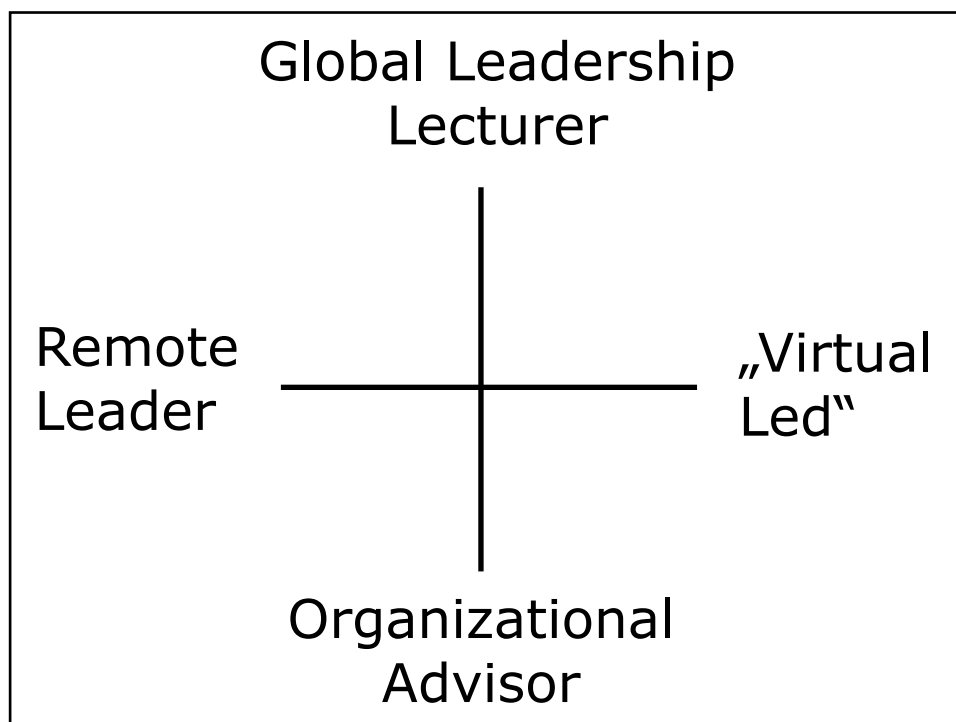
CEO	<input type="radio"/>
CIO	<input type="radio"/>
COVID19	<input type="radio"/>

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From “no remote” or a hybrid setup to ”full remote”

@larssudmann

9



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Innovation that Sticks:

A book about innovative leadership strategies

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Virtual teams can outperform co-located teams

Source: Siebdrat, Hoegl, Ernst 2009

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...but...

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How does it
feel to work
like this?

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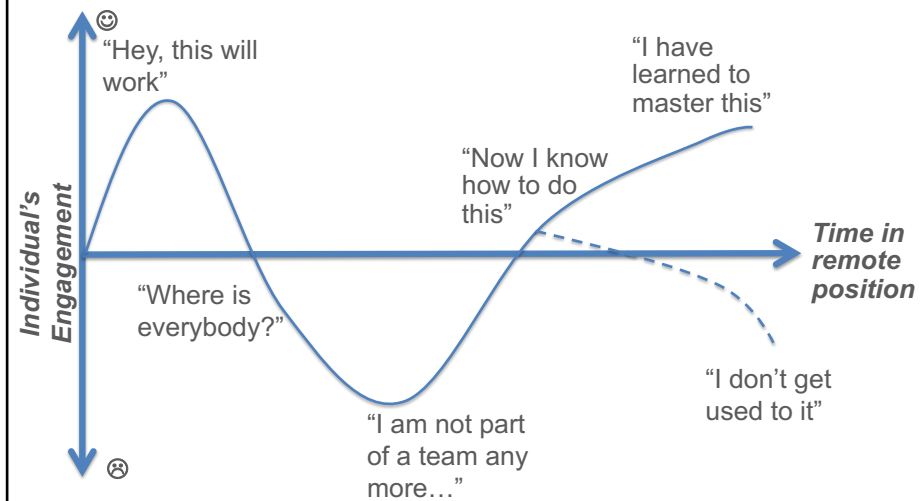
Or more like this?

90% of virtual team members complain in the beginning about insufficient possibility to build relationships and trust*

*Source: e.g. RW3 study report
<http://rw-3.com/VTSReportv7.pdf>

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Remote work: at times a roller-coaster



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Proactive
Interaction

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Metric: Daily Interactions

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Virtual Coffees







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#2

Reflect on your virtual Image

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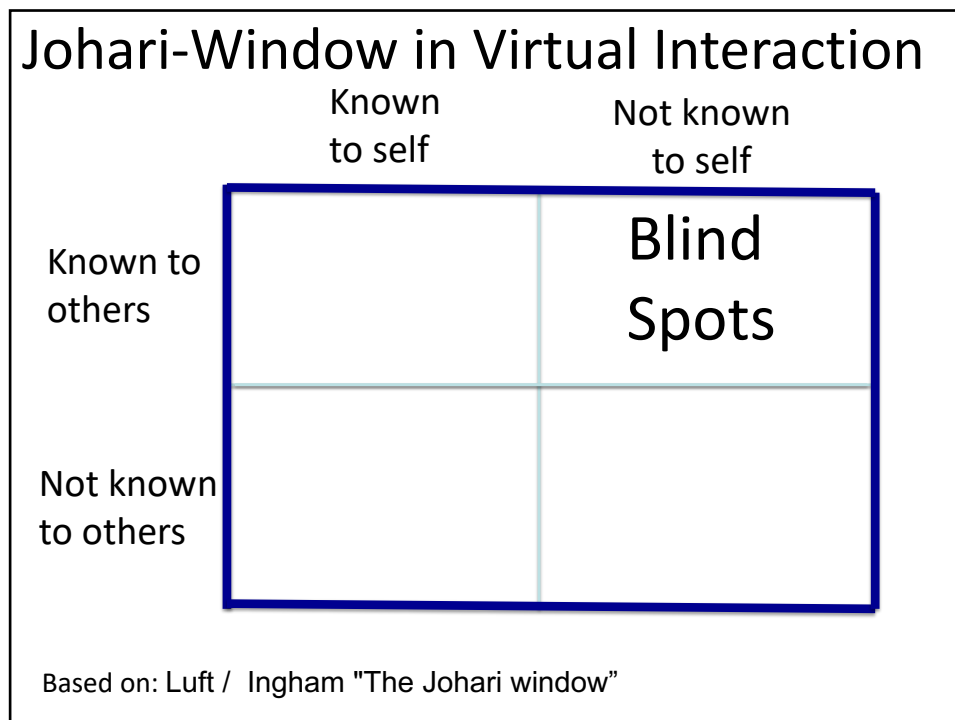
<p>“Do that!” as email text How rude of him!”</p>  <p>E-Mail</p>	<p>“She was typing all the time while on the phone”</p>  <p>Phone</p>
<p>“Did you see that funny picture in the background?”</p>  <p>Video</p>	<p>“How banal - here surely is somebody who cannot blog... and even spelling mistakes....hahaha”</p>  <p>Blog</p>

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Johari-Window for a Virtual Image check

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#3

Over-share with your team

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Share how you will
communicate with
each other

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Team Communication Matrix

Name	Preferred	911	Feedback	Conflict	NoNo in Comms

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#4
Use “The Ladder”

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“People in our study were convinced they’ve accurately understood the tone of an e-mail message when in fact their odds are no better than chance.”

Nicholas Epley
University of Chicago

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Facts are friendly

Never assume

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#5 Virtual Performance Management

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“Deliverables and work you do are harder to see from the distance. On top of that, you need to be more agile and anticipate much more of what could happen as you just can’t check in with your manager at the same frequency.”

Jochen Brenner
Associate Director, Procter & Gamble

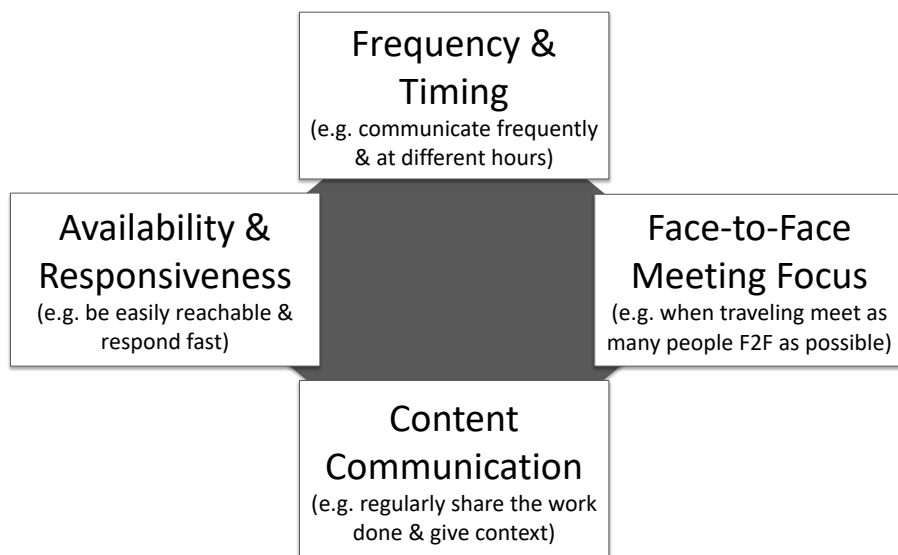
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Passive Face Time Bias

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“Passive Face-time” Strategies



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Frequency & Timing

I have a constant flow of updates to management rather than 'burst & silence'

In place Not needed Action

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Results-only Leadership Style

Clearly specify results you want to have done by you and your team

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Budget Proposal for next Fiscal Year

1. Invest 150 K in fixing the issues

		Share of Share		Share of Size		Share of Label	
		Jan-June	Index	Jan-June	Index	Jan-June	Index
Belgium	FredTex	23	80	30	99	43	78
France	FredTex	24	120	33	112	23	84
Holland	FredTex	28	75	31	75	28	98
Luxembourg	FredTex	40	113	25	110	32	112

2. Invest 200 K `EUR in growing the consumer equity via sophisticated, multi-media enabled synergy copies

ACME, Inc.



Delivering Excellence through Passion

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I am a bullet point monster

- I know you know me
- You have seen me before
- I live in the corporate world
- I usually have 5-7 bullets
- Nobody really likes me, but I am still here
- Ha, ha, ha

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Topic	Time	Who?	Next Step	Until when?

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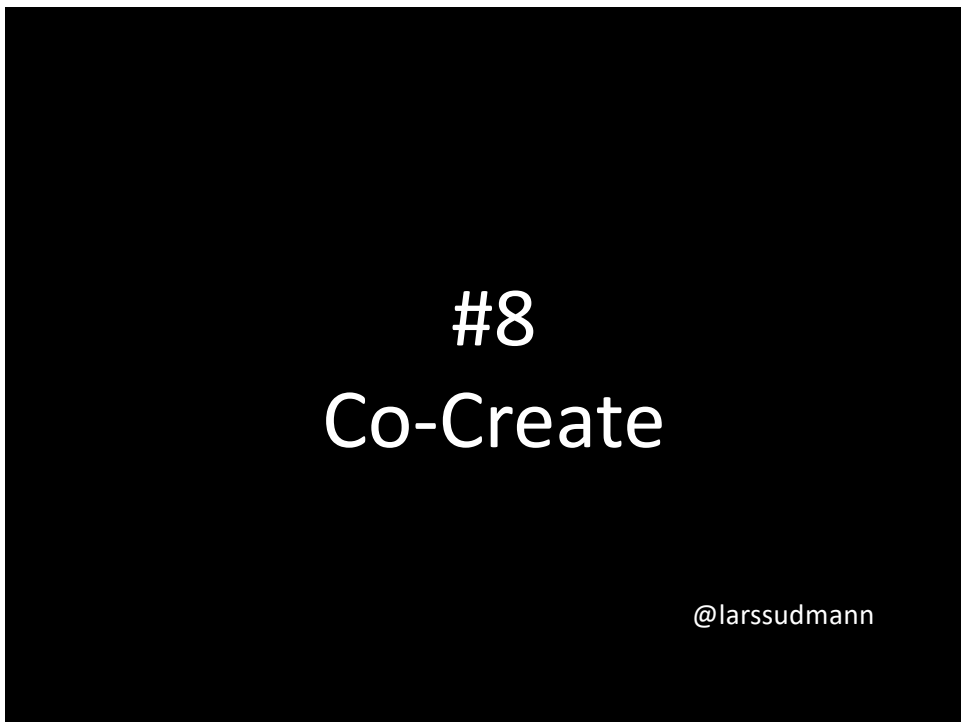
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Learn from TV
Presenters

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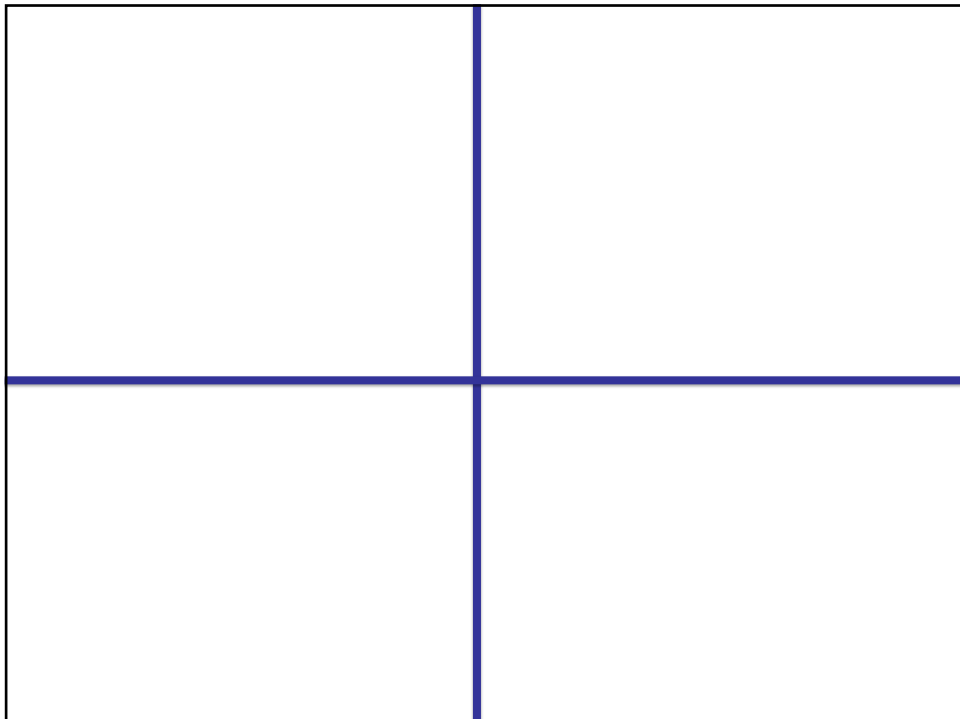
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www.polleverywhere.com

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#9 Do virtual teambuilding

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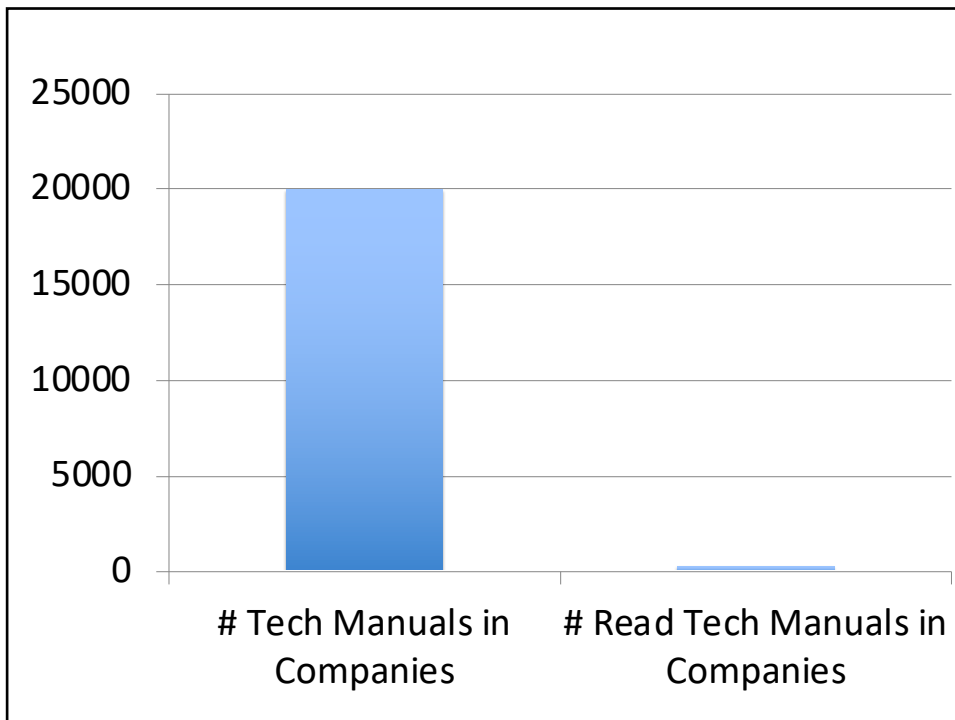
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5 minute tips

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#10 Have a Drumbeat & Heartbeat

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Great remote leaders
check in often & show
empathy

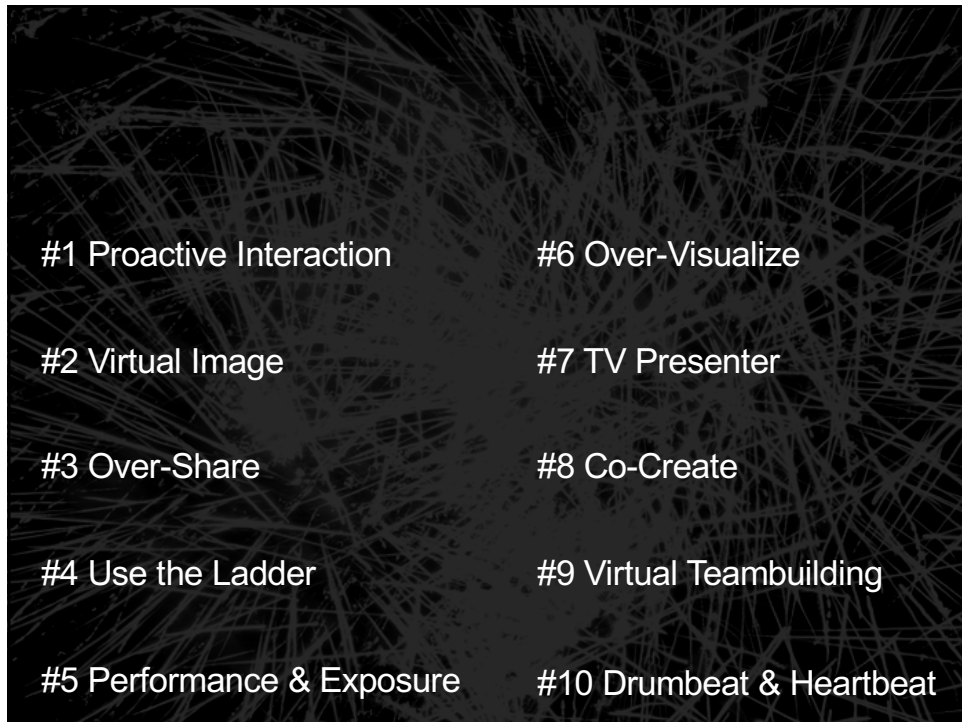
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Happy Birthday
Robert

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Foundation:

'Remote Mindset':
Virtual Work is
Different

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Webcasts

Upcoming webcast:

Part 2: [Crisis Leadership — How to Navigate Uncertainty With Leadership and Creativity](#)
May 12, 2020 03:00 PM CET

Part 3: [Strategies for Thinking Ahead in a New World](#) May 20, 2020 03:00 PM CET

[All Upcoming webcasts](#)

[On-Demand \(Recorded\) webcasts](#)

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