

# leading virtually in times of uncertainty



top 10 tips.

# leading virtually in times of uncertainty.

Meet our speaker:



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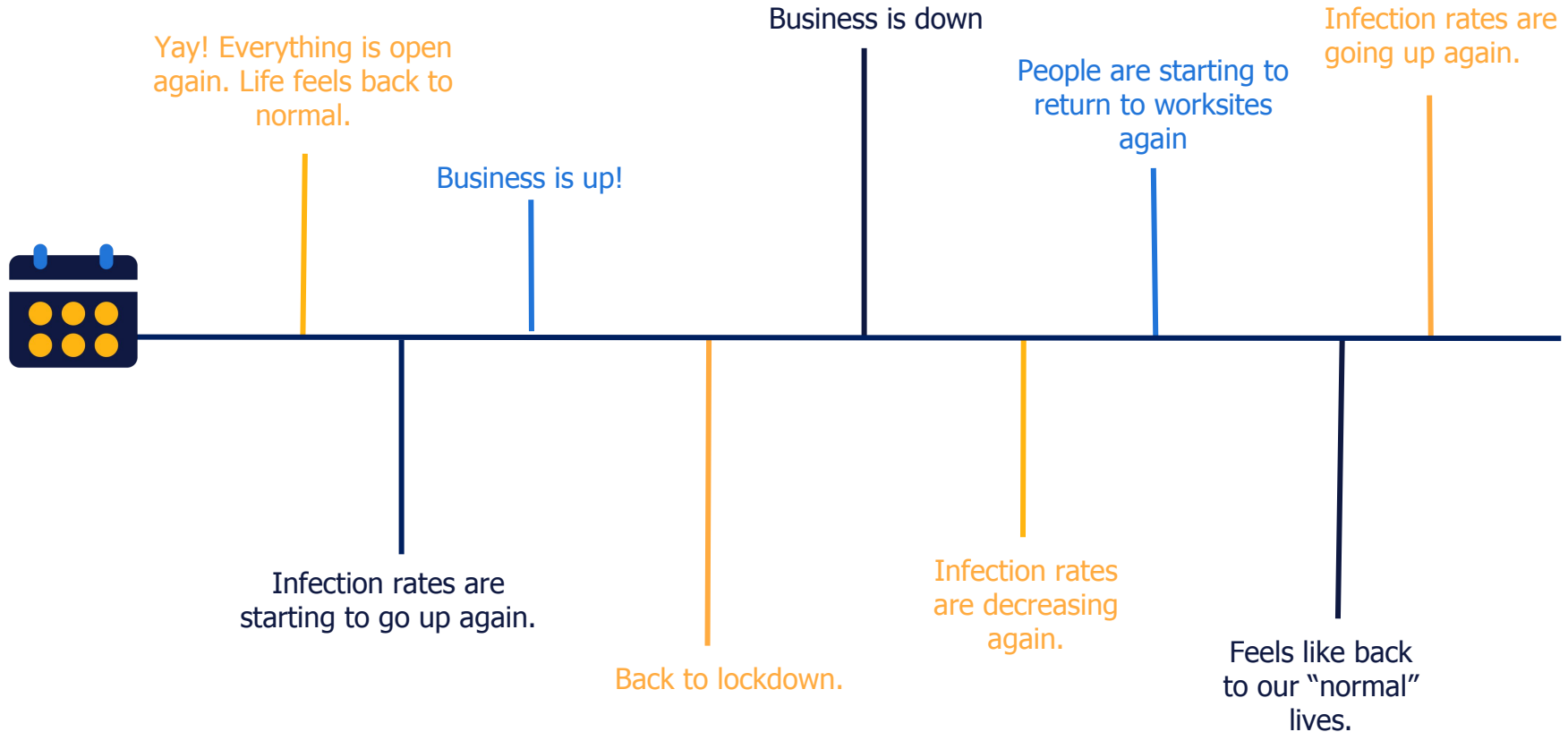


leadership is  
needed  
more than ever.

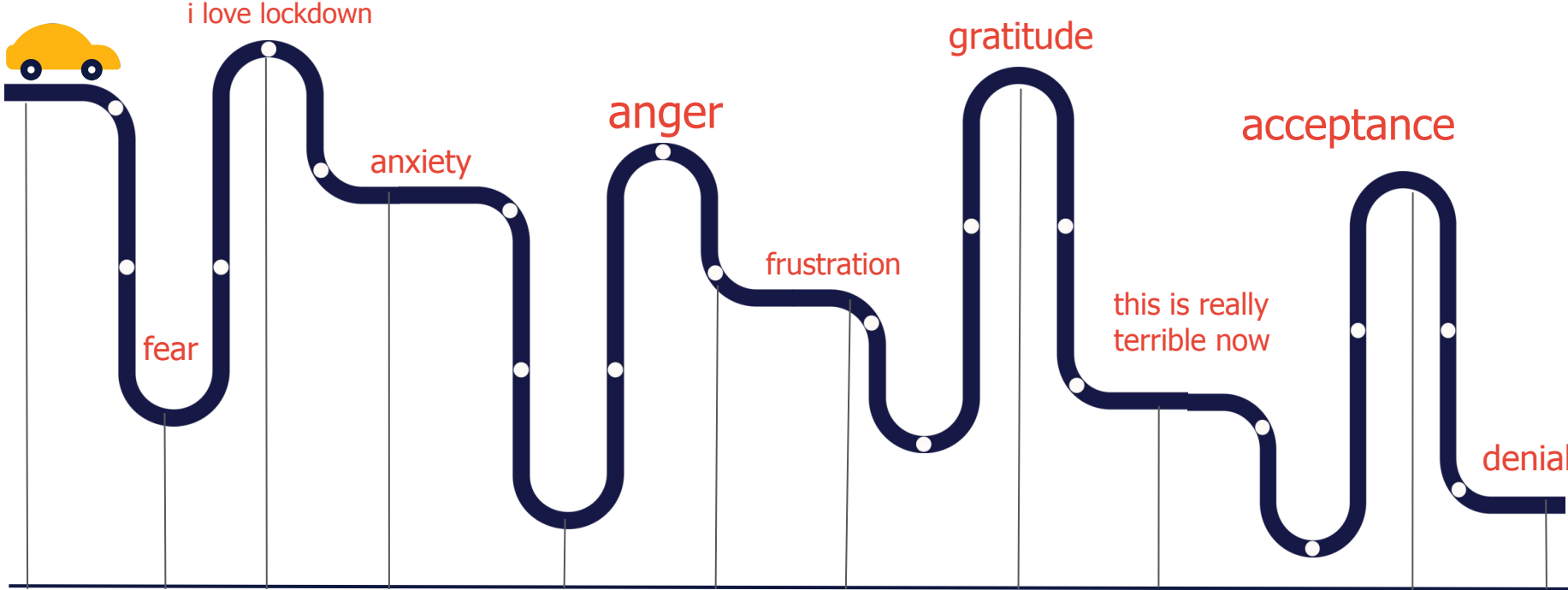
**40%** of workers  
report **loneliness** and  
lack of community being  
their greatest challenge  
during the pandemic.



# navigating our new normal - hammer and dance.



# emotional rollercoaster.



# we're complex... and that's okay.

yes

we can feel grateful

and

disappointed about things being cancelled

yes

we can enjoy extra time with our loved ones

and

feel overwhelmed sometimes by their presence

yes

we can be hopeful

and

feel like everything is falling apart

yes

we can be a source of support for others

and

prioritize our needs, fill our own cup

yes

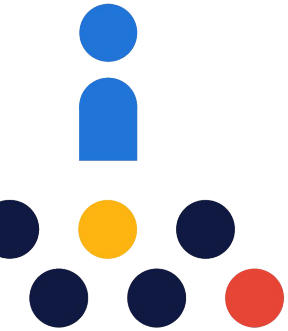
we can be optimistic

and

concerned about the future and people around us being impacted



# 10 ways to lead virtually in times of uncertainty.



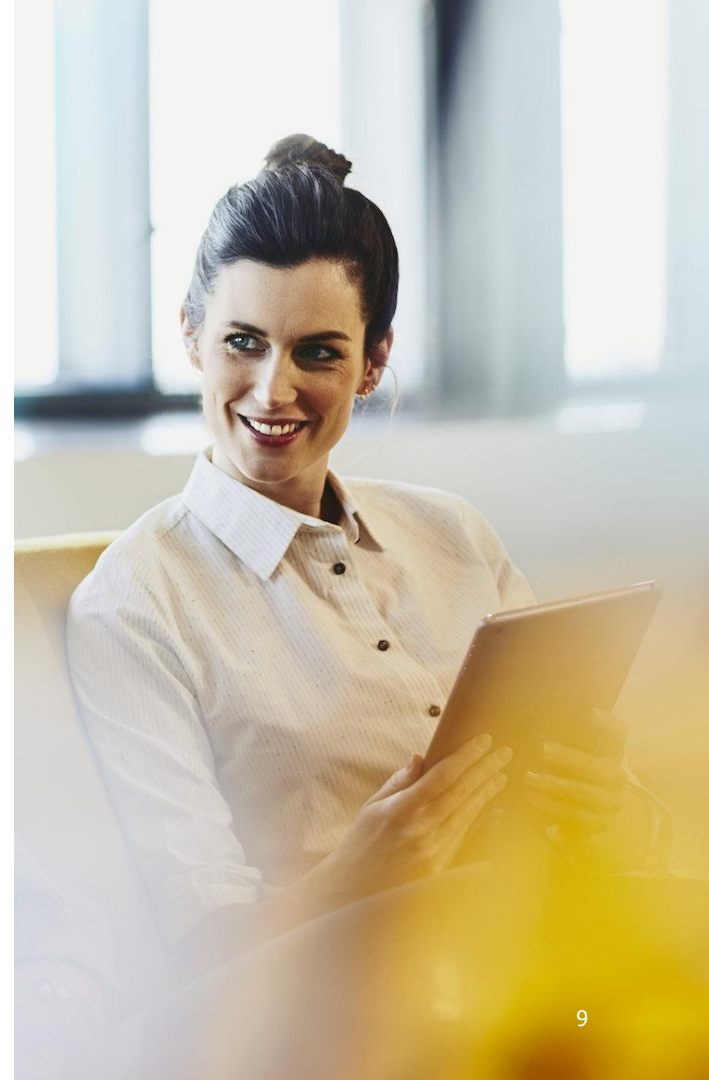
- 1 lead through calmness
- 2 trust first
- 3 practice “radical transparency”
- 4 strategically over communicate
- 5 stick to facts
- 6 practice leadership agility
- 7 create “safe space”
- 8 leverage technology
- 9 structure meetings to be effective in a virtual environment
- 10 set clear expectations and structure



1

# lead through calmness.

- step into your personal leadership - as leadership is an **act** (not a role) and can be exhibited at any moment
- take responsibility for your emotional impact - your team is looking to you to understand how to feel and/or react
- use calm language and tone to de-escalate panic (internal dialogue included)
- be clear on what you stand for - lean into your values
- combat uncertainty with definitive language
- avoid making things and people “wrong” - creates binary thinking and increases fatalistic perceptions
- create rituals or habits that support your mental and emotional wellbeing



2

## trust first.

- trust that your people can manage themselves when working remotely
- trust that your people want to be successful and will work hard to achieve meaningful goals
- be result oriented - not task focused
- assign responsibility appropriately
- distribute decision making power to not bottleneck business moving forward
- create a culture of shared accountability (where accountability is something that is taken - not given)



3

## practice "radical transparency."

- if you don't know something, admit it
- be a knowledge broker
- don't sugar coat tough news
- strive to accurately describe reality without laying blame
- preempt the difficult questions by addressing them before they fester in the organization
- be transparent with business results, impact and team performance
- clearly articulate the **WHY** decisions are being made
- as Brené Brown says: "clear is kind, unclear is unkind"

"Radical transparency" is creating a culture that is direct and honest in communication and sharing of company strategies so that all people are trusting and loyal to the continuous evolution of the organization.

For leaders, radical transparency is a way to build trust with their employees.

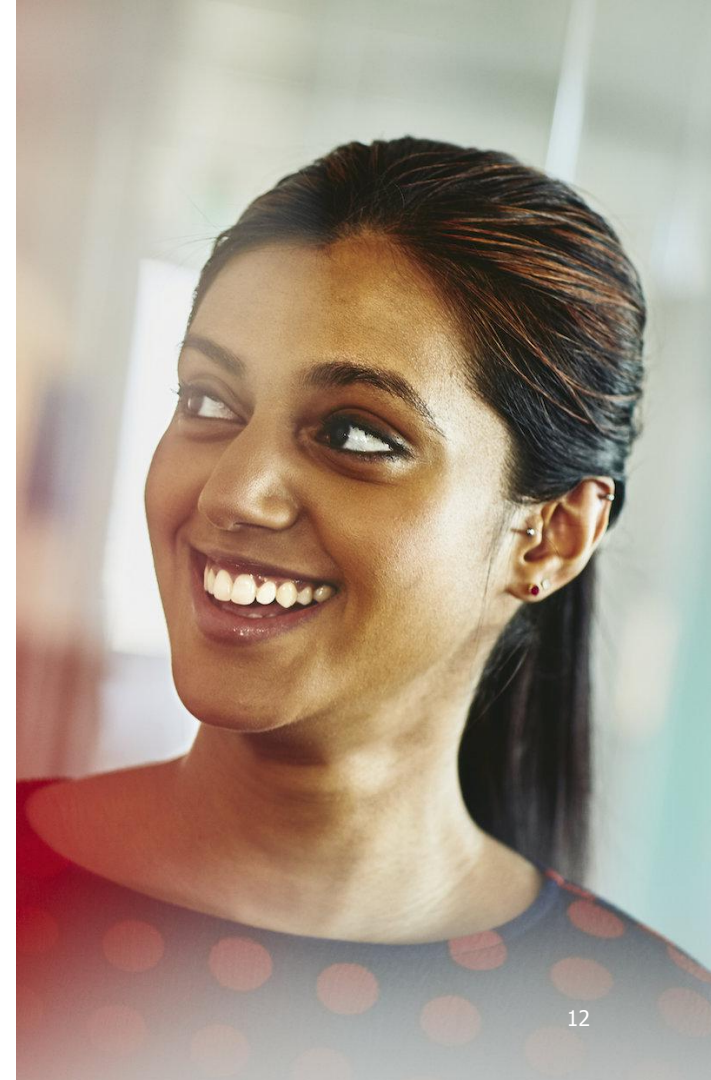
- Gene Hammett



## 4

## strategically over communicate.

- communicate, communicate and then communicate again
- drop the formalities
- create virtual community platforms to post and share communications that everyone can easily access
- use multiple communication methods to engage with different learner types (videos are a great way to add context)
- choose platforms that allow for 2-way communication
- create communication channels for feedback and FAQ's
- increase your 1:1 meetings to weekly (min) for alignment and support



5

## stick to facts.

- be informed with credible sources
- use multiple sources to avoid confirmation bias
- engage in fact based decision making
- avoid creating stories where there are information gaps
- actively seek good news
- create a workgroup focused on updating the organization on the most recent research and trends
- when there is panic or uncertainty, ask yourself (or your team) “what do we know for sure? and how do we know that?”





## practice leadership agility.

**affiliative** is essential to make people feel heard and increase feelings of belonging in times of uncertainty

**pacesetting** is pivotal when leading virtually to ensure that there is structure and progress towards common goals

**directive** is necessary when leading through uncertainty - be clear on what you're clear on

**coaching** to help people create meaningful goals that will self-motivate them when working remotely

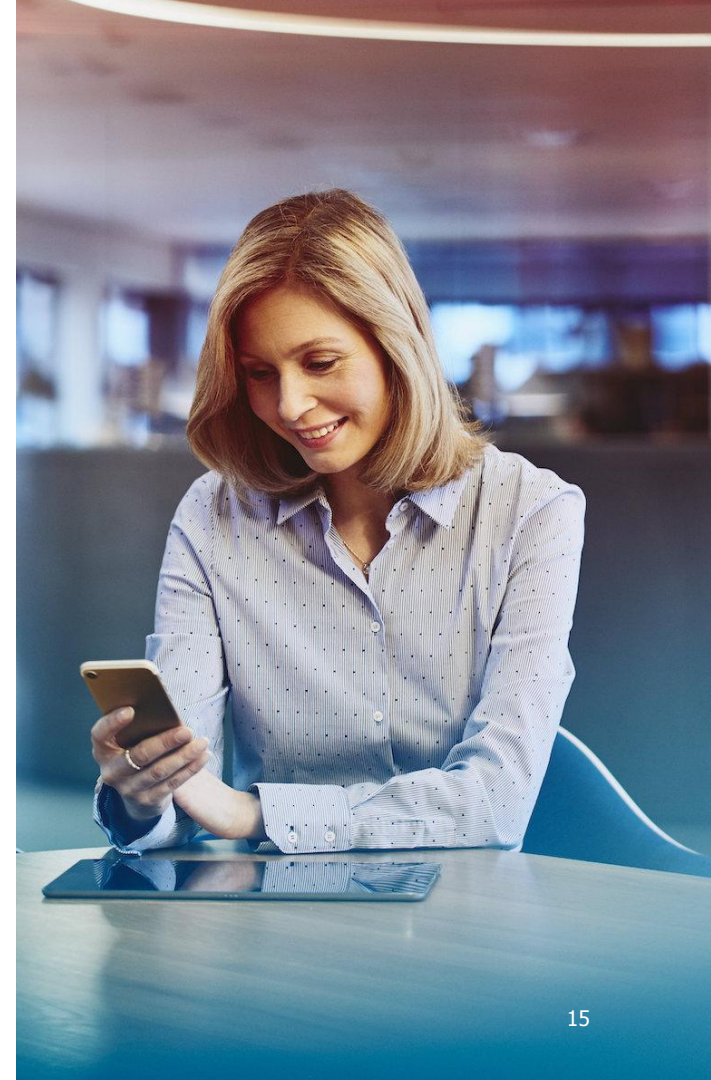
**visionary** to support engagement and feeling like a cohesive team working towards a common vision



## 7

create  
"safe space."

- create psychological safety and trust on your team - especially in times of uncertainty
- allow time in meetings or 1:1 to let people express how they are feeling
- avoid a "business as usual" tone - as there is nothing more powerful than a fear unspoken (it will lead to distraction)
- model the power of vulnerability
- practice active listening and curiosity
- acknowledge any emotion that shows up without judgment or the need to "fix" it
- schedule virtual coffee dates or working lunches to encourage informal social bonding



## 8

## leverage technology.

- importance of “cameras on” as a way of working
- creating shared virtual communities for informal communication (aka, IM or Whatsapp groups)
- familiarize yourself with the various tools and communication channels available to you
- upskill yourself (and your team) on necessary technology
- create centralized depositories for information to be shared and visibility into the teams’ progress towards goals
- shared calendars, documents and project trackers to keep everyone up-to-date and able to quickly collaborate on work projects as needed





## 9

## structure meetings to be effective in a virtual environment.

- always have an agenda - *yes, always*
- incorporate team building questions or activities to create social interaction
- document any verbal insights, commitments or actions on a shared document
- ensure you hear from everyone in the meeting
- include frequent updates on overall business trends and corporate strategy
- have other departments or stakeholders present to avoid potential silos
- be sure to celebrate success and acknowledge good work
- create virtual team rituals (i.e., celebrate birthdays, end with a good news story, etc.)



10

## set clear expectations and structure.

- set concrete deadlines and write them down on a shared document
- create a standardized meeting cadence for both team and individual meetings
- outline (in detail) the role and responsibilities of everyone on the team and determine a reporting cadence on progress towards goals
- be intentional when you will give feedback - as you don't have the informal opportunities you do when working in-person
- when delegating tasks with a virtual team, write them out - be explicit



# position yourself to thrive in a virtual environment.

- be extra **intentional** in how you structure your day and working environment
- look at both time and energy management
- design tailored solutions that might live outside of current paradigms around how we structure work
- connect to the purpose of your work and the impact you want to have - especially in times of uncertainty
- take 100%, radical responsibility for your success - hold yourself naturally creative, resourceful and whole
- make balance a priority and schedule it
- document your goals and break them down into daily actions
- schedule time to review and adjust how you're working
- stay connected and shake it up when necessary



questions?



mentorship.

randstad sourceright

human forward.

