Facilitator Guide

Leading in a Virtual Work Environment
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Course Information

Purpose:
The purpose of these sessions is to provide an opportunity for leaders to discuss and learn about best practices, challenges and insights in remote working and leading disperse and virtual teams.

Objectives:
After completing this course, learners will be able to:

- Discover resources and tools for remote working and leading disperse teams
- Engage in meaningful conversations about current opportunities and challenges
- Share insights and explore best practices in addressing challenges
- Review takeaways that could be shared broadly

Duration: 1 hour

Logistics:
- Online Communication Collaboration System

Icons

Facilitator Speaks
Facilitator Instructions
Discussion
Resource
Leading in a Virtual Work Environment

Learn & Share Session
Learn & Share Session

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<tr>
<td>🌨️</td>
<td>Greet participants as they join the session.</td>
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<td></td>
<td><strong>Say</strong>: Welcome to Leading in a Virtual Work Environment Learn and Share Session. My name is [Name Here]. I am the [Title/role].</td>
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Session Objectives

- Discover resources and tools for remote working and leading dispersed teams
- Engage in meaningful conversation about current opportunities and challenges
- Share insights and explore best practices in addressing challenges
- Review key takeaways that could be shared broadly

Icon | Actions | Notes
---|---|---
Say: The purpose of this session is to provide an opportunity for you to gain additional tools, learn from each other and leverage each other's experiences and best practices while leading in a virtual environment.

As a result, the session objective is for us to discover, engage in conversation, share insights and best practices and finally review a few takeaways from today's session.
### Session Guidelines

- Remain curious and ready to ‘unlearn’ as appropriate
- Co-create a passionate shared enjoyment of thinking and exploring together:
  - Actively participate; ask questions, share thoughts
  - Respectfully challenge thinking and agree to disagree [remember we are sharing perspectives not just facts]
  - Keep your responses short and concise so others can also participate

#### Icon | Actions | Notes
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Say: | For a productive learning session, we would like to share a few session guidelines: |  
- Remain curious and be ready to “unlearn” your past ways of working and habits so that you can be open to new ways of doing things and lead  
- Please actively participate by asking questions and sharing your thoughts  
- Since we are sharing perspectives, be open to respectful challenging and agree to disagree  
- And keep your responses short and concise so we can ensure everyone has an opportunity to share. |
Say: Before we begin, we would like to share a concept – VUCA. This term describes the new challenges facing leaders. VUCA is the new normal. By understanding this concept, we are better prepared to lead and think of ways to better help our teams navigate during this turbulent and challenging time.

Note: Each aspect of VUCA appear by clicking enter.

So, what does VUCA stand for. First, **Volatility** refers to the speed of change in an industry, market or the world in general. This challenge is unexpected or unstable and may be for an unknown duration but is not necessarily hard to understand; knowledge about it is often available.

**Uncertainty** refers to the extent to which we can confidently predict the future. Part of uncertainty is perceived and
associated with people’s inability to understand what is going on. Dr. David Rock addresses this item in his SCARF model. This factor should be a focus when leading others since some of your associates need certainty to combat stress.

**Complexity** refers to the number of factors that we need to take into account, their variety and the relationships between them. The more factors, the greater their variety and the more they are interconnected, the more complex an environment is.

And finally - **Ambiguity** refers to a lack of clarity about how to interpret something. A situation is ambiguous, for example, when information is incomplete, contradicting or too inaccurate to draw clear conclusions.
**DISCUSS – SHARE – LEARN**

- What are you learning?
- What challenges are you facing?
- How can you help other leaders on this call with your insights and best practices?

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<td><strong>Say:</strong> With us realizing that VUCA is the new normal, we want to spend the next 30 minutes to discuss, share and learn from each other.</td>
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<td>- What are you learning?</td>
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<td>- What challenges are you facing?</td>
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<td>- How can you help other leaders on this call with your insights and best practices?</td>
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| | **Say:** Let’s discuss the idea of M.A.P. – Morale, Activity and Productivity. | Possible Questions:
- What are top questions you are receiving from your associates?
- What is getting in your way?
- What challenges do you think we will face in the next few weeks?
- What challenges do you think we will face when we return to the old work environment?
- What best practices should we leverage in our old work environment?
- What do you need from us?
- As we overcommunicate, how do we ensure we don’t overwhelm?
- What are some best practices in new ways of working have you discovered?
- What opportunities have we discovered in our new ways of working?

As we begin our discussion, we would like for you to think about

- How do you keep your teams engaged and connected?
- What should you and your team do during this changing climate to learn, understand and be better prepared?
- How do you ensure your team is collaborative, participative, effective and energized?

Please share your insights, challenges and best practices.

Please note we will be capturing insights and best practices and will share with all of you on the call after this session. Let’s begin . . .
At the beginning of this call, we shared with you the term VUCA. What we shared is the bad VUCA. As leaders we always ask our direct reports to share with us the challenges but also the solutions. As we facilitate this session, we wanted to share with you the good VUCA – Vision, Understanding, Clarity and Agility.

Facilitator: Highlight a few items were mentioned that are aligned the good VUCA. Here is what you can highlight in your conversation:

As we look at **VISION**, the number one important item is **COMMUNICATION**. When you buy a house, you are told that the 3 most important things are location, location and location. At a time of VUCA, what is important is Communication, Communication and Communication. Your role is to be the Communicator, be the Problem Solver and be the Messenger. We speak on average at 100 words per
minute, but we think at much higher rates about 600 words per minute. At a time of stress our associates will go into think mode so might not hear your full message, so it is important that you keep communicating your message.

Our focus in UNDERSTANDING should be on EMPATHY. We need to understand what is the impact on our associates at their virtual work space and at home, as well as their fears during this disruptive time.

You can leverage CLARITY by SIMPLIFYing your message. Don’t make it complex. What is the core message? What are you trying to share? Be concise, be clear and be simple in your message.

AGILITY means EMPOWERing your teams to make decisions, to be collaborative and move projects forward. It also means creating an INNOVATive mindset within your team. Positivity is powerful in ensuring our associates are innovative and creative.
## Key Insights

**“M” Morale**

- A recent study found that people who were exposed to just three minutes of negative news early in the morning had a 27% greater likelihood of saying they’d had a bad day, six to eight hours later than those who watched less negative news. So start your day on a calm, positive note!
- "Building short bursts of exercise into your day could protect you from the mental and physical effects of stress."

**Surround yourself with happiness**

### Icon | Actions | Notes
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**Say:** As we close today’s session, we would like to share with you a few insights.

**Say:** Let’s highlight two items:

Michelle Gielan, the founder of the Institute for Applied Positive Research & author of Broadcasting Happiness shared the first quote. It is important to start our day on a positive note – watch an inspiring TedTalk or something funny; read something inspiring. Another benefit of positivity is that it leads to creativity and innovation. I have pictures posted around my desk of my friends and family to create a positive working environment. Little things do work.

Emily Bernstein, a Harvard University psychology Ph.D. candidate shared the second option. Take between 5 – 15-minute walk twice during the day. Maybe reach out to a friend or colleague and ask them to join you on a walk while you check-in on one another. Don’t make the conversation about work. Make it about each of you.
**Key Insights**

**“A” Activity**
- Feel good by Giving
- Boost our Immune System
  - Eat Healthy
  - Exercise
  - Sleep

**Icon Actions**

**Notes**

**Say:** Let’s share a couple considerations from a personal wellness perspective

**Feel Good by Giving**

- We’re all feeling stress right now so one of the things we can do that promotes personal happiness and reduce stress is when we give - like when we give to others (volunteer, run an errand for an elderly neighbor)

**Eating – eat as many healthy foods as you can**

- This list from nutritionfacts.org as they reference what they call the daily dozen of foods and exercise we should incorporate into our daily routine and these all boost are immune system.
  - Whole Grains - brown rice, quinoa
    - Vegetables - spinach, peas, asparagus, kale
    - Fruit - bananas, oranges, apples, strawberries, blueberries
    - Legumes - black beans, chickpeas
    - Nuts - almonds, walnuts, cashews
    - Seeds - hemp, chia, flax
The second aid is called the Dirty Dozen / Clean 15 – list from the Environmental World Group listing the most toxic foods (to buy organic) and those showing the least pesticides (can defer to non-organic). Pesticides will damage our immune system, so we want to be conscious of that.

**Sleep**
- We’ve probably all heard tips to downshift going to bed and when we wake up transition into the morning with your time and something positive.
- The other tip that many sleep doctors say should be at the top of our list is - our wake-up time. This should be the same time every day regardless if you must get up or not. This helps with our circadian rhythm (sleep cycles, energy, metabolism).

**Exercise**
- Try to get in a daily exercise but incorporate days off for recovery
- Accountability partner