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

TA NETWORK

DEPARTMENT OF HEALTH & HUMAN SERVICES. USA

SAMHSA
Substance Abuse and Mental Health Services Administration

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

This presentation was prepared for the Substance Abuse and Mental Health Services Administration (SAMHSA) under contract number HHSS280201500007C with SAMHSA, U.S. Department of Health and Human Services (HHS). The views, opinions, and content of this publication are those of the author and do not necessarily reflect the views, opinions, or policies of SAMHSA or HHS.

SAMHSA
Substance Abuse and Mental Health
Services Administration

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/

SAMHSA
Substance Abuse and Mental Health
Services Administration

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

SAMHSA
Substance Abuse and Mental Health
Services Administration

# Ideas@TheInstitute – Learning Management System

- **Ideas@TheInstitute** is the online home of all the Learning Communities.

- It's a digital hub where you can join learning communities, register for webinars, download resources, seek technical assistance from experts, and more!

- Follow up emails will come from The Institute: **Ideas@TheInstitute** email address noreply@myabsorb.com

- **Sign up at**: https://theinstitute.myabsorb.com/#/login

SAMHSA
Substance Abuse and Mental Health
Services Administration

Ideas@TheInstitute - Learning Management System

Central repository for the TA Network:

- On-line training

- Social media feeds

- Videos (webinar recordings, monthly minutes, etc.)

- TA Network learning communities and catalog of learning community resources

SAMHSA
Substance Abuse and Mental Health
Services Administration
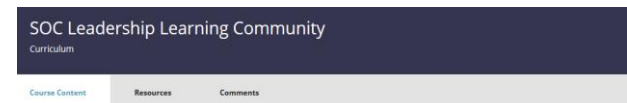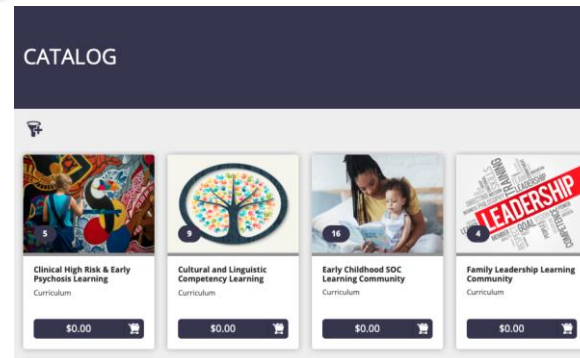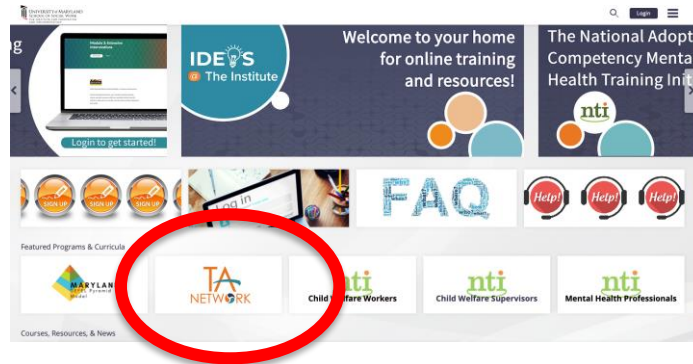
Leading Adaptively in The Time of COVID-19 and Beyond
[Watch now: Leading Adaptively](#)

Leading Remote Teams in the Time of COVID-19 and Beyond
[Self-Awareness of Leadership Energy](#)
July 22, 2:30 – 4 p.m. EDT

SAMHSA
Substance Abuse and Mental Health
Services Administration

©Indigo (by Permission)

Presenter:

Ellen Kagen, MSW

Founder and Director, Georgetown Leadership Program, Georgetown University

Founding Partner, Coach Approach Partners

President, Georgetown Leadership Associates

SAMHSA
Substance Abuse and Mental Health
Services Administration

Agenda and Objectives

- The Current Remote Work Moment … and Beyond

- Challenges and Resulting Leadership Imperatives

- Leadership Tactics – and How You Can Lead More Effectively

SAMHSA
Substance Abuse and Mental Health
Services Administration

VUCA

- Volatile

- Uncertain

- Complex

- Ambiguous

SAMHSA
Substance Abuse and Mental Health
Services Administration

A New Reality

70 million Americans – up from 7 million – now remote due to COVID-19

SAMHSA
Substance Abuse and Mental Health
Services Administration

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

SAMHSA
Substance Abuse and Mental Health
Services Administration

"This *will* end, right?"

SAMHSA
Substance Abuse and Mental Health
Services Administration

Remote Work on the Rise

was happening already

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

59% would prefer to stay remote following this crisis

62% were already working remotely at least occasionally

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

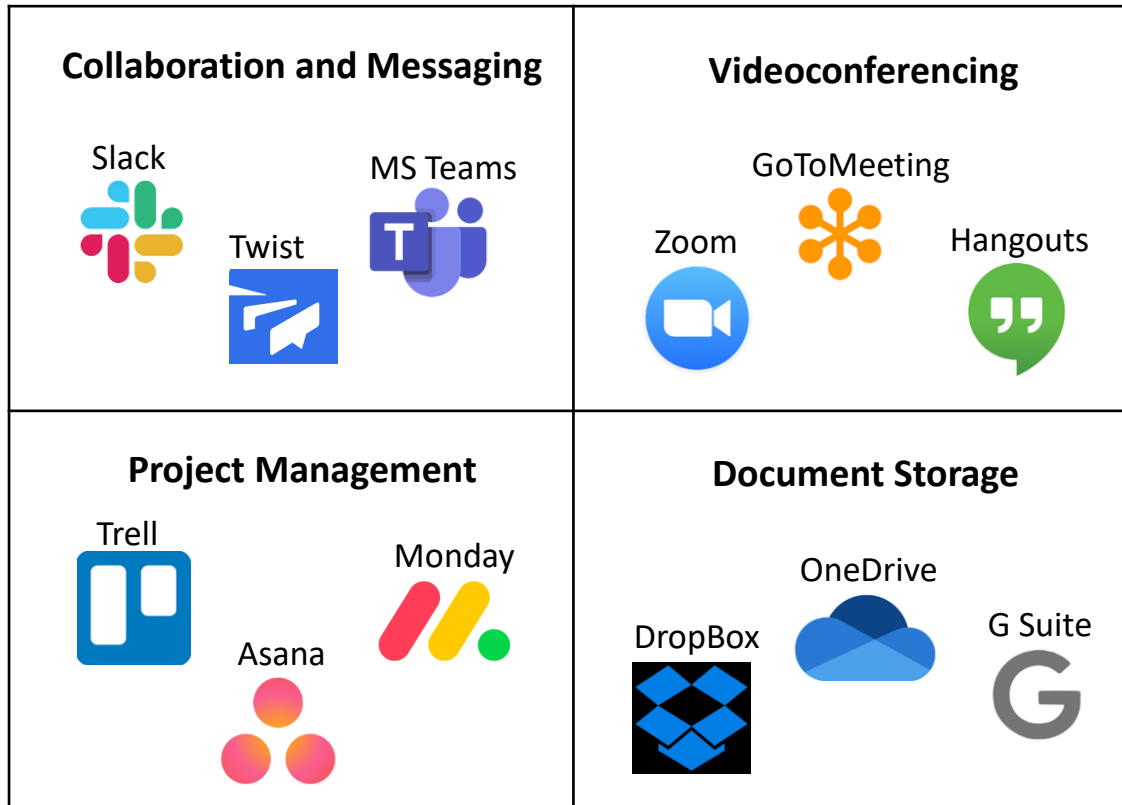happening now
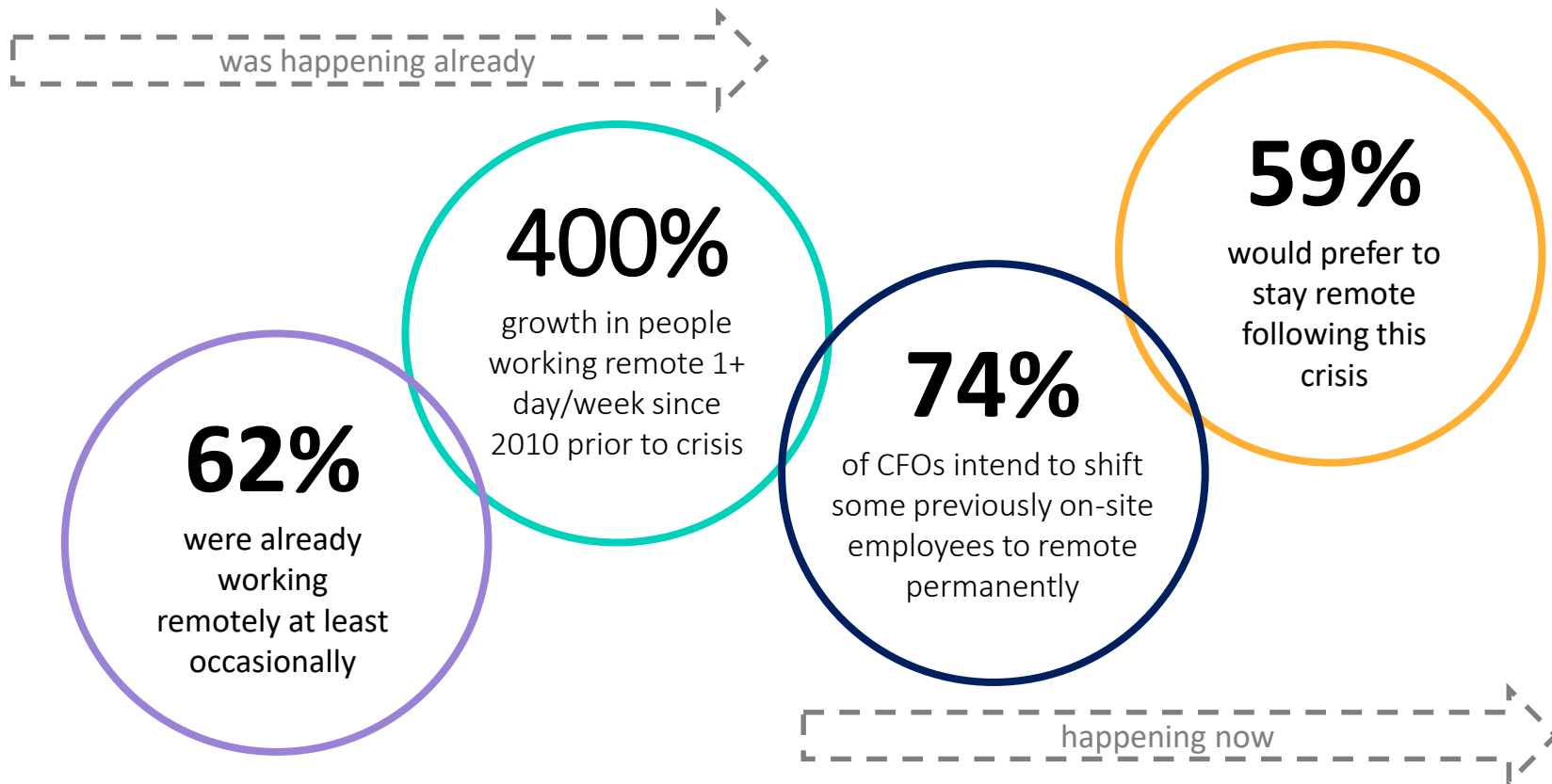
Remote Work May Be Here to Stay
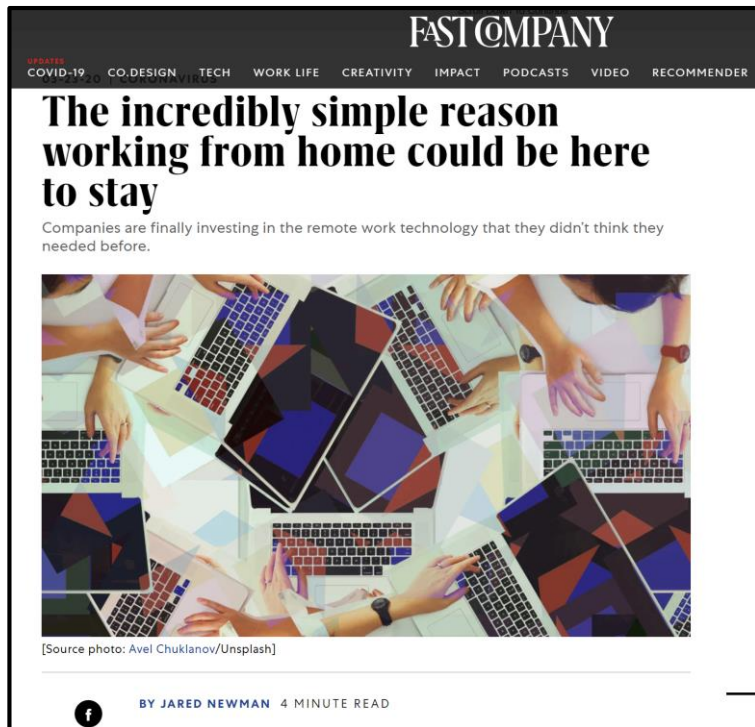
- Typical U.S. company spends ~$12,000 per employee per year on office space
- Studies show effective teams are built through **communication and interpersonal behavior**, not daily proximity
- Studies show on-site attendance does not maximize productivity, engagement, or performance
- Companies are now investing in remote work technology (they didn't think they needed)

SAMHSA
Substance Abuse and Mental Health
Services Administration

Getting on the Balcony

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

SAMHSA
Substance Abuse and Mental Health
Services Administration

The Tools That Enable Remote Work

Collaboration and Messaging	Videoconferencing
Slack — MS Teams — Twist	GoToMeeting — Zoom — Hangouts

Project Management	Document Storage
Trell — Monday — Asana	OneDrive — DropBox — G Suite

So, what's missing?

Focused Execution

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

SAMHSA
Substance Abuse and Mental Health
Services Administration

# 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

SAMHSA
Substance Abuse and Mental Health
Services Administration

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

SAMHSA
Substance Abuse and Mental Health
Services Administration

Lessons from Those Who've Gone Before Us

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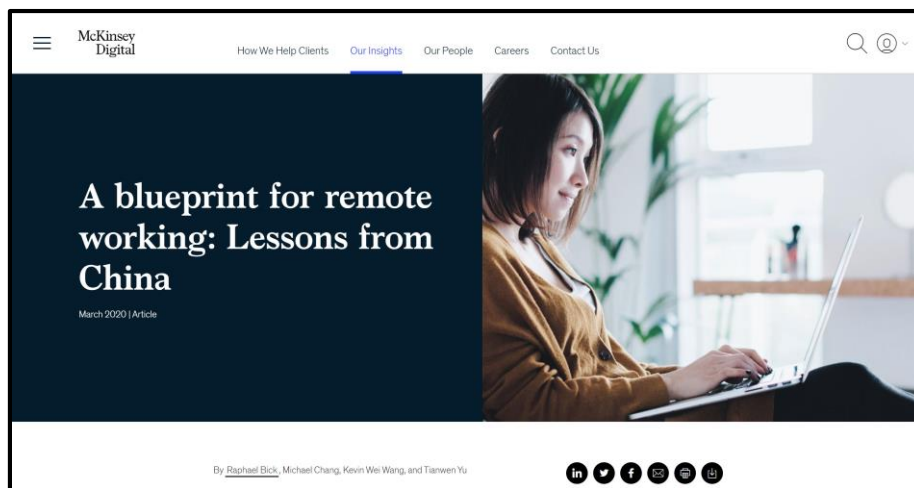
8 Lessons:

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

SAMHSA
Substance Abuse and Mental Health
Services Administration

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
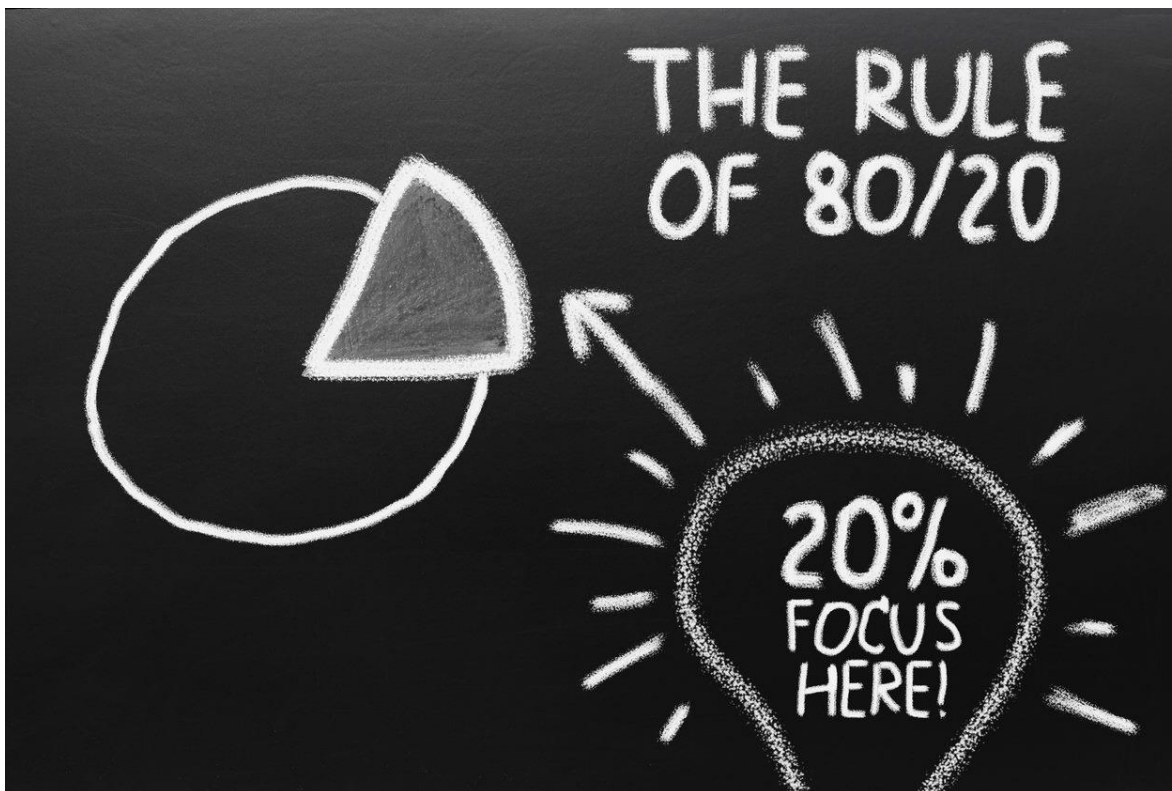
#3

Strengthen Connection and Alignment

⬇

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

SAMHSA
Substance Abuse and Mental Health
Services Administration

Insist on Strategic Clarity

Leadership
Imperative

Leadership
Strategies

Leadership
Behaviors

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

Help your team appreciate that strategic clarity is mission critical

Align with your people on current priority focus areas

Identify
Priorities
Alignment

SAMHSA
Substance Abuse and Mental Health
Services Administration

SAMHSA
Substance Abuse and Mental Health
Services Administration

What Strategic Clarity Looks Like

Clarity on current high-value focus areas

Clarity on the time needed to follow through

Clarity on what your calendar should look like

Office Hours for Team	→	~ an hour / day
Trauma Informed On Line Training	→	~ 4 hours / week
FY21 Planning	→	~ 20-30% of my time this month

	Sun	Mon	Tue	Wed	Thu	Fri	Sat
22	28	29	30	31	1	2	3
23	4	5	6	7	8	9	10
24	11	12	13	14	15	16	17
25	18	19	20	21	22	23	24
26	25	26	27	28	29	30	1
27	2	3	4	5	6	7	8

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.

SAMHSA
Substance Abuse and Mental Health
Services Administration

Maintain Disciplined Attention

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.

	Goals	Focus
Horizon	12 months	1-3 months
Number	Many	3
Scope	Measurable outcomes of your work	Specific high-value focus areas that drive achievement of goals

SAMHSA
Substance Abuse and Mental Health
Services Administration

"A Conversation about Expectations"

"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.**"

SAMHSA
Substance Abuse and Mental Health
Services Administration

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

SAMHSA
Substance Abuse and Mental Health
Services Administration

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

#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

"Completion Bias"

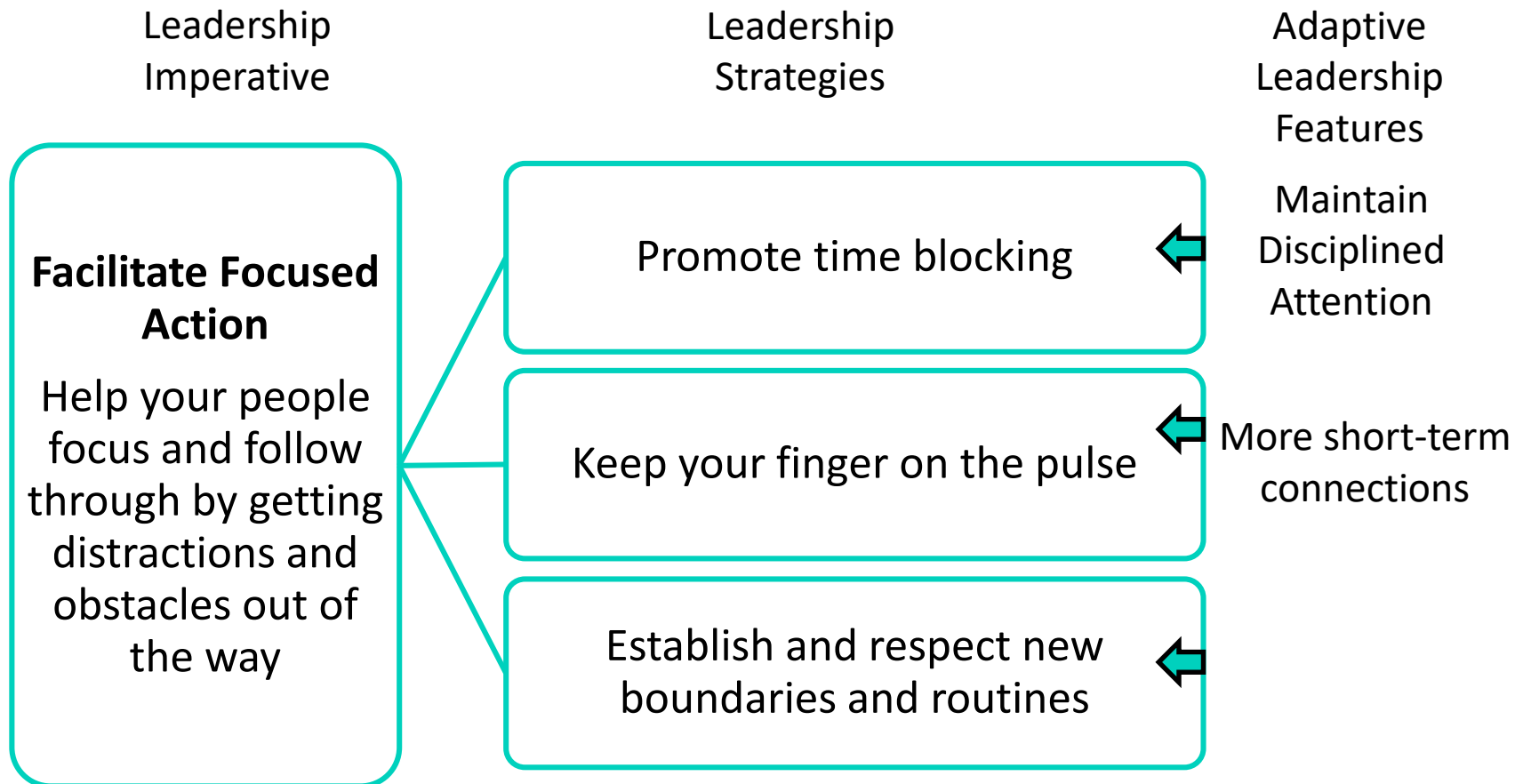**Remote work can fuel this bias in what we prioritize**

Blurred Boundaries and Burnout

- 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).
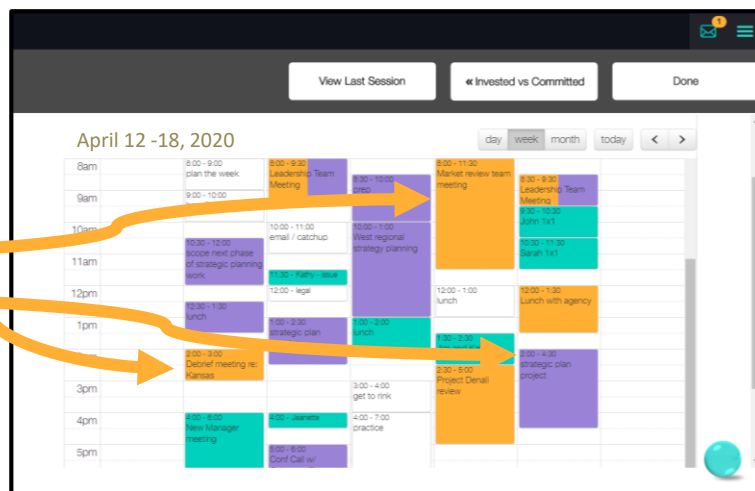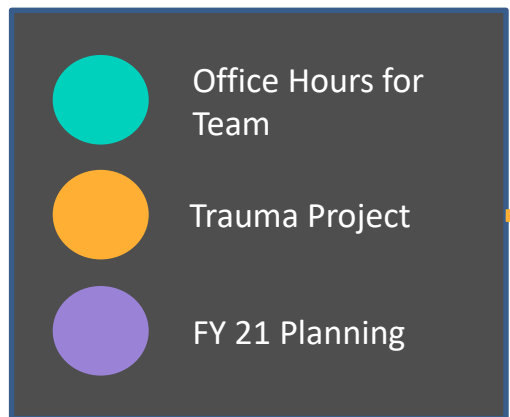
Failure to establish boundaries →

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

SAMHSA
Substance Abuse and Mental Health
Services Administration

How to Facilitate Focused Action

Leadership Imperative

Leadership Strategies

Adaptive Leadership Features

Facilitate Focused Action

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

Promote time blocking

Keep your finger on the pulse

Establish and respect new boundaries and routines

Maintain Disciplined Attention

More short-term connections

SAMHSA
Substance Abuse and Mental Health
Services Administration

Promote Time Blocking

If it's not in the calendar,
it may never happen.

Keep Your Finger On the Pulse

How will you know if your team members are running into roadblocks?

- 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

SAMHSA
Substance Abuse and Mental Health
Services Administration

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

SAMHSA
Substance Abuse and Mental Health
Services Administration

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

SAMHSA
Substance Abuse and Mental Health
Services Administration

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."

SAMHSA
Substance Abuse and Mental Health
Services Administration

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)

SAMHSA
Substance Abuse and Mental Health
Services Administration

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

SAMHSA
Substance Abuse and Mental Health
Services Administration

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 --

SAMHSA
Substance Abuse and Mental Health
Services Administration

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

SAMHSA
Substance Abuse and Mental Health
Services Administration

Disconnected

Connections disrupted

- Manager

- Teammates

- Office friends

- Organization

LESS
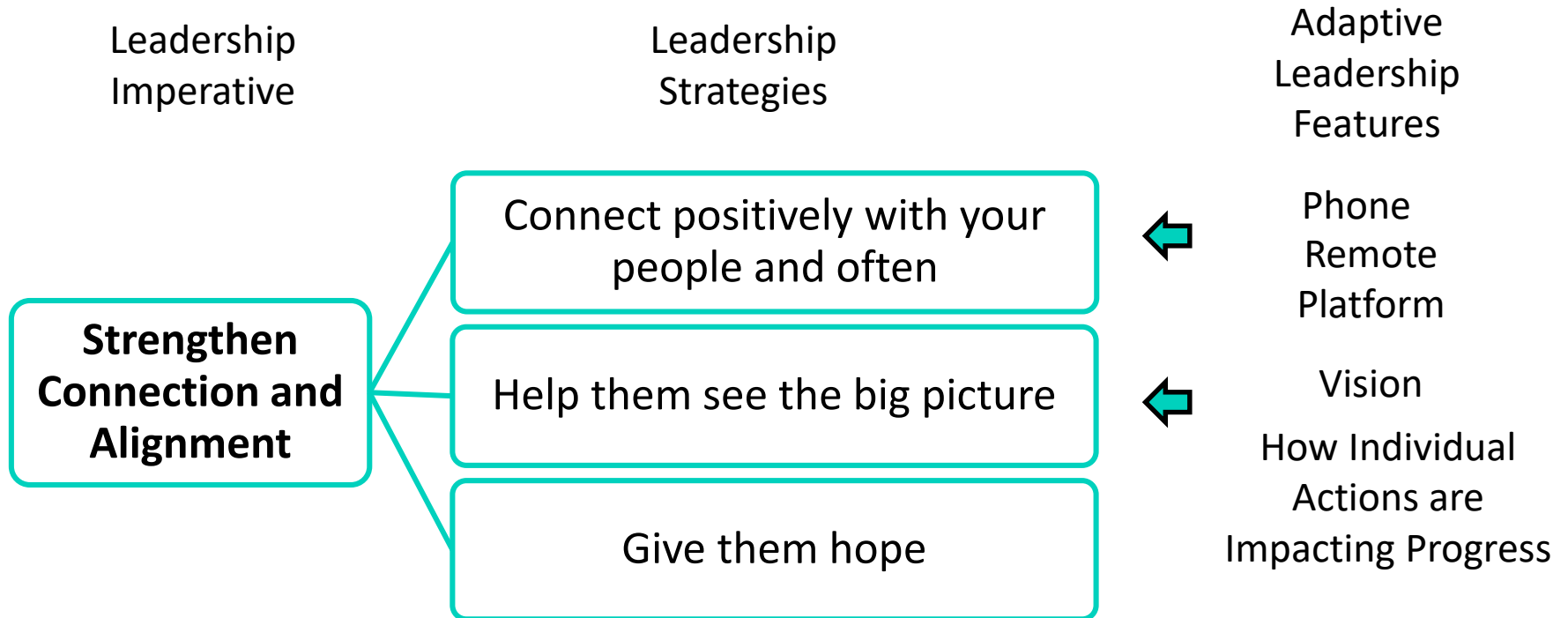feeling of "belonging" to the organization and intent to leave

LOWER
willingness to give coworkers the benefit of the doubt

62%
of 11,383 workers surveyed find remote work socially isolating

SAMHSA
Substance Abuse and Mental Health
Services Administration

How to Strengthen Connection and Alignment

Leadership Imperative

Leadership Strategies

Adaptive Leadership Features

Strengthen Connection and Alignment

Connect positively with your people and often

Phone Remote Platform

Help them see the big picture

Vision

How Individual Actions are Impacting Progress

Give them hope

SAMHSA
Substance Abuse and Mental Health
Services Administration

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.

SAMHSA
Substance Abuse and Mental Health
Services Administration

Positive Mindset: It Starts With You

- 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

SAMHSA
Substance Abuse and Mental Health
Services Administration

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.

SAMHSA
Substance Abuse and Mental Health
Services Administration

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.

SAMHSA
Substance Abuse and Mental Health
Services Administration

Reframing

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

SAMHSA
Substance Abuse and Mental Health
Services Administration

First, the Distinction of Time

Conversation orients us in time and determines what will happen next

PAST	PRESENT	FUTURE
Where you have come from	Where you are now	Where you are going
What is your (their) story	What is true today?	How will you get there?

Model Provides a Useful Ways to Think About Conversations

PAST   PRESENT   FUTURE

| Realm of History | Realm of Action | Realm of Possibility |

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.

SAMHSA
Substance Abuse and Mental Health
Services Administration

Shift Conversations of the Past into the Present or Future Realms

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"

SAMHSA
Substance Abuse and Mental Health
Services Administration
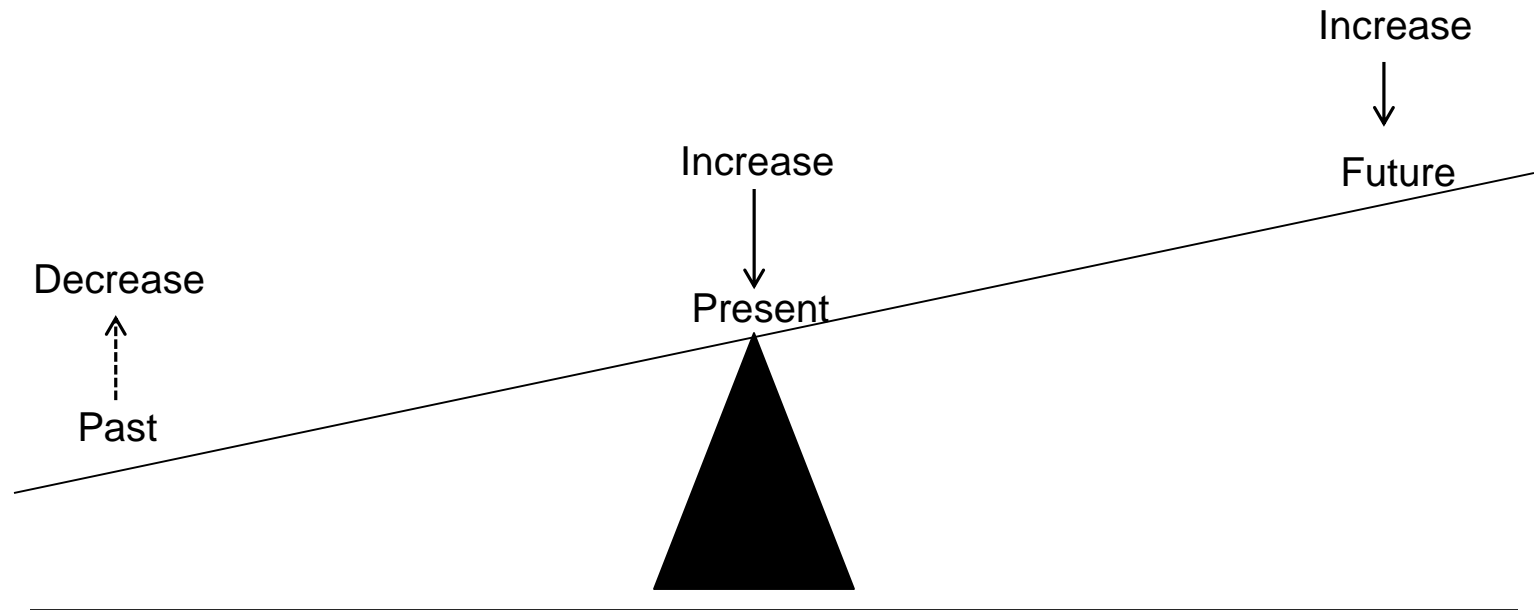
Connect with your People Often

How will you maintain meaningful personal connections?

- 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

SAMHSA
Substance Abuse and Mental Health
Services Administration

Help Them See The Big Picture
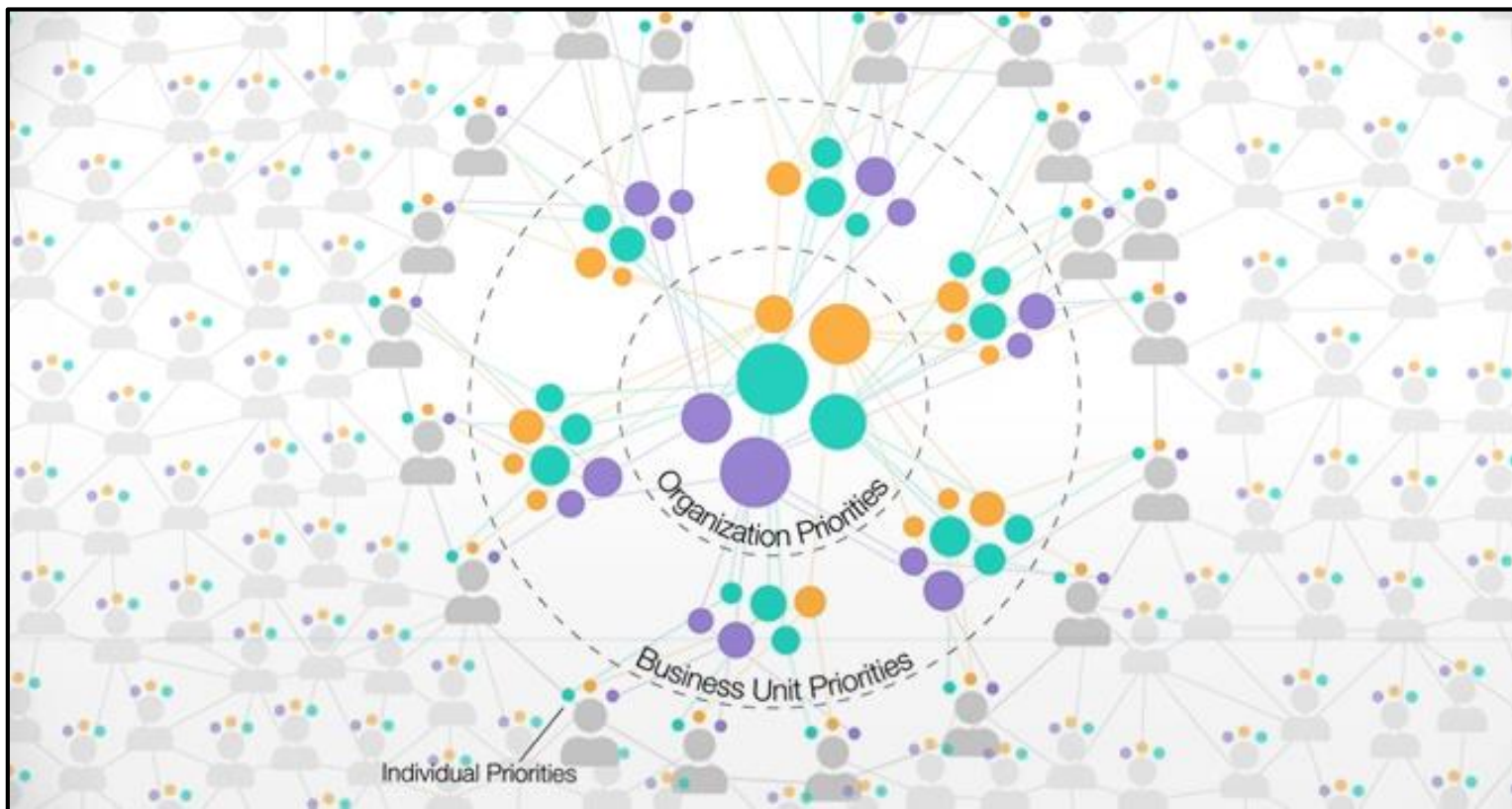
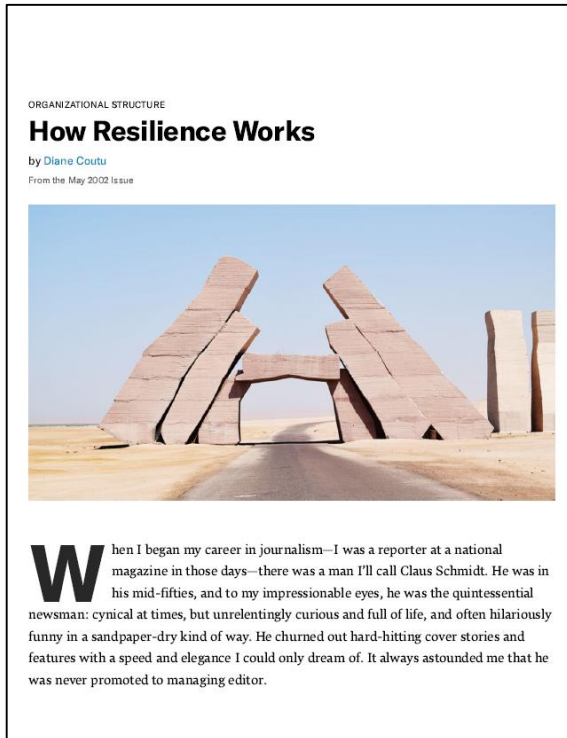# Every Organization or Group Participates in a Shared Story

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

SAMHSA
Substance Abuse and Mental Health
Services Administration

Create a Holding Environment and Give Them Hope

ORGANIZATIONAL STRUCTURE
How Resilience Works
by Diane Coutu
From the May 2002 Issue

When I began my career in journalism—I was a reporter at a national magazine in those days—there was a man I'll call Claus Schmidt. He was in his mid-fifties, and to my impressionable eyes, he was the quintessential newsman: cynical at times, but unrelentingly curious and full of life, and often hilariously funny in a sandpaper-dry kind of way. He churned out hard-hitting cover stories and features with a speed and elegance I could only dream of. It always astounded me that he was never promoted to managing editor.

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."

SAMHSA
Substance Abuse and Mental Health
Services Administration

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

SAMHSA
Substance Abuse and Mental Health Services Administration

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

SAMHSA
Substance Abuse and Mental Health
Services Administration

Closing

Leadership Imperative	Leadership Strategies	What Tools Do You Have? What Tools will you Design?
Insight on Strategy Clarity	• Help your team appreciate that strategic clarity is mission critical • Align with your people on current priority focus areas	• Update priorities and time commitments • Check alignment status and act on requests from team
Facilitate Focused Action	• Promote time blocking • Keep your finger on the pulse • Establish and respect new boundaries and routines	• Plan your week and block time your calendar for your priorities • See the collective focus of your team and Repeat often
Strengthen Connection and Alignment	• Connect with your people positively and often • Help them see the big picture • Give them hope	• Take/Assign meeting notes and share with peers • See who you're collaborating with most often • Aggregated view of execution within your unit – reframe • Insight into your focus and your connect to the overall priorities

SAMHSA
Substance Abuse and Mental Health
Services Administration

Take to the Key Board

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
Substance Abuse and Mental Health
Services Administration

SAMHSA's mission is to reduce the impact of substance abuse and mental illness on America's communities.

Ellen Kagen   ellen.b.kagen@gmail.com

www.samhsa.gov

1-877-SAMHSA-7 (1-877-726-4727) ● 1-800-487-4889 (TDD)