System of Care Leadership
Learning Community

SERIES ON LEADERSHIP IN THE TIME OF COVID-19:

Leading a Remote Team Through and Beyond COVID-19

June 30, 2020
This learning community is hosted by the National TA Network for Children’s Behavioral Health, operated by and coordinated through the University of Maryland.

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Recordings Available For:
- Crisis Communications
- In-Home Behavioral Health
- Supporting Families
- Infant & Early Childhood Mental Health
- Residential Interventions
- Mobile Response & Stabilization
- Housing Instability & Homelessness
- School Mental Health
- Rural Mental Health
- Youth Peers & Young Adult Professionals
- LGBTQ+ Youth

To access COVID-19 resources, go to:
https://theinstitute.umaryland.edu/COVID-19/
System of Care Leadership Learning Community

- Monthly learning community webinars designed to support system of care (SOC) leaders in all roles in SOC implementation, expansion and sustainability:
  - SAMHSA grantee directors and coordinators
  - Leaders in states, communities, tribes and territories without SAMHSA grants
  - Leaders in content areas
- Address topic areas of importance to leaders
- Interactive, use chat box throughout for comments and questions
- Complete evaluation survey through link in the chat box at the end of the webinar
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• On-line training
• Social media feeds
• Videos (webinar recordings, monthly minutes, etc.)
• TA Network learning communities and catalog of learning community resources
Series on Leadership in the Time of COVID-19 and Beyond

Leading Adaptively in The Time of COVID-19 and Beyond

Watch now: Leading Adaptively

Leading Remote Teams in the Time of COVID-19 and Beyond

Self-Awareness of Leadership Energy

July 22, 2:30 – 4 p.m. EDT
Leading a Remote Team Through and Beyond the Current Moment

Presenter:
Ellen Kagen, MSW
Founder and Director, Georgetown Leadership Program, Georgetown University
Founding Partner, Coach Approach Partners
President, Georgetown Leadership Associates
Agenda and Objectives

• The Current Remote Work Moment ... and Beyond
• Challenges and Resulting Leadership Imperatives
• Leadership Tactics – and How You Can Lead More Effectively
VUCA

• Volatile
• Uncertain
• Complex
• Ambiguous
A New Reality

70 million Americans – up from 7 million – now remote due to COVID-19
This is Not Easy!

- Kids out of school, daycare closed
- Shared home workspaces
- Varying degrees of tech readiness
- Loved ones need our attention
- Lots to be anxious about – economy, markets, the virus itself
- Uncertain stay-at-home duration

75% indicate habits and routines have been impacted negatively

82% of parents indicate working from home is more distracting

80% wish their employer did more to help manage the stress of the outbreak
“This will end, right?”
Remote Work on the Rise

62% were already working remotely at least occasionally

400% growth in people working remote 1+ day/week since 2010 prior to crisis

74% of CFOs intend to shift some previously on-site employees to remote permanently

59% would prefer to stay remote following this crisis
Remote Work May Be Here to Stay

- Typical U.S. company spends ~$12,000 per employee per year on office space
- Studies show effective teams are built through **communication and interpersonal behavior**, not daily proximity
- Studies show on-site attendance does not maximize productivity, engagement, or performance
- Companies are now investing in remote work technology (they didn’t think they needed)
What your team members may be feeling....

**Boundaryless**  Struggling with blurred work/personal boundaries

**Disconnected**  From information, influence, colleagues, atmosphere

**Confused**  The normal ways of working have been disrupted

**Stressed**  Under pressure to be productive / demonstrate productivity

**Distraught**  Feeling sad or anxious in response to a bleak situation
The Tools That Enable Remote Work

Collaboration and Messaging
- Slack
- Twist
- MS Teams

Videoconferencing
- GoToMeeting
- Zoom
- Hangouts

Project Management
- Trell
- Monday
- Asana

Document Storage
- Dropbox
- OneDrive
- G Suite

So, what’s missing?

Focused Execution

- Strategic Clarity
- Leadership Alignment
- Connection to Purpose
- Focused Action

17
As asked Leaders in Webinar #1: What’s Challenging?

- **Ensuring alignment**: People are prioritizing on their own
- **Keeping things on track** without micromanaging
- **Respecting work arrangements** and boundaries
- **Keeping the pulse**: “How do I know when they need me?”
- **Maintaining a sense of connectedness** with team members
- **Staying in touch with people**—Virtual isn’t the same
- **Communicating** without meeting
- **Messaging** overload
- **Communicating up the Chain** - Making sure my superiors/boss knows progress is being made
- **Giving people hope** and assurance ... yet being real
Poll # 1 Challenges of Remote Work

1. Ensuring alignment
2. Keeping things on track
3. Respecting work arrangements and boundaries
4. Keeping the pulse on team needs
5. Maintaining a sense of connectedness
6. Staying in touch with people
7. Communicating without meeting
8. Messaging overload
9. Communicating up the Chain
10. Giving people hope and assurance
Lessons from Those Who’ve Gone Before Us

China had 200M remote workers at its peak. What did large Chinese companies learn?

8 Lessons:
1. Design an effective structure
2. Set clear direction and accountability
3. Instill a caring culture
4. Find a new routine
5. Supercharge ways of communicating
6. Harness the power of technology
7. Take security seriously
8. Adopt a “test and learn” mentality
Three Leadership Imperatives: Strategic Clarity

#1
Insist on Strategic Clarity

Ensure that you and your team members each have 100% clarity on immediate priority focus areas every week.

#2
Facilitate Focused Action

Help your people focus and follow through by getting distractions and obstacles out of the way.

#3
Strengthen Connection and Alignment

Establish human, strategic and work process connections that are stronger than what you had before.
Insist on Strategic Clarity

Leadership Imperative

Ensure that you and your team members each have 100% clarity on immediate priority focus areas every week

Leadership Strategies

Help your team appreciate that strategic clarity is mission critical

Align with your people on current priority focus areas

Leadership Behaviors

Identify Priorities Alignment
The Rule of 80/20

20% Focus Here!
What Strategic Clarity Looks Like

Clarity on current high-value focus areas

- Office Hours for Team
- Trauma Informed On Line Training
- FY21 Planning

Clarity on the time needed to follow through

- ~ an hour / day
- ~ 4 hours / week
- ~ 20-30% of my time this month

Clarity on what your calendar should look like

![Calendar Image]

SAMHSA
Substance Abuse and Mental Health Services Administration
Refocus Your People on Daily Action

"You can't worry about end results. It's about what you can control."

Nick Saban

"Don't build your future plans on the hope that in the next few weeks/months it will all be finished. It doesn't depend on you. Try to build plans which totally depend on you."

Natan Sharansky
Human Rights Activist

Focus on the things that you can control - how you go about focused execution and taking care of your team.
Coach Your People on This Distinction

- Ask most people their top priorities and they’ll outline broad responsibilities or goals.
- Goals are useless if you don’t have a consistent process that shapes where you invest your limited capacity.
- That’s strategic clarity ... and that’s what will drive achievement of your goals.

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<thead>
<tr>
<th></th>
<th>Goals</th>
<th>Focus</th>
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<tbody>
<tr>
<td>Horizon</td>
<td>12 months</td>
<td>1-3 months</td>
</tr>
<tr>
<td>Number</td>
<td>Many</td>
<td>3</td>
</tr>
<tr>
<td>Scope</td>
<td>Measurable outcomes of your work</td>
<td>Specific high-value focus areas that drive achievement of goals</td>
</tr>
</tbody>
</table>
“The sudden shift to remote work has forced millions of Americans to rethink not only how they manage their work, but how they manage their work relationships. So while you’re figuring out how to stay productive, take time to connect with your colleagues, especially your boss. **There are a few simple things you can do to maintain an effective relationship with your manager, but none is more important than having a conversation about expectations.**”
Align on Current High-Value Focus Areas

- Align on top three focus areas for the week or month
- Agree on a time and budget if needed
- Identify potential items to “delegate, delete, or delay”
- Repeat more often than normal
Three Leadership Imperatives: Focused Action

#1

Insist on Strategic Clarity

Ensure that you and your team members each have 100% clarity on immediate priority focus areas every week

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Facilitate Focused Action

Help your people focus and follow through by getting distractions and obstacles out of the way

#3

Strengthen Connection and Alignment

Establish human, strategic and work process connections that are stronger than what you had before
Remote work can fuel this bias in what we prioritize.
Remote work **blurs the boundaries** between work and home.

To signal their commitment, your people may feel they need to work all the time.

Burnout was already widespread (WHO declared it an “occupational syndrome” in 2019).

**Failure to establish boundaries →**

- Inability to disengage from work
- Work-family conflicts
- Cognitive and emotional irritation
- Feeling pressured and stressed
- Burnout
- Predictor of remote work failure
How to Facilitate Focused Action

**Leadership Imperative**

**Facilitate Focused Action**
Help your people focus and follow through by getting distractions and obstacles out of the way

**Leadership Strategies**

- Promote time blocking
- Keep your finger on the pulse
- Establish and respect new boundaries and routines

**Adaptive Leadership Features**
- Maintain Disciplined Attention
- More short-term connections

**Adaptive Leadership Features**

- More short-term connections
Promote Time Blocking

If it’s not in the calendar, it may never happen.
Keep Your Finger On the Pulse

- Message people and ask what they need as often as daily
- Hold daily office hours where team members can raise issues
- Organize a daily virtual “stand-up” meeting (15 minutes)
- Use the insights you have available to see if your team is moving the key things forward

How will you know if your team members are running into roadblocks?
Daily Micro Habits and Routines Help Maintain Boundaries

- Establish clear working hours
- Tidy up first
- Change out of your pajamas
- Establish a designated work area
- Eat your meals in a different room
- Step outside to reset
- Start your day with mindfulness
- Take a real lunch break
- Incorporate bursts of movement
- Take little micro-breaks
- Assign timeslots to your tasks
- Notify your team about your priorities
- Stay connected to teammates
- Maintain temporal boundaries
Poll #2: Daily Micro Habits

1. Establish clear working hours
2. Take a real lunch break
3. Tidy up first
4. Incorporate bursts of movement
5. Change out of your pajamas
6. Take little micro-breaks
7. Establish a designated work area
8. Assign timeslots to your tasks
9. Eat your meals in a different room
10. Stay connected to teammates
Help the Team Maintain Boundaries

• Communicate real examples of your own boundaries (e.g., lunch with kids)
• Be mindful of your own behavior
• Get the team to share ideas
• See if there are specific team agreements that can be defined

Example: after-hours emails

“In five studies involving more than 2,000 working adults, senders of after-hours work emails underestimate how compelled receivers feel to respond right away, even when such emails are not urgent.”
Look Around Your Physical Space

Take to the keyboard exercise:

What is one thing you commit to doing that will create a more conducive working environment?
(For example: Bring in a plant, add light, put an inspirational quote within sight)
Look Around Your Physical Space

1. Remove an eyesore (or cover it, or decorate it)
2. Bring in a plant or flowers
3. Open a window
4. Adjust your workspace to be a tiny bit more comfortable/ergonomic (e.g., grab a lower back pillow or footrest repurposed from your home)
5. Light a candle
6. Adjust the lighting to be bright enough but not harsh (maybe bring in a lamp)
7. Turn on music
8. Clear some clutter (even if you’re just putting it out of eyesight)
9. Place something helpful or inspirational within eyesight (e.g., favorite photo, religious artwork, helpful quote, etc.)
10. Have healthy snacks within reach
Lesson from Business: Redefine How You’ll Work Together

Take the Time to Discuss:

• How will your team work together?
• What are the daily rhythms, individual constraints, and new norms we’ll commit to?
• What might go wrong and how will we handle it?

Alibaba chose to run tighter meetings by tracking time, capturing outcomes, and providing feedback after meetings.

-- Lesson: Establishing new working norms is critical but too easy to skimp on --
Three Leadership Imperatives: Connection and Alignment

**#1**
Insist on Strategic Clarity

Ensure that you and your team members each have 100% clarity on immediate priority focus areas every week.

**#2**
Facilitate Focused Action

Help your people focus and follow through by getting distractions and obstacles out of the way.

**#3**
Strengthen Connection and Alignment

Establish human, strategic and work process connections that are stronger than what you had before.
Disconnected

Connections disrupted

- Manager
- Teammates
- Office friends
- Organization

LESS
feeling of “belonging” to the organization and intent to leave

LOWER
willingness to give coworkers the benefit of the doubt

62%
of 11,383 workers surveyed find remote work socially isolating
How to Strengthen Connection and Alignment

Leadership Imperative

- Connect positively with your people and often
- Help them see the big picture
- Give them hope

Leadership Strategies

Adaptive Leadership Features
- Phone
- Remote Platform
- Vision
- How Individual Actions are Impacting Progress
What is the secret of the most admired and respected leaders?

They are using *conversations* to enlist support and get the people around them involved in creating a fundamentally new future.
• Don’t ignore the power of your own voice
• Your internal monologue can affect your decisions
• Self talk is a powerful leadership tool
• Notice your self talk – If it tends to be negative, try flipping your thoughts to create energy and possibility
• Remember leaders live in the future
Examples

- Negative thought – I only walked 2 days this week. I’ll never get into a routine.
- Positive thought – I walked 2 days this week. This is a great because something is better than nothing.

- Negative thought – I will never be able to hire the people I need.
- Positive thought – I will hire the most important position first and am sure I will find someone from the stack of resumes on my desk.
Examples

• Negative thought – Janice has not returned my call. It must be that she is ignoring me.
• Positive thought – Janice must be super busy. I’ll try her again today.

----------------------------------------------------------------

• Negative thought – Shandra’s mother did not show up again, she must not think what I do is important.
• Positive thought – Life with a child with a disability is challenging. I’ll find a way to connect that works with her schedule.
Reframe from a negative to a positive from the past to the future:

- Their standards are not up to mine
- They don’t appreciate what I bring to the table
- I have reached out so many times and they just don’t respond
- They never ask for my opinion
- We never seem to be able to come to a decision
# First, the Distinction of Time

Conversation orients us in time and determines what will happen next.

<table>
<thead>
<tr>
<th>PAST</th>
<th>PRESENT</th>
<th>FUTURE</th>
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</thead>
<tbody>
<tr>
<td>Where you have come from</td>
<td>Where you are now</td>
<td>Where you are going</td>
</tr>
<tr>
<td>What is your (their) story</td>
<td>What is true today?</td>
<td>How will you get there?</td>
</tr>
</tbody>
</table>
Apply this time realm diagram to your next meeting. To do this, listen to the conversation in progress and make a hash mark in the appropriate square for each statement that belongs in the past, present, or future realm. The number of marks will tell you the time realm of the groups’ energy.
An important principle in mastering the act of conversation is:

- Don’t dwell on past-realm conversations, use them to establish a connection and then move on.
- To shift a conversation out of the past, you simply make action or possibility statements using requests and declarations of new possibilities.
- *Anyone* can do this, regardless of authority or “political clout.”

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**Shift Conversations of the Past into the Present or Future Realms**

<table>
<thead>
<tr>
<th>Decrease</th>
<th>Increase</th>
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<tbody>
<tr>
<td>Past</td>
<td>Present</td>
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<tr>
<td></td>
<td>Future</td>
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Connect with your People Often

- Increase frequency of 1-1 check-ins
- Call or message everyone at least once daily
- Set a consistent reliable cadence – e.g., daily huddle
- Empathy and caring matter more than ever
- Provide specific positive feedback often
- Flex to different personalities and needs

How will you maintain meaningful personal connections?
Help Them See The Big Picture
As the leader, you are also...

The Chief Executive Storyteller (CES)

To be the CES, you must learn to:

- Honor and acknowledge the past
- Name and describe the present
- Envision and declare the future
- Motivate by setting goals and establishing accountabilities
- Continuously tell the future story and help others to see it and live it too
Create a Holding Environment and Give Them Hope

Three Characteristics of Resilient People

• A staunch acceptance of reality
• A deep belief that life is meaningful
• An uncanny ability to improvise

“You can bounce back from hardship with just one or two of these qualities, but you will only be truly resilient with all three.”
Three Leadership Imperatives

#1 Insist on Strategic Clarity

Ensure that you and your team members each have 100% clarity on immediate priority focus areas every week.

#2 Facilitate Focused Action

Help your people focus and follow through by getting distractions and obstacles out of the way.

#3 Strengthen Connection and Alignment

Establish human, strategic and work process connections that are stronger than what you had before.
Participant Satisfaction: Always Seek Feedback

Keys for participant satisfaction and strong alignment

- Create a participative process from the start
- Be an active facilitator
- Debrief and evaluate effectiveness
<table>
<thead>
<tr>
<th>Leadership Imperative</th>
<th>Leadership Strategies</th>
<th>What Tools Do You Have? What Tools will you Design?</th>
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<tbody>
<tr>
<td>Insight on Strategy Clarity</td>
<td>• Help your team appreciate that strategic clarity is mission critical</td>
<td>• Update priorities and time commitments</td>
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<tr>
<td></td>
<td>• Align with your people on current priority focus areas</td>
<td>• Check alignment status and act on requests from team</td>
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<tr>
<td>Facilitate Focused Action</td>
<td>• Promote time blocking</td>
<td>• Plan your week and block time</td>
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<td></td>
<td>• Keep your finger on the pulse</td>
<td>your calendar for your priorities</td>
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<td></td>
<td>• Establish and respect new boundaries and routines</td>
<td>• See the collective focus of your</td>
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<td>team and Repeat often</td>
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<tr>
<td>Strengthen Connection and Alignment</td>
<td>• Connect with your people positively and often</td>
<td>• Take/Assign meeting notes and share with peers</td>
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<td>• Help them see the big picture</td>
<td>• See who you’re collaborating with most often</td>
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<td>• Give them hope</td>
<td>• Aggregated view of execution within your unit – reframe</td>
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<td>• Insight into your focus and your</td>
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<td>connect to the overall priorities</td>
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Reflecting on all the leadership strategies, tools and frameworks outlined in this webinar:

• What leadership action will I do **next** to strengthen the focused execution with my remote team?
SAMHSA’s mission is to reduce the impact of substance abuse and mental illness on America’s communities.

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