



35th Anniversary
National Conference
July 18-21, 2022



Come Lead With Us Building Trust in Virtual Teams

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All Aboard the Distance Learning Train

Learning Outcomes

As a result of today's workshop, you will:

- - understand the role of trust in leadership
- - understand the impact of the shift from in-person to remote teams
- - learn best practices/strategies for building trust in remote teams
- - explore post-pandemic models of teamwork

Paula Billups, Ph.D.

Specializing in management, positive leadership, positive psychology, and systems thinking, Dr. Billups holds certifications in project management through PMI, Six Sigma through ASQ, and 7 Habits of Highly Effective People through Franklin Covey.

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Positive Leadership Framework

POSITIVE LEADERSHIP

The 4 P's of Positive Leadership



Psychological Safety

Enabling the belief "I can take interpersonal risks in my team because I can be 'authentically me.'"



Purpose

Activating the belief in a team environment that "I matter, my work matters, and my contributions are meaningful to me."



Path

Enabling Role Clarity, meaningful Autonomy/ Empowerment, and providing the resources team members need to succeed



Progress

The connective tissue of the framework is built on the partnership of genuine Connection, Support, & Appreciation between the leader & those they intend to lead.

GREAT LEADER

«—+ BY JACOB MORGAN +—»»



ACTS LIKE A COACH

Coaches believe in lifting up employees, removing obstacles from their paths, and helping them become more successful than they are.



WANTS TO KNOW YOUR STORY

They want to get to know you as a person not as simply someone who is filling a role on a team.



UNDERSTANDS YOUR WEAKNESSES BUT FOCUSES ON YOUR STRENGTHS

Truly great leaders understand the strengths of their employees and they do what they can to make those strengths shine.



EMBRACES VULNERABILITY

People don't want to work for a robot, they want to work for a human being and there is nothing more human than being vulnerable.



CHALLENGES CONVENTION

We live in 2021 but work in 1975. Embrace experimentation and challenge the status quo to come up with something better.

Right Time
Right Place
Right Leader?

Challenges of Leading Remote Teams

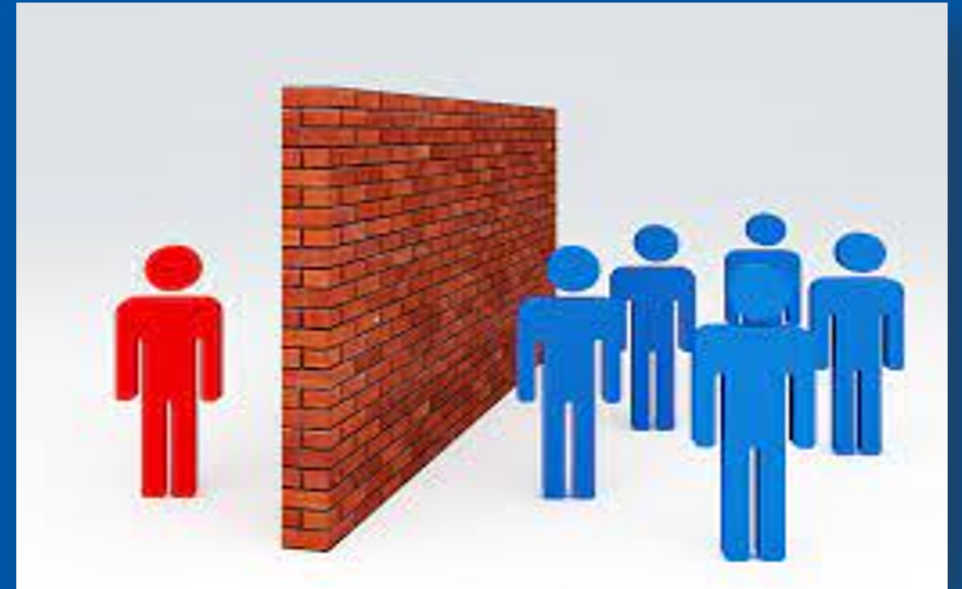
- Harder to build rapport
- More difficult to build a strong work culture
- Leaders will need to have more **trust** in their employees



Barriers to Trust on Remote Teams

Team members may:

- have no past on which to build
- have no future to reference
- never even actually meet face-to-face.



Are you a **Trustworthy** person?

The elements of trust are:

1. Competence
2. Honorable Motive
3. Reliability.

Questions to ask yourself:

- Do others see me as **competent** to perform what I claim I can do?
- Do others believe I offer help from a genuine desire to serve (**honorable motive**), or do they believe that there I have some intent that is more selfish?
- Do other people believe I am **reliable** and will do whatever it takes to keep a promise and follow through, even if the going gets tough?

How can you improve your **trustworthiness**?

1. **Show Humility (competence without pride)** by executing your skills confidently and quietly; and continuing to add and enhance skills; be available to serve as an ally and as a mentor to support and explore with others the knowledge and skills you have.
2. **Serve with gladness** to those whom you influence and with whom you have authority.
3. **Keep promises** and always deliver more than you promise. Make your expectations, of self and others, extremely clear; then do what you say.



Dilbert Wisdom on Team Leadership



Inspiration

You don't inspire your
teammates by showing
them how amazing you are.

You inspire them by
showing them how amazing
they are.

—ROBYN BENINCASA



Post-Pandemic Models of Teamwork: **Structure Shift**

Workplace Teams will need an environment which:

- Retains the experience of autonomy while also providing a sense of belonging
- Allows for social interactions

Employees will need the ability to:

- Decide where they want to work and when they want to work
- Seek counseling for loneliness and depression (when working remotely)
- Maintain sense of belonging

Post-Pandemic Models of Teamwork: Structure Shift, Cont.

Considerations for teams include:

1. Teams should have a strong leader, or teams may share leadership.
2. Teams should clearly define task interdependencies and interfaces among team members, or team members can perform their work largely in isolation.
3. Teams should have similar goals and rewards for all members, or they can offer individualized goals and rewards.
4. Teams may communicate virtually, or they can communicate face-to-face.
5. Teams may have a shared history and aspirations, or teams may only operate for a limited time, after which they disband.

Post-Pandemic Models of Teamwork: **Shared Goals**

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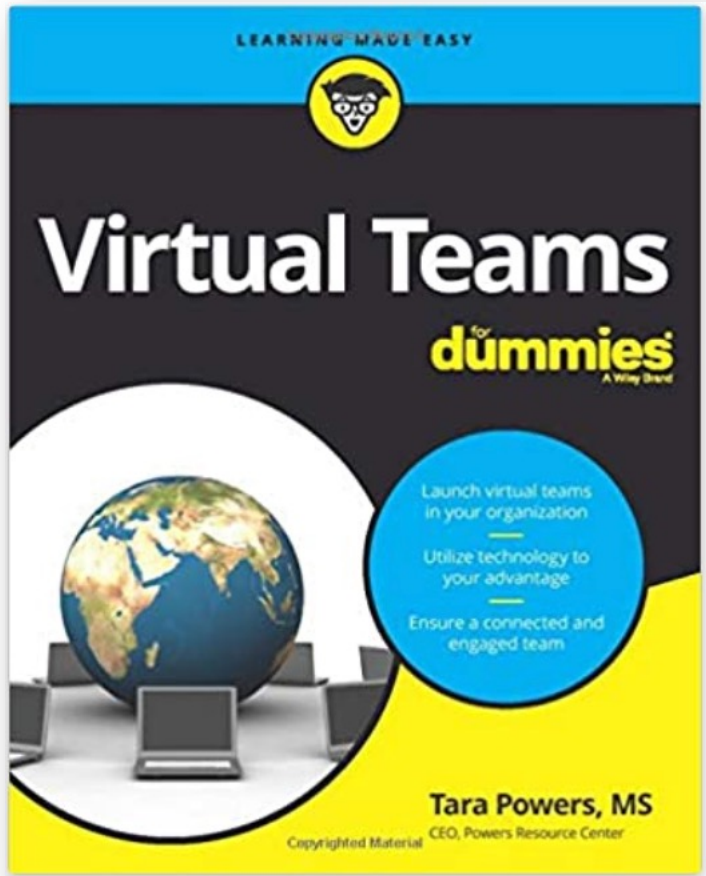
Tara Powers

Global thought leader on remote work, keynote speaker, award-winning leadership & DISC expert, international best-selling author of "Virtual Teams for Dummies" & "Working from Home for Dummies", author of the RevWork Remote Teams Virtual Coach App.

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Virtual Teams For Dummies



Print length

1.

368 pages

Language



English



[Buy the Book on Amazon](#)

Six Key Agreements To Get In Place

Technology

Communication

Connection

Conflict

Meetings

Availability

Establish Team Tools

Be Consistent



Technology Tools

- Project/task tracking and updates
- Collaboration
- Social networking
- Messaging
- Document sharing



Communication Protocols

- Develop communication protocols:
 - Who's responsible for communicating?
 - Who's the audience?
 - Frequency?
 - Method?
- Use a Communication Plan to get you started



Internal Communication Agreement

Consider chance of misunderstanding and level of relationship risk

Different communication tools should be used for different goals. Ask

- Am I just providing an update on progress?
- Do we need to make a decision or solve a problem? Is debate necessary?
- Am I trying to build trust and connection?
- Do we need to give each other feedback?

Virtual Team Communication Method Matrix

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High	VOICE MAIL PHONE CONVERSATION	VIDEO CONFERENCE	IN PERSON
Med	EMAIL CHAT ROOM VOICE MAIL	PHONE CONVERSATION VIDEO CONFERENCE	VIDEO CONFERENCE IN PERSON
Low	IM TEXT EMAIL	PHONE CONVERSATION VIDEO CONFERENCE	VIDEO CONFERENCE IN PERSON
	Relationship Risk		
	Low	Med	High



[Download the Matrix](#)



**Build
Connection
Agreements
Together**

Building a Connection Culture

- Face to face time
- Buddy system
- Employee resource groups
 - Book club
 - 10,000 steps team
- Company resources



Audience Participation

What do you do to stay connected?

Conflict Agreements

Use	Use your technology
Establish	Establish clarity and needs at the beginning of each week
Build	Build norms - What's acceptable and unacceptable if we are in conflict?
Assume	Assume positive intent
Refuse	Don't let things fester
Understand	Understand conflict styles

Audience Participation

- partner with another attendee
- choose one of the 6 agreements that is most challenging for your team
- discuss strategies to address that agreement

Virtual Meetings Agreements

Clarify purpose and role of attendees

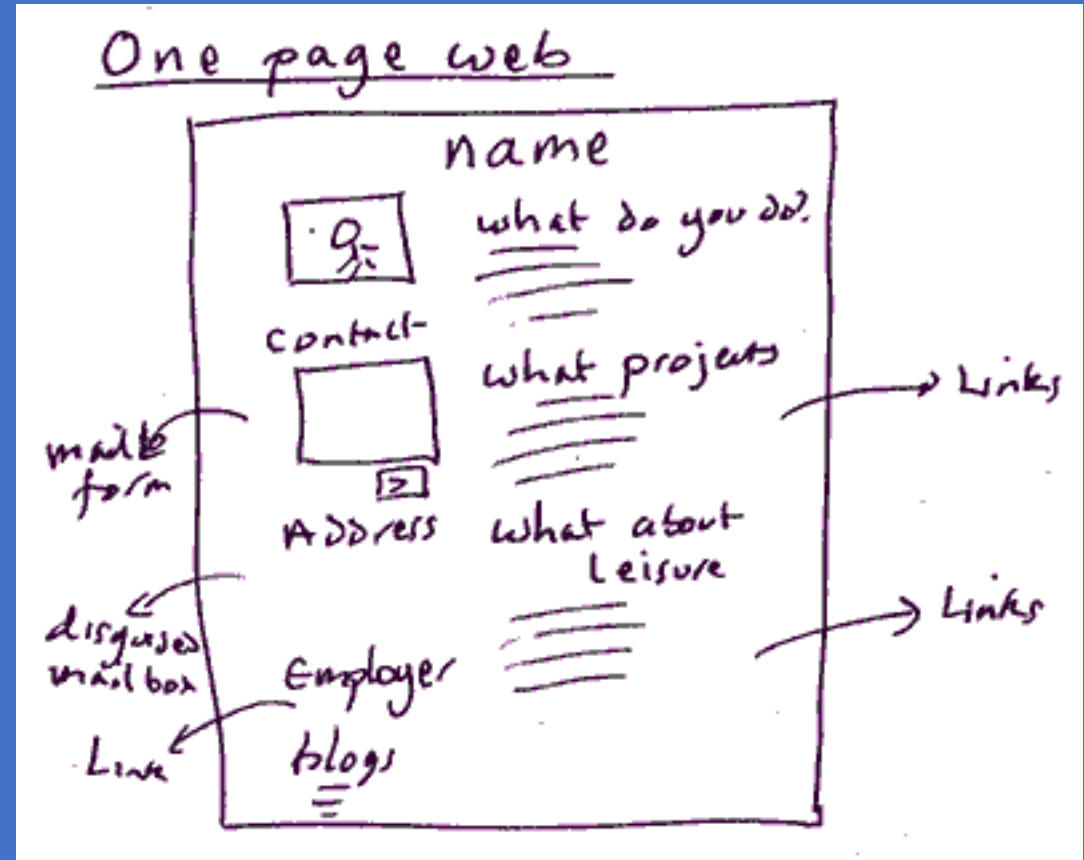
Share meeting leadership

Set participation expectations

Peer to peer resiliency and recognition opportunities



Sometimes
pictures are worth
a thousand
words!
(or at least will get
you aligned fast)



Meeting Leader Commit To...

**Write Up and Send
Notes To Team
Following Meeting**



Availability Agreements

- What kinds of information do we need to share with each other? Does it require a meeting?
- What's the best time of day for our team to meet?
- What response times do we expect? What about evenings? Weekends?
- Can we “budget” time necessary for different tasks and agree on deliverable timing?
- Do we need to set core hours or office hours or can all work be done asynchronously?



Audience Participation

How has your team been connecting and building trust?

Commitment to Action

1. Address an opportunity that currently exists to make your virtual team stronger
2. Discuss one agreement with your team
3. Choose one idea to build trust and connect



Georgianna Laws. Ed.D.

Dr. Laws has extensive expertise in online higher-education leadership. She speaks to national audiences about chief online education officers, virtual teams, cybersecurity, and online teaching/instructional design.

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Practical Applications

- I. Initial communication
- II. Cyberhygiene practices
- III. “Remote Work Revolution” free EdX course
- IV. Team analysis and agreement
- V. Weekly team goals
- VI. Team spirit/wellbeing touch point (virtual coffee)
- VII. Weekly team meeting/work session


I. Initial Communication

- 1. confirm work schedules and desired hours
- 2. anticipated personal or professional outages during the year
- 3. up to date shared team calendar and time off request procedures
- 4. call forward from work to personal cell (for mixed in-office/remote work)
- 5. shadowing existing team members for a day
- 6. team analysis
- 7. team members' immediate needs

II. Cyberhygiene Practices


- 1. Security first -- when in doubt, don't do it + ask
- 2. Always use VPN
- 3. Keep your device secure at all times
- 4. Set very strong passwords and keep them safe
- 5. Never give out your password, under any circumstances




III. Remote Work Revolution



Remote Work Revolution for Everyone

HarvardX - WFH_01
Ended - Feb 28, 2022

Verified 

   [View Archived Course](#)

Related Programs: [Leading in a Remote Environment Professional Certificate](#)

Congratulations! Your certificate is ready. [View My Certificate](#)



[Take the Class on EdX](#)



IV. Team Analysis & Agreement

1. a copy of the respective team member's job description
2. a copy of the respective team member's CV
3. a brief narrative about how their journey with our organization has been to date (for existing team members)
4. a brief narrative for how they wish for their future journey with our organization to unfold
5. a narrative capturing your perspective on what we, as a department, ought to (a) stop doing, (b) continue doing, and (c) start doing (for existing team members)

IV. Team Analysis & Agreement

- Mission (why)
- Vision (how)
- Values
- Inventories
 - DISC
 - VIA
 - MTBI
 - OLC QSC
 - SWOT
 - PESTEL

IV. Team Analysis & Agreement

- Resources

- Strengths Finder eBook:

<http://www.earthgifts.com.au/ebook/StrengthsFinder.pdf>

- Communication Styles: <https://www.indeed.com/career-advice/career-development/communication-styles>

- Finding your ikigai: <https://www.swotanalysis.com/blog/ikigai-reason-for-being>

- Prioritizing with the Eisenhower matrix:

<https://www.swotanalysis.com/2865/Eisenhower-Matrix-Template>

IV. Team Analysis & Agreement

- Plans for shadowing (to get me up to speed)
- Records
 - **Where we keep them (past, present, and future)**
 - Inventory (what we have and where it is)
 - Decide on common language
 - Transfer to OneDrive – delegate to our admin
 - Future records – let's start using the shared OneDrive and add/modify folders as needed
 - Project management tool
 - Reporting

Zoom In: Shared Files

My files > _DLIT Shared Folder > **_Team Documents** 



Name ▾



Assessment Results



Course Dev Templates



Perfomance Goals



Agenda and Meeting Minutes.docx



DLIT Mission, Vision, and Values.docx



Weekly Team Goals.docx

IV. Team Analysis & Agreement

- **Infrastructure**
 - Student record system
 - LMS
 - LMS 3rd party solutions/integrations
 - Tools for collaboration, exam mgmt, academic integrity, etc.
- **Accessibility**
 - Of all the tools we support, what accessibility features can we make a default at the system level?

IV. Team Analysis & Agreement

Standard Operating Procedures

Choice of communication tools for various synchronous/asynchronous needs

- Email
- Teams
- Zoom
- Qualtrics
- OneDrive

Best digital tools to accomplish core work

- **Coordination** - shared OneDrive file, project mgmt tool
- **Discussion** – Teams call or video
- **Information Exchange** – email
- **Collaboration** - Teams instant message, project mgmt tool
- **Independent Content Development** - shared OneDrive file
- **Team Building** – Teams video, Zoom video (allows for PM)
- **Simple Coordination** – Teams instant message, Teams call
- **Urgent Action Needed** - Teams instant message, Teams call

IV. Team Analysis & Agreement

Standard Operating Procedures

- Requesting time off
- Signaling days off to the team
- Scheduling preferences (on-/off- campus rotations) and schedule change request
- Requesting conference support
- Requesting supplies
- Course approval, development, and review

IV. Team Analysis & Agreement

Advising

Academic Support

Library

Registrar

Financial

Governance Bodies

Curriculum

Course Development

Course Quality Reviews

OL/HY Policies

IT

Marketing

Admin Accounts

Accreditation

Training

Support Services

IV. Team Analysis & Agreement

Kaizen

Operational capacity/staffing needs

Budget

Professional growth

- Debriefing on personal narratives
- Desired professional development opportunities
- Target recognition (awards, etc.)
- Annual performance goals



What is kaizen?

IV. Team Analysis & Agreement

Institutional memberships

Annual reflection & planning

V. Weekly Team Goals

Week of _____		
Goals	Team Member 1	Team Member 2, etc.
1st priority		
2nd priority		
3rd priority		
4th priority		
5th priority		
6th priority		
7 th priority		
8 th priority		
Roadblocks		
Asks		

V. Weekly Team Spirit and Wellbeing Check-Ins



Photo by [Brigitte Tohm](#) on [Unsplash](#)

VII. Weekly Team Meeting / Work Sessions

Team Meetings: Ongoing Records

Week of _____

Weekly Words to Ponder

“It doesn’t matter how strong your opinions are; if you don’t use your power for positive change, you are, indeed, part of the problem.” ~ Coretta Scott King

Current Issues

1. Agenda item 1
2. Agenda item 2, etc.

Priorities Coming Up

3. Agenda item 3
4. Agenda item 4, etc.

Contact Us

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Resources

Spitzmuller, M. (2021). *How to create effective, engaged workplace teams after the COVID-19 pandemic*. The Conversation: June, 2021

Powers, T. (2018). *Virtual Teams for Dummies*