Current Events

These Chains Are Permanently Closing the Most Stores in 2020
Macy’s, Pier 1 and other retailers are shutting down large numbers of stores for good.

Has the Stock Market Moved On From COVID-19?
Year-to-date performance of major U.S. stock market indices as of June 10, 2020

VOTE 2020
Challenges for Newly Formed Virtual Teams

- Effectively Using Technology
- Setting Up a Communication Plan
- Getting the Right Resources to Support
- Setting Behavioral Norms for the Team
- Establishing Policies and Processes

Challenges for Established Virtual Teams

Keeping the Team Engaged
Communication
Unlocking Creativity of the Team
Holding Team Members Accountable
Managing Conflict

Technology Audit

• Have you selected technology?
• Does it meet the needs of your team?
• Is it reliable?
• Is everyone using it?
• What needs still remain?
## Technology Solution Ideas

<table>
<thead>
<tr>
<th>Sample Issue</th>
<th>Tech Tools to Consider</th>
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</thead>
<tbody>
<tr>
<td>The team is always unclear about who is assigned to what task and small details are falling through the cracks</td>
<td>Project Management, Task Management</td>
</tr>
<tr>
<td>My team needs a way to communicate quickly and informally throughout the day</td>
<td>Chat or Instant Messaging</td>
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<tr>
<td>My team needs to know where people are when they travel and when people are available or on vacation</td>
<td>Shared Calendars</td>
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<tr>
<td>My team has issues with version control on documents (what’s most current, accurate?)</td>
<td>Document Library</td>
</tr>
<tr>
<td>The team needs a place where all can meet on projects, shared ideas and collect all notes</td>
<td>Team Discussion Board</td>
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Communication
Communication is...

Effective and active listening are also important elements of communication.

Active listening is when recipient gives continuous feedback such as nodding, restating, or para-phrasing.

Ensures that there is no misunderstanding.

Non-verbal can also be paralingual.

Paralingual is where manner of speaking indicates different meaning, such as sarcasm.

Written: email, memo, documents, reports

Oral: discussions, opinions, appraisals

Verbal Vs Non-verbal

Written Vs Oral

Communication

Internal Vs External

Internal: within the project team

External: customer, other projects, vendors

Formal Vs Informal

Formal: reports, memos, briefings, meetings

Informal: emails, ad-hoc talks such as over coffee, lunch

Official Vs Unofficial

Official: newsletters, intranet, annual reports, company-wide all-hands meetings

Unofficial: off the record communications

Vertical Vs Horizontal

Vertical: along the organizational hierarchy - upwards and downwards

Horizontal: with peers, both within and outside of project team
# Method vs. Purpose

<table>
<thead>
<tr>
<th>Ability</th>
<th>Face-to-Face</th>
<th>Audio Call (phone / VOIP)</th>
<th>Video Call (Skype / GoToMeeting)</th>
<th>Email</th>
<th>Chat (Slack / OIark)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ability to make progress quickly</td>
<td>Very Good</td>
<td>Very Good</td>
<td>Very Good</td>
<td>Limited</td>
<td>Good</td>
</tr>
<tr>
<td>Ability to reach many</td>
<td>Limited</td>
<td>Limited</td>
<td>Good</td>
<td>Very Good</td>
<td>Limited</td>
</tr>
<tr>
<td>Ability to reach people in a different time zone efficiently</td>
<td>Limited</td>
<td>Limited</td>
<td>Limited</td>
<td>Very Good</td>
<td>Limited</td>
</tr>
<tr>
<td>Ability to resolve frustration</td>
<td>Very Good</td>
<td>Very Good</td>
<td>Good</td>
<td>Limited</td>
<td>Good</td>
</tr>
<tr>
<td>Ability to build trust</td>
<td>Very Good</td>
<td>Good</td>
<td>Good</td>
<td>Limited</td>
<td>Limited</td>
</tr>
</tbody>
</table>
Choosing the Proper Method

![Virtual team communication method matrix]

Effective Virtual Team Meetings

• Agenda
  • Sent in advance
  • Standing items
  • Bring some levity
    • Themes for video meetings – Day at the Beach backgrounds
    • Celebrate wins
    • Provide space for small talk

• Norms
  • Communication Norms
    • Require deadlines in the subject line – Request for Info due 11/20 at 5 PM EST
    • State if the email is an inform or request – Inform: Volume Data for the Northeast
  • Meeting Norms
    • No texting during meetings
    • Camera must be on – but Address Video Fatigue
Virtual Team Building

• Culture still matters

• Be intentional about building it

• Allow downtime, virtually
  • Virtual sessions focused on fun
  • Virtual lunches that encourage “watercooler” discussion
  • Choose activities that allow everyone to participate fully (be inclusive!)
Accountability

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Benefits of Clear Team Agreements

18x More likely to accomplish goals

28x More likely to be highly productive

39x More likely to come up with innovative solutions

Team Agreements

• Living documents that governs the team

• Includes
  • Team purpose, values and vision
  • Roles and responsibilities
  • Goals
  • Measures of Success
  • Operating guidelines
    • Communication norms
    • Tech guidelines
    • Team meeting guidelines

Ensuring Success

• Hold people to the team agreement
  • Manage performance according to performing the work AND adherence to the team agreement

• Check-in periodically for feedback

• Make respect a non-negotiable

• Remember all company policies still apply
Still have issues…

KEEP CALM AND CALL HR
Our Signature Program

• Targets new managers of people (in role for 18 months or less)
• 4-month, live-virtual program, 10 sessions, 90 min each
• Small cohort format that allows for expanded learning from the group
• Key Topics Covered:
  • Building Trust, Giving & Receiving Feedback, Building an Inclusive Environment, Dealing with Conflict, Prioritization

Registration opening in December! Be added to our waitlist now! Email me at melva.holt@paiseleadership.com
Need help? Let’s talk
Email me at
melva.holt@paiseleadership.com