

MAXIMISING THE POTENTIAL OF VIRTUAL TEAMS

What you need to know...

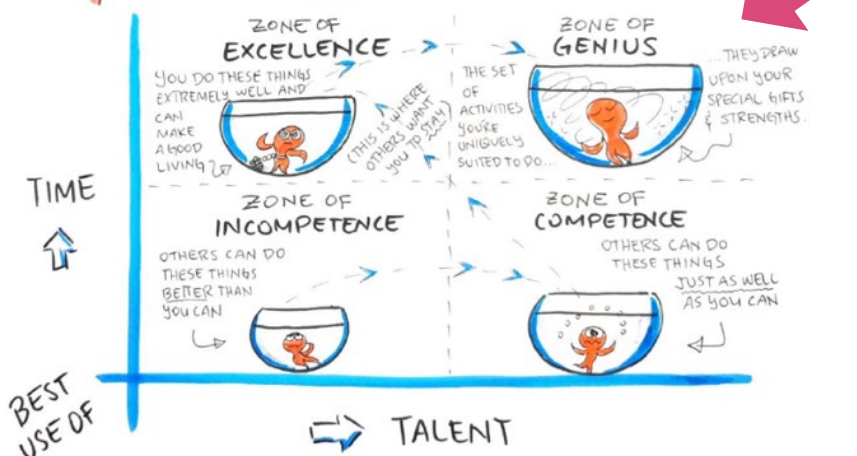
Working habits are changing... including the way we communicate, use technology and have a presence across international borders.

As a manager there are key ingredients that you need to provide to ensure your team continues to perform:

- Clarity about their roles, responsibilities and your expectations
- An understanding of the vision or direction of the business
- A clear link between role or function and the business objectives
- A “can-do” attitude
- A sense of competency or capability to perform
- Clear action plans which are realistic and achievable
- Trust based relationships and a sense of belonging
- Regular and development focused feedback
- The skills of listening, questioning, reflection and action



THE BIG LEAP



Source: The Big Leap by Gay Hendricks (published 2009), p. 29, 31, 33, 34

Infographic by Anaik

This is the fun section... **The Zone of Genius**

The Zone of Genius is the zone of maximum potential and productivity. It's when we're feeling engaged and secure and are contributing. It's up to you to find your people's Zone of Genius. How? Ask them! Focus on them:

- Treat others the way THEY want to be treated. Do THEY want regular check-ins or more hands off?
- Learn how they are, what they want and deliver that
- Remove the obstacles that stop them getting what they want or need to do
- Do they want public or private recognition?
- How do they want to receive feedback?

Find the Zone to see & feel the difference.

Know that every person wants to know:

- What do you expect from me?
- How am I doing?
- What's next?
- Consequences – reward, promotion, development etc. (or the other!)?

This is equally important for development as well as improvement

So... you need to provide answers to those questions, supported by **really good** feedback.

- What do you and they feel went well, exactly? What do you want to see more of?
- What could have gone better and how, exactly? What do you want to change?
- Agree the plan, support, facilitate and so on.

Provide examples all the way, then you and they know exactly what to do more or less of or to do differently.

What you need to do...

The biggest challenge of managing virtual teams is communication

TO-DO LIST:

- Make up for the loss of informal 'water cooler' chats, making better use of communication technology
- Provide role clarity and security
- Do pulse checks to surface up issues and challenges
- Avoid micromanagement
- Find the Zone of Genius
- Offer face-to-face encounters with each other and with you
- Flexible working – assume it works. Employees afforded this will typically give you more
- Encourage independent decision making and accountability
- Give real time feedback, little and often. Tell them what you expect, how they are doing and how they will be rewarded
- Provide the right tools and tech to do the job
- Encourage people to stay in touch and get to know one another better
- Encourage ideas to replicate what you've missed



Create performance momentum
What can you do to create performance momentum in your team?
What could the impact of this be?