

AF Life Cycle Management Center



REMOTE LEADERSHIP

Providing the Warfighter's Edge



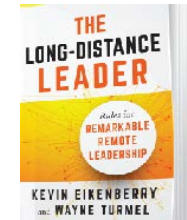
Recommendation



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- Review “The Long-Distance Leader” summary
 - Authors: Kevin Eikenberry and Wayne Turmel
 - Copyright 2018, 191 pages
- View “The Long-Distance Leader” video:
 - <https://www.youtube.com/watch?v=PARzCqkBcbY>
- Search/review articles on remote leadership
 - <https://ideas.bkconnection.com/the-secret-to-long-distance-leadership-little-hinges-big-doors>
 - <https://ideas.darden.virginia.edu/virtual-culture-and-leadership-how-to-manage-long-distance-teams>
 - <https://www.timecamp.com/blog/2018/07/virtual-leadership-or-how-to-be-a-good-long-distance-leader/>





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Rules for Remarkable Remote Leadership

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- **#1 - Think about leadership first, location second**
- **#2 – Accept the fact that leading remotely requires you to lead differently**
- **#3 – Working remotely changes the interpersonal dynamics, even if you don't want it to**
- **#4 – Use technology as a tool, not as a barrier**
- **#5 – Leading requires a focus on outcomes**
- **#6 – Leading successfully requires achieving goals**
- **#7 – Focus on achieving goals, not just setting them**



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Rules for Remarkable Remote Leadership

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- **#8 – Coach your team effectively regardless of where they work**
- **#9 – Communicate in the manner that works best for others rather than your personal preferences**
- **#10 – Leading successfully requires understanding what people are thinking, not just what they are doing**
- **#11 – Building trust at a distance doesn't happen by accident**
- **#12 – Identify the leadership results you need, then select communication tools to achieve them**
- **#13 – Maximize a tool's capabilities or you'll minimize your effectiveness**



Rules for Remarkable Remote Leadership

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- **#14 – Seek feedback to best serve outcomes**
- **#15 – Examine your beliefs and self-talk – they define how you lead**
- **#16 – Accept that you can't do it all – you shouldn't try anyway**
- **#17 – Balance your priorities to be a Remarkable Long-Distance Leader**
- **#18 – Ensure your leadership development prepares Long-Distance Leaders**
- **#19 – When all else fails, remember Rule #1**



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13 Leadership Competencies That Apply to All Leaders

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- **The job of leading remains the same whether your team is together or not!**
- **Remarkable Leaders...**
 - Learn Continually
 - Communicate Powerfully
 - Develop Others
 - Influence with Impact
 - Value Collaboration and Teamwork
 - Solve Problems and Make Decisions
 - Take Responsibility and are Accountable
 - Manage Projects and Processes Successfully
 - Set Goals and Support Goal Achievement
 - Champion Change
 - Build Relationships
 - Focus on Customers
 - Think and Act Innovatively
- **(Ref.: “*Remarkable Leadership*”- Kevin Eikenberry)**



Remote Leadership



- **Long-distance leaders are physically separated from some of their team**
 - Team may be co-located, completely remote or a hybrid
 - Hybrid teams
 - People share workspace or are in other locations
 - Processes and access to info can change daily
 - Most of the team may be in the office one day then be completely virtual the next day
- **Free survey for those with remote staff:**
<http://RemoteLeadershipInstitute.com/LDLsurvey>



What Has Changed



- **Geography**
- **You are out of sight**
- **Technology**
- **Working Relationships**
- **You get fewer communication cues**
- **Information gets filtered**
- **Your leadership approach may need to change**
- **People's needs change**
- **More individual work focus**
- **Working in isolation**



What Hasn't Changed



- **Your primary focus (should be your people)**
- **The fundamentals of human behavior**
 - Understand wants, needs, desires, fears, anxieties (work location doesn't change these)
- **The principles of leadership**
- **The roles of leaders**
 - To coach, influence, communicate, set goals, lead
- **The high-level expectations of output**
 - Finish projects on time/cost/schedule, work safely, hit production targets, meet a budget, etc.



Leadership



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- **Leadership is not something we have or possess**
 - Leadership isn't a title or a position
 - Leadership is something that we do – action!
- **Leadership isn't easy**
 - ...it requires study and practice to become skilled

“The greatest leader is not necessarily the one who does the greatest things. He is the one that gets the people to do the greatest things.”

- Ronald Reagan



Exercise



- **Ask your team to individually define or describe leadership in exactly six words**
 - **Two fundamental points come through:**
 - **Leadership is about Outcomes**
 - Stated with words like goals, mission, vision, success
 - **Leadership is about Other People**
 - Stated with words like influencing, coaching, communicating, building teams
 - **...let's not forget Ourselves – while leadership is about reaching desired outcomes with and through other people, none of that happens without YOU!**
- **General agreement on what good leadership looks like regardless of where one lives/works**



Focus On Others



- **Long-Distance Leaders focus on others because they:**
 - **Can't do it alone**
 - **Win when their people win**
 - **Build trust when they focus on others**
 - **Build relationships when they focus on others**
 - **Are more influential when they focus on others**
 - **Understand that team members are more engaged when the focus is on them**



Common Questions



- **What are my people doing?**
- **Is my team accomplishing anything?**
- **Is my team distracted working from home or wherever they're working?**
- **Is my team working too much?**
- **The 4 reasons these questions bother you:**
 - You're focused on activity; not accomplishment
 - You think you would be distracted so you project that onto others
 - You fundamentally believe that "when the cat's away, the mice will play"
 - You have a perceived need for greater control



Goals and Feedback



- Focus on achieving goals, not just setting them
- Check in, don't check up
 - Check in's should be regular and expected
 - Intention is to support and help where needed
 - One person's short check in can be another's intrusive micromanagement
- Make it your goal to delegate anything that isn't critical
 - Delegation takes time, patience and effort
 - Focus on the other person's success rather than getting rid of the task



Goals and Feedback



- **Ask subordinates to share feedback on themselves -**
 - “What feedback would you give yourself?”
- **When you provide feedback first, what is left for the individual to share?**
- **Open the conversation – does the team feel on track?**
 - If not, refocus the team goals and plans
 - Find three positive, meaningful things to share with members of your team before the end of the day and then go share them



Engaging Others



- **Leading remotely requires influence more than command**
- **Levels of accountability, trust and proactive communication are critical when not in close physical proximity**
- **How are you seen? Your team wants to know:**
 - Do you care about them? The work?
 - What work is important?
 - Can you be trusted?
 - Who are your favorites?
 - Do you give preferential treatment to one group?
 - Do you do the things you ask them to do?



Building Trust at a Distance



- **When people trust you and you trust them, things...**
 - Work better
 - More work gets done
 - Work gets done faster
- **When working remotely, trust is harder to build and more easily broken**
- **Components for high levels of trust to exist:**
 - Common purpose
 - Competence
 - Motives



Building Trust at a Distance



- **Use meetings strategically**
- **Share praise in public**
- **Delegate in public**
- **Intentionally create opportunities to get to know and build trust with each other**
- **Use technology to build relationships**
- **If you see something, say something**



Technology Tips



- **Leaders struggle to use technology – but you don't have to be the master of the technology**
- **To make communication happen, you must choose, and use, the best tools effectively – find someone who can assist until confidence is built**
- **Ask your team about which tools to use under which circumstances (phone, webcam, etc.)**
 - **Webcam/video reduces isolation, improves communication and builds trust**



Understanding Yourself



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- **What you believe about yourself dictates how successful you will be**
 - Reinforced by how you talk about yourself
 - You can change the conversation anytime!
 - Don't use "I can't do this" – change the wording
 - "I haven't yet figured out how to..."
 - "Up until now, I haven't been able to..."
 - (change words like won't, never and impossible too)
- **What are your beliefs about yourself as a leader?**
- **How are you helping/hindering your success?**
- **How can you immediately positively refocus?**



Hard Truth



- **If you're so indispensable to the organization that it cannot function without you, you're doing something wrong**
 - Does your team know what it should be doing?
 - Are you the only source for answers?
 - Do you have the right people in the right roles?
 - Do you guard your time?
 - Are you answering email and phone calls when on vacation?
- **Set reasonable boundaries – What are they? Does your team know your boundaries?**



Take Care of You and Your team!



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- **What specific actions can you take to be a more confident remote leader?**
- **What steps are you going to take right now to take better care of your team?**
 - **Communicate more – More critical than ever!**
 - **Connect – People are physically isolated – help with emotional disconnect by connecting**
 - **Ask the team how you can help/What do they need as a team or individually**
- **When will you begin?**
- **What help will you need?**



Develop Long-Distance Leaders



- **What kind of organization do you want to be?**
- **How does the remote workforce fit into the culture that you want to create?**
- **What behaviors do you expect from long-distance leaders?**
 - **What skill gaps must you address?**
- **What is your plan to develop and support long-distance leaders? How will your organization support remote team members?**
- **Make time to practice to build confidence!**



Develop Long-Distance Leaders



- **The focus of developing and supporting should be learning; not training**
 - **Connect learning to the work – teach people how to use technology (e.g., cell phone) by actually using the technology vs slide show instructions**
 - **Make learning available in different ways**
 - **Make it a process – if you want people to change a habit, transfer what they learn to the workplace, etc., an event alone won't work**
 - **You can't learn to play the piano by attending a quick piano skills workshop**
 - **We learn over time – not all at one time**



What Else Can You Do?



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- **Try what you are learning...practice!**
- **Check out the Remote Leadership Institute at: <https://www.remoteleadershipinstitute.com/>**
 - You'll find new ideas, tools and much more to help you lead at a distance more effectively
 - Most tools are free and ready for you to read, watch and apply
- **Watch “Stop Managing Your Remote Workers As If They Work Onsite” at: <https://m.youtube.com/watch?feature=youtu.be&v=gDFdHnkohLg>**



Additional Resources



- **www.LongDistanceLeaderBook.com/Resources**
 - To assess how clear and aligned your team is on goals, request the “Team Goal Clarity Tool”
 - To build more effective remote work routines, request the “Building Remote Work Routines Checklist”
 - To create team goals collaboratively at a distance, request “Remote Goal Setting Checklist”
 - To determine your level of trust, request the “Trust Thermostat Tool”
- **Free DISK personality test to help increase your personal and professional success – (about 10 minutes to complete):**
<https://discpersonalitytesting.com/ldl>

