LEAD WITH INSPIRATION IN A VIRTUAL ENVIRONMENT

6 C's of the Human Workplace Needs Model

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COMMUNITY
impact

CHALLENGE
and growth

CLARITY
of the what and how

CONTRIBUTIONS
are valued

CERTAINTY
as a result of safety

CONNECTION
with people
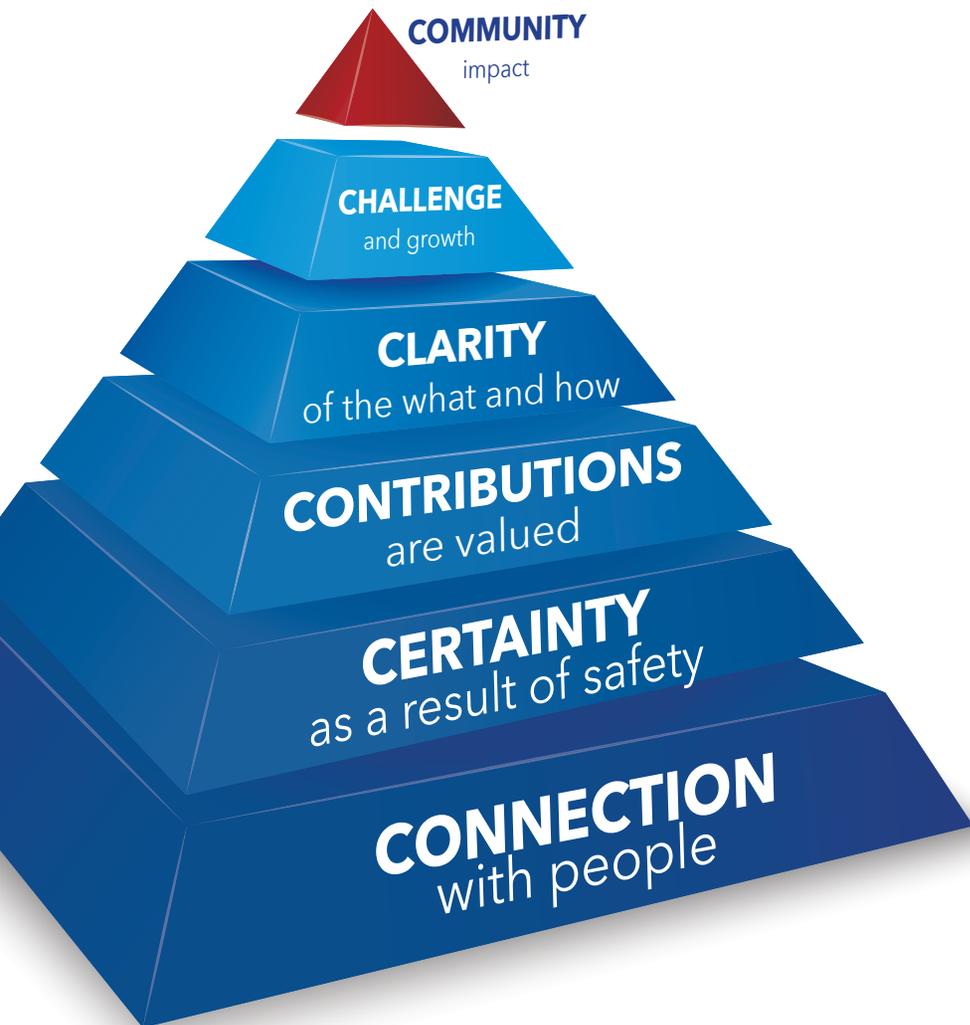
Dear Friends and Clients,

During this unprecedented time of virtual working, we are all scrambling to make sure we stay ahead of the needs of our teams and leaders. We want to emerge from this crisis feeling stronger and more united in our common goals.

The challenge is that working virtually lends itself to being disconnected. It's easy to go into our cocoons and retreat from relationships. When this happens, fear and self-protection increase, along with communication breakdowns and decreased productivity.

To support you and your leaders in this uncertain time, we outlined some strategies to help you and others lead with inspiration in a virtual environment.

At 5.12 Solutions, we know the value and importance of team. Even before this crisis, we were providing virtual training, coaching and resources through our Coachmetrix platform. We are ready and able to move into this virtual space with you.

Let's stand and lead together.

On Purpose,

Sal Silvester

www.512solutions.com

CONNECTION WITH PEOPLE

CONNECTION with people

WHAT TO DO

Create an environment where people feel like they belong.

- ❑ Conduct regular 1-1s over video as if you were in the office.
- ❑ Make daily phone calls to team members.
- ❑ Organize a virtual coffee or social with team members.
- ❑ Give team members a voice during virtual team meetings.
- ❑ Stand up while on a call or video as your posture influences your voice projection and overall state.
- ❑ Smile. It brings your energy and enthusiasm levels up.

PITFALLS TO AVOID

- ❑ Letting people feel isolated and disconnected.
- ❑ Going days without connecting via video and/or phone.

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CERTAINTY AS A RESULT OF SAFETY
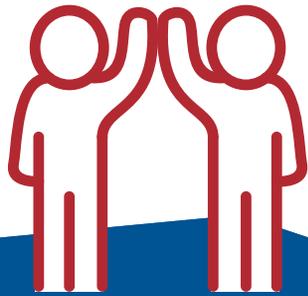
CERTAINTY
as a result of safety

WHAT TO DO

- ❑ Create psychological safety, where people can take interpersonal risks that will not result in punishment or humiliation.
- ❑ Be especially intentional with all online communication to avoid misinterpretation.
- ❑ Leverage video and phone calls for important and consequential conversations.
- ❑ Use online communication channels like email, Slack, and text for information sharing only.
- ❑ Take into account different cultural factors when communicating.

PITFALLS TO AVOID

- ❑ Providing feedback or making decisions over email.
- ❑ Letting your online communication through email, Slack, and text be perceived as short, unkind, or snarky.

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CONTRIBUTIONS ARE VALUED

CONTRIBUTIONS are valued

WHAT TO DO

- ❑ Ensure people feel valued and heard.
- ❑ Make time for virtual 1-1s, regular goal reviews, and coaching.
- ❑ Conduct virtual recognition rounds on a daily basis and reward team members when they model behavior that's in line with values and priorities
- ❑ Give team members a voice during virtual team meetings.
- ❑ Reward targeted change behavior on group calls to signal to others what is most important during any period of change or crisis.

PITFALLS TO AVOID

- ❑ Leaving short-term successes up to chance.
- ❑ Failing to demonstrate successes throughout a crisis or change that generate connection between people.

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CLARITY OF THE WHAT AND HOW

CLARITY
of the what and how

WHAT TO DO

Establish the what (results-oriented expectations):
- ❑ Tell people what you know and what you don't know.
- ❑ Keep team members focused on business goals.
- ❑ Clarify roles and responsibilities.
- ❑ Communicate results through several channels - email, conference calls, Slack, PowerPoint slide decks, etc.
- ❑ Repeat/paraphrase the question prior to responding to confirm understanding.

Establish the how (behavioral and values expectations):
- ❑ Create team operating norms based on working in a virtual environment.
- ❑ Reinforce organizational values.
- ❑ Onboard new team members intentionally by sharing team norms, productive conflict expectations and other team agreements.
- ❑ Measure less obvious impacts of change like morale, connection, and people's overall well being.

PITFALLS TO AVOID

- ❑ Focusing only on the what (the business results) without consideration for the how (our values and relationships)
- ❑ Lack of clear and ongoing communication.

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CHALLENGE AND GROWTH

CHALLENGE
and growth

WHAT TO DO

- ❑ Create the right conditions for people to evolve as human beings.
- ❑ Understand what's important to people, how they want to progress, and to share opportunities.
- ❑ Offer stretch assignments or increased responsibilities that current business challenges may naturally create.
- ❑ Provide lateral movements to support job-related learning experiences.
- ❑ Schedule regular conversations to provide coachable moments.
- ❑ Facilitate development opportunities through virtual workshops, online resources, articles, podcasts and more.

PITFALLS TO AVOID

- ❑ Making goals too aggressive that they create overwhelm.
- ❑ Not making goals aggressive enough that they result in boredom.

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COMMUNITY IMPACT

COMMUNITY
impact

WHAT TO DO

- ❑ Use work as a platform to create shareholder value AND do good for our world.
- ❑ Connect your work to a greater cause.
- ❑ Rally around supporting each other so people can drive to a higher purpose.
- ❑ Find ways to collectively meet in person to support community events or initiatives.

PITFALLS TO AVOID

- ❑ Failing to remember that 74% of people say their job is more fulfilling when they are provided opportunities to make a positive impact at work.
- ❑ Not using your current platform or role to do what you always dreamed of doing.

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