Let's Stop Guessing!
Exploring the Attributes that Matter for Distributed Workers, Leaders, and Teams

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Review Session Learning Objectives

Learning Objective 1: Learn what attributes are key when it comes to assessing employee and leader fit as part of workplace change initiatives

Learning Objective 2: Understand how psychometric assessments support employees and managers in distributed and mobile workplaces

Learning Objective 3: Learn about success factors related to distributed team effectiveness, including trust, commitment, accountability, results and strategy
Who We Are
The People Side of Distributed Work

- Leaders
- Employees
- Teams

Distributed Work Success
Where Do Organizations Focus?

- IT
- Space
- Legal
- Strategy
- People
Not assessing your people is like walking into the change blindfolded!
Employee Personality Fit

• Certain personality traits predict success
• Knowing these can help:
  – Select
  – Develop
  – Support workplace change
  – Save costly turnover & inefficiencies
Why Does Personality Fit Matter?

Some struggle to work remotely

Most can work remotely some of the time

Some can work remotely all the time
The Case of Charles the CFO
The Cost of Trial & Error

• You can’t afford to leave the human elements to chance.

• If you don’t support people through the transition and you lose them, it costs $30-$50K to replace each person.
Outcomes To Care About...

Distributed Work Success

- Job Performance
- Work Engagement
- Job Satisfaction
- Work-Life Balance
- Focus
Activity 1: Personality Fit

• Along the dimensions provided in your handout, place an X where you think you “fall” on each personality trait

• Questions:
  – What is one trait that you believe would help you succeed in a distributed work environment?
  – What is one trait that may be a challenge?
  – One idea for addressing this challenge?
Distributed Worker Development

1. Create Awareness
2. Develop Strategies
3. Take Action
How to Use Personality

**Impulse Control**
- Have clear deliverables
- Make a plan the day before
- Block task time

**Emotional Control**
- Take a pause
- Write response but save for later
- Use empathy

**Optimism**
- Focus on the benefits
- Be solution focused
- Discuss concerns with others
Supervisor Companion Report

Jane’s Overall Distributed Work Success Score is Moderate

Jane’s personality profile suggests that she would be most effective and satisfied with moderately frequent distributed work

1 - 2 days/week
Why Does Distributed Leadership Matter?

• More distributed leaders than ever before:
  – Leading mobile workers in the same city
  – Managing team members located in offices across countries or continents

• Strong leadership is related to a host of business-level performance indicators:
  – Productivity & Profitability
  – Lower Turnover & Absenteeism
Leading in a Mobile World

- Skills are **similar & additional** to FTF leadership
- All of the skills required to lead FTF are necessary, but **not sufficient**
  - “It is much harder for the leader to create the conditions for success when leading from a distance” (Hackman)
- Poor leadership is amplified from a distance
Human Elements of Leading in a Mobile World

Skills

Attributes

Capabilities
Activity 2: What Makes a Great Leader of Distributed Workers?

• Brainstorm human elements, including:
  – Traits/Attributes
  – Skills
  – Behaviours
Distributed Leader Capabilities

**Relationships**
- Accessible and Supportive
- Building Trusting and Respectful Relationships
- Creating Team Unity
- Fostering Collaboration

**Flexibility**
- Achieving Work-Life Balance
- Exploring and Learning Orientation
- Promoting Work-Life Balance
- Versatile Communication

**Productivity**
- Driving High Performance
- Managing Work and People
- Strategic Alignment

**Culture**
- Cultural Awareness and Respect
- Cultural Communication
- Openness to Cultural Diversity
Attributes

Adaptability
Analytical
Diligence
Trust
Quick Starting
Planful
Optimism
Industriousness
Improvement Focus
Gratitude
Empathy
Emotional Control
Communication Medium Match

Time-Zone Management

Communication Proficiency

Tech-Savvy

Meeting Management

Organization

Skills
Distributed Leader Profiler

• Certain attributes and skills predict distributed leader capabilities

• Knowing how a leader is predisposed to achieve certain capability levels is critical for:
  – Development and growth
  – Supporting change/transition
  – Leading high performing teams

• Saves costly turnover & inefficiencies
Distributed Leader Profiler

John’s Outcomes
Below, you will find a summary of your levels on the 6 leadership skills.
### Relationships

**Distributed Leader Development Area**

<table>
<thead>
<tr>
<th>Recommendations</th>
<th>What to do?</th>
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<tbody>
<tr>
<td><strong>Recommendation #1:</strong> Be Present In Conversations</td>
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<td>- An essential key to building trusting relationships is being fully present during conversations with dispersed team members. This means minimizing distraction and trying to avoid multitasking. For example, shut off your monitor or your email so you do not find yourself being distracted while on the phone with a remote employee. This will show the employee that you respect them and are dedicated to the present conversation and to their issues in particular.</td>
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<tr>
<td>- Practice active listening techniques by listening to a speaker without asking him/her questions or interrupting; really try to understand what he or she is explaining and avoid leading the conversation. Once the speaker has finished, then try to express what was said, allowing the speaker to correct any errors or misunderstandings and to clarify or add additional thoughts. This technique will help you better understand the message and will keep you from jumping to conclusions or steering the conversation too strongly.</td>
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**Building Trusting and Respectful Relationships**

Forms strong relationships with team members that are built on trust and rapport. Makes people feel important and valued. Communicates in a fair and consistent manner towards all employees and is present and focused during interactions.

**Jennifer’s score is Moderate**

Jennifer’s score on Building Trusting and Respectful Relationships is calculated using the following skills and attributes.

- **Relevant Skills:** Meeting Management, Time Zone Management
- **Relevant Attributes:** Empathy, Trust, Adaptability
Distributed Teams

- Interdependent individuals
- Shared purpose
- Communicate, coordinate, and collaborate through electronic media.
Virtual Team Challenges

- Time differences as an obstacle
- Difficulty establishing rapport and trust
- Distribution of work to be a challenge
- Differences in cultural norms

Distributed Teams

- Creating the conditions for effective teamwork and collaboration a fundamental challenge of distributed teamwork
- To improve, a framework is needed and feedback must be given and acted upon

Distributed Team Diagnostic Model

- Communication
- Leadership
- Coordination
- Collaboration

Team Climate
- Trusting
- Committed
- Accountable
- Results Driven
- Strategic
Example: Distributed Team Communication

Your distributed team’s communication is **moderate**

- **Communication Medium Match**: 3.40
- **Proficiency with Communication Tools**: 2.00
- **Meeting Management**: 2.80
- **Overall Communication**: 2.73

Options: Low, Moderate, High
Activity 3: Assessing the Human Elements

• Take a moment to answer Yes/No/Unsure to the items on your handout

• Questions:
  – Which items were a “No” or “Unsure”?
  – What do you feel is your top challenge from a people perspective?
  – What can you do to address this challenge?
Conclusion

- The **people aspects** of workplace change are often overlooked.
- Arming your organization with data on employee/leader fit and team effectiveness saves time, $, and trial/error.
- Assessing and developing the human elements should be a key part of any change management and ongoing mobile/distributed work program.
- To try an assessment contact: info@workevolution.com
CEUs & CFM® Maintenance Points
You are eligible to receive Continuing Education Units and Certified Facility Manager® maintenance points for attending sessions at IFMA’s Facility Fusion Canada.
To receive CEU points, you must add the CA$15 processing fee to your registration.

To Receive 15 CFM Maintenance Points
Record your attendance for the two-day conference on your CFM Recertification Form in CAMP. At re-certification time, submit your completed CFM Recertification Form.

Managing CEUs:
• Log into the Attendee Service Center. [http://tinyurl.com/FFCA16](http://tinyurl.com/FFCA16)
  Your log-in information was sent to you when you registered for the conference.
• Click “Start CEU Process” on the left-hand side.
• Click “Start” next to the session you attended.
• Complete the session evaluation.
• Click “Start Test” next to the session.
  After passing the test, your certificate will be available for download.

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