



Facilitator Guide

Leading in a Virtual Work Environment





Table of Contents

Content	Page
Number	
<u>Course Information</u>	<u>3</u>
<u>Icons</u>	<u>3</u>
<u>Learn & Share Session</u>	<u>5</u>



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

T.Rowe Price®
INVEST WITH CONFIDENCE

Leading in a Virtual Work Environment

LEARN & SHARE

Estimated Time: 00:02**Total Duration:** 2 minutes

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



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

Estimated Time: 00:04

Total Duration: 2 minutes

INVEST WITH CONFIDENCE®

1. HOME PRICE | 2

Icon	Actions	Notes
	<p>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.</p> <p>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.</p>	



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

INVEST WITH CONFIDENCE*

T. HOWE PRICE | 3

Estimated Time: 00:06

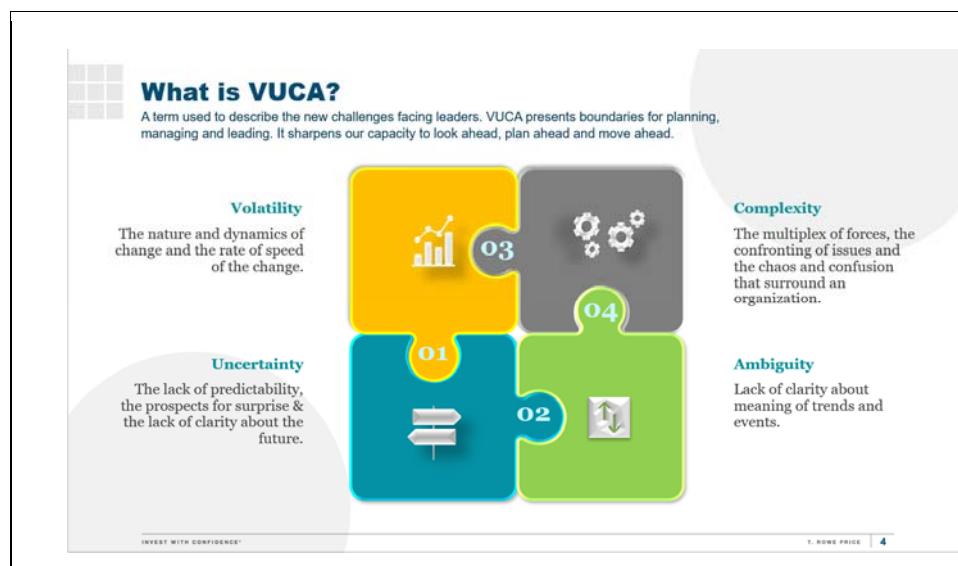
Total Duration: 2 minutes

Icon	Actions	Notes
	<p>Say: For a productive learning session, we would like to share a few session guidelines:</p> <ul style="list-style-type: none">- 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.	



Estimated Time: 00:11

Total Duration: 5 minutes



Icon	Actions	Notes
	<p>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.</p>	
	<p>Note: Each aspect of VUCA appear by clicking enter.</p>	
	<p>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.</p>	
	<p>Uncertainty refers to the extent to which we can confidently predict the future. Part of uncertainty is perceived and</p>	



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?

Estimated Time: 00:13

Total Duration: 2 minutes

Icon	Actions	Notes
	<p>Say: 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.</p> <ul style="list-style-type: none">- What are you learning?- What challenges are you facing?- How can you help other leaders on this call with your insights and best practices?	



How Do We Align Challenges, Opportunities and Best Practices to M.A.P.?



Estimated Time: 00:43

Total Duration: 30 minutes

Icon	Actions	Notes
	<p>Say: Let's discuss the idea of M.A.P. – Morale, Activity and Productivity.</p> <p>As we begin our discussion, we would like for you to think about</p> <ul style="list-style-type: none"> - 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? <p>Please share your insights, challenges and best practices.</p>	<p>Possible Questions:</p> <p>What are top questions you are receiving from your associates?</p> <p>What is getting in your way?</p> <p>What challenges do you think we will face in the next few weeks?</p> <p>What challenges do you think we will face when we return to the old work environment?</p> <p>What best practices should we leverage in our old work environment?</p> <p>What do you need from us?</p> <p>As we overcommunicate, how do we ensure we don't overwhelm?</p> <p>What are some best practices in new ways of working have you discovered?</p> <p>What opportunities have we discovered in our new ways of working?</p>
	<p>Please note we will be capturing insights and best practices and will share with all of you on the call after this session.</p> <p>Let's begin . . .</p>	



Estimated Time: 00:48

Total Duration: 5 minutes

How a Leader Deals with VUCA?

V: Vision	U: Understanding	C: Clarity	A: Agility
 <p>COMMUNICATE: relentlessly communicate a sense of purpose and <i>lead</i> people towards it</p>	 <p>CURIOSITY: ask questions (coach) that challenge the status quo in your organization every day</p>	 <p>SIMPLIFY: cut through the complexity and distill the core down to its essence</p>	 <p>DECISIVENESS: adapt quickly to changing circumstances and make decisions with confidence</p>
 <p>BELIEF: in yourself and others, supported by facts and evidence</p>	 <p>EMPATHY: get where people are coming from – their hopes, fears and desires</p>	 <p>INTUITION: use the gift of knowing without reasoning, trust your gut and your experience</p>	 <p>INNOVATE: learn from your mistakes and continuously seek new ways to get better at what you do</p>
 <p>FOCUS: ensure your team's efforts are aligned and focused on the right areas</p>	 <p>OPEN MIND: explore new ideas, reflect and seek constructive criticism</p>	 <p>SYSTEMS THINKING: approach problems from a holistic perspective (a system of dynamic, interacting and interdependent parts.)</p>	 <p>EMPOWER: value networks over hierarchy, collaboration over control and set people free to do great work</p>

INVEST WITH CONFIDENCE™

T. Rowe Price | 7

Icon	Actions	Notes
	<p>Say: 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.</p>	
	<p>Facilitator: Highlight a few items were mentioned that are aligned the good VUCA. Here is what you can highlight in your conversation:</p>	
	<p>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</p>	



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 inspiring 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

Estimated Time: 00:51

Total Duration: 3 minutes

Icon	Actions	Notes
	<p>Say: As we close today's session, we would like to share with you a few insights.</p>	
	<p>Say: Let's highlight two items:</p> <p>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.</p> <p>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.</p>	



Key Insights

“A” Activity

- Feel good by Giving
- Boost our Immune System
 - ✓ Eat Healthy
 - ✓ Exercise
 - ✓ Sleep



Estimated Time: 00:54

Total Duration: 3 minutes

Icon	Actions	Notes
	<p>Say: Let's share a couple considerations from a personal wellness perspective</p> <p>Feel Good by Giving</p> <ul style="list-style-type: none"> ▪ 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) <p>Eating – eat as many healthy foods as you can</p> <ul style="list-style-type: none"> ▪ 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 our immune system. <ul style="list-style-type: none"> ○ 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