

Mace Managing Remotely programme

Foundations in Managing Remotely



Mace Managing Remotely Programme



**Foundations in Managing
Remotely**



**Managing Productivity and
Engagement within a
Remote Environment**



**Managing Performance in a
Remote Environment**



Our session today



**CURRENT
CHALLENGES**



**ACTION-CENTRED
REMOTE
LEADERSHIP**



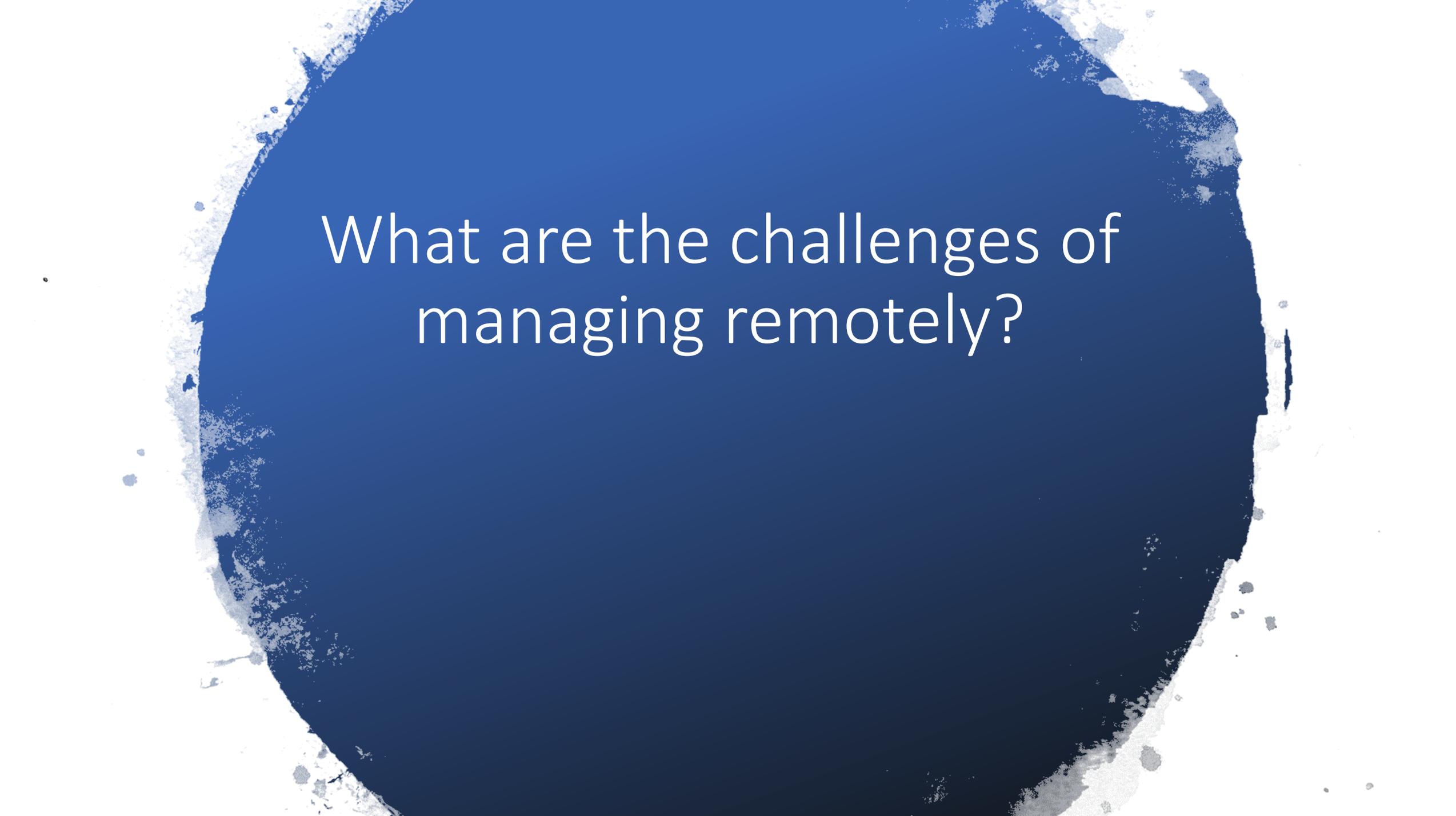
**DEVELOPING A
FLEXIBLE
LEADERSHIP STYLE**



**BUILDING THE
TEAM**



**COMMUNICATING
EFFECTIVELY**



What are the challenges of
managing remotely?

Challenges

- **Professional**

- Physical cues missing
- Communication
- Relationships
- Missing colleagues
- Trust

- **Personal**

- Being productive
- Lacking routine
- Our home circumstances
- Environment
- Feeling isolated

Individual differences & challenges



Home circumstances

Living with others / family /
children can be a plus and a minus!

Living on your own?

Individual differences & challenges



Home circumstances

Living with others / family /
children can be a plus and a minus!
Living on your own?



Introverts

Recharge in their own company
Likely to find remote working easier

Individual differences & challenges



Home circumstances

Living with others / family / children can be a plus and a minus!
Living on your own?



Introverts

Recharge in their own company
Likely to find remote working easier



Extroverts

Recharge in the company of others
Can find remote working draining and feel more isolated

What are your top tips for
working successfully from
home?

*Please write your answers in the
chat*

Managing staff – general tips

- Set clearly defined and measurable goals that are mutually understood
- Measure output not input
- Discuss their working pattern with you, eg around childcare
- Trust staff to do their jobs
- Have regular 1:1s to discuss productivity and wellbeing

Managing staff – general tips

Encourage staff to:

- Work with their energy levels
- Take regular breaks
- Establish a 'stop' time
- Learn to switch off
- Be more active where possible if working from home, eg stand up for some video calls, walk during phone calls
- Go outside, eg walk in lunch hour
- Have regular social times –in and out of work
- Take their holiday allowance
- Talk about the stresses they're facing at home and work (may prefer to talk to another colleague / HR about their pressures and that's OK)

A dark blue, irregularly shaped graphic with a splatter effect, containing white text. The graphic is centered on a white background and has a rough, hand-painted appearance with various shades of blue and white splatters around its edges.

What other tools or frameworks are available within the business to help us manage our teams?

How B4S fits with the business

OUR CULTURE

WHY



HOW



Safety first
going home safe and well



Create opportunity
for our people to excel



Client focus
deliver on our promise



Integrity
always do the right thing

MACE



MANAGER

BEHAVIOURS FOR SUCCESS

WHAT



Behaviours for success – how to use the framework

ADMINISTRATOR ASSISTANT ASST MANAGER MANAGER SENIOR MANAGER ASSOCIATE DIRECTOR OPERATIONS DIRECTOR DIRECTOR GROUP BOARD

LEADS SELF LEADS TEAM OR OTHERS LEADS LEADERS LEADS BUSINESS

Personal effectiveness
Takes responsibility for their actions, leads by example and acts in an ethical, legal and responsible way. Is self aware and makes the most of their talents, skills and resourcefulness.

Plans and organises
Sets SMART objectives and efficiently manages resources and tasks.

Collaborates and networks
Collaborates well with internal and external stakeholders, building trusting and respectful relationships.

Solves problems
Takes ownership to identify, solve and overcome challenges.

Adapts and responds to change
Adapts and reacts well to changing priorities and requirements.

Delivers results and exceeds clients' expectations
Focuses on client satisfaction and delivers service excellence for external and internal clients.

Values sustainability and social responsibility
Makes responsible choices that have a positive environmental impact.

Acts inclusively
Treats all people with respect in a fair and consistent manner.

Leads and supervises
Leads others effectively, gives clear direction, coaches and supports others to reach their full potential.

Persuades and influences
Persuades and influences others successfully towards a desired course of action.

Creates and innovates
Demonstrates a better perspective and explores innovative approaches in pursuit of a better way. Utilises new technology and helps others to adapt.

Presents and communicates
Presents clearly and communicates effectively, in a confident manner, with their audience in mind.

Demonstrates entrepreneurial and commercial thinking
Understands how the business operates and proactively searches for opportunities.

Formulates strategies and concepts
Thinks and acts strategically, always with Mace in mind. Drives organisational change for the benefit of the business and its people.

BEHAVIOURS OF A MACE MANAGER

| | |
|---|---|
| IS APPROACHABLE AND MAKES TIME FOR OTHERS | ACTS RESPECTFULLY AND LISTENS TO UNDERSTAND |
| SETS STANDARDS OF BEHAVIOURS | DELEGATES WORK APPROPRIATELY AND PROVIDES SUPPORT |
| KEEPS PROMISES AND KEEPS COMMITMENTS | MOTIVATES, ENCOURAGES AND EMPOWERS OTHERS |
| PROVIDES DEVELOPMENT OPPORTUNITIES | PROVIDES OTHERS WITH CLEAR DIRECTION |

 **Safety first**
going home safe and well

 **Client focus**
deliver on our promise

 **Create opportunity**
for our people to excel

 **Integrity**
always do the right thing

Our values permeate through everything we do, guiding our behaviours. They are the gateway to our **Behaviours for Success** at Mace.

Managing your environment



Somewhere dedicated to work

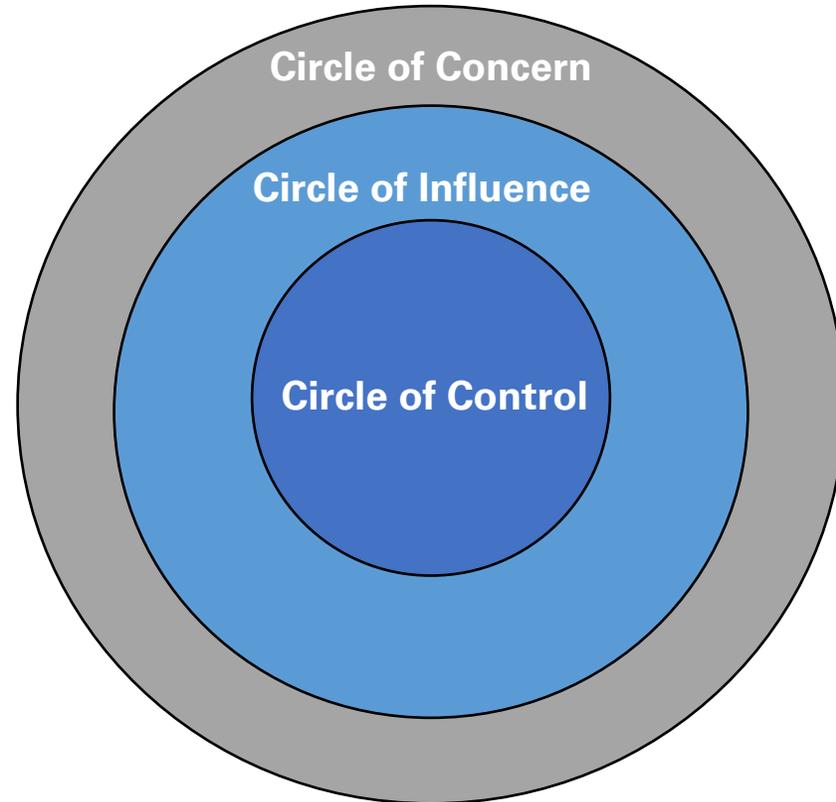


Sit with clutter / noise /
distractions behind you

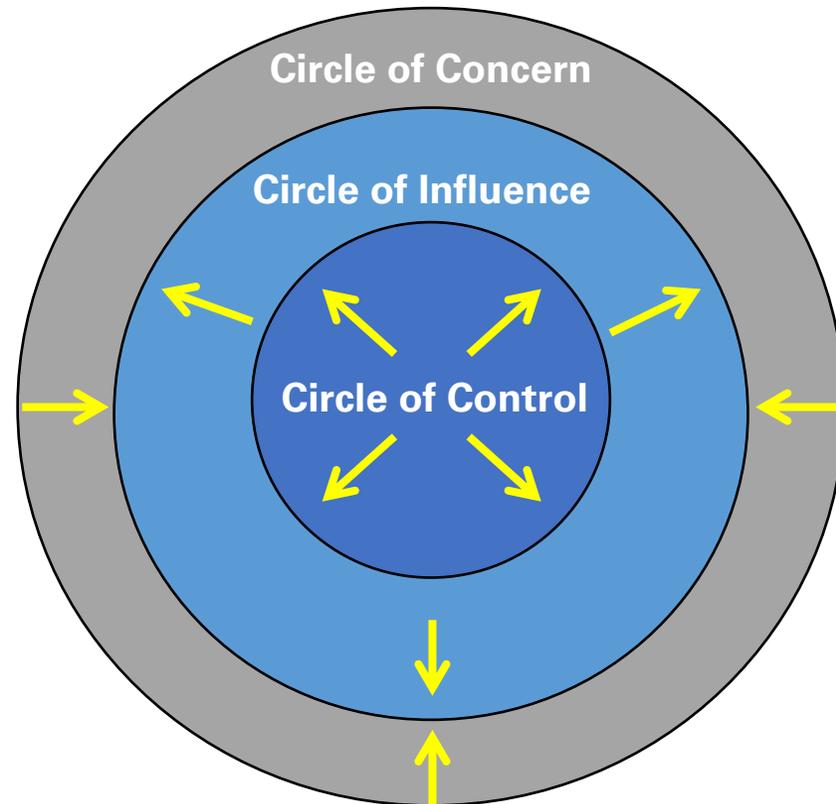


Shut your laptop at the end of
the day

Circle of Control



Circle of Control



We're aiming to:

- Widen our circle of control
- Widen our circle of influence and
- Decrease the circle of concern

Our session today



CURRENT
CHALLENGES



**ACTION-CENTRED
REMOTE
LEADERSHIP**



DEVELOPING A
FLEXIBLE
LEADERSHIP STYLE

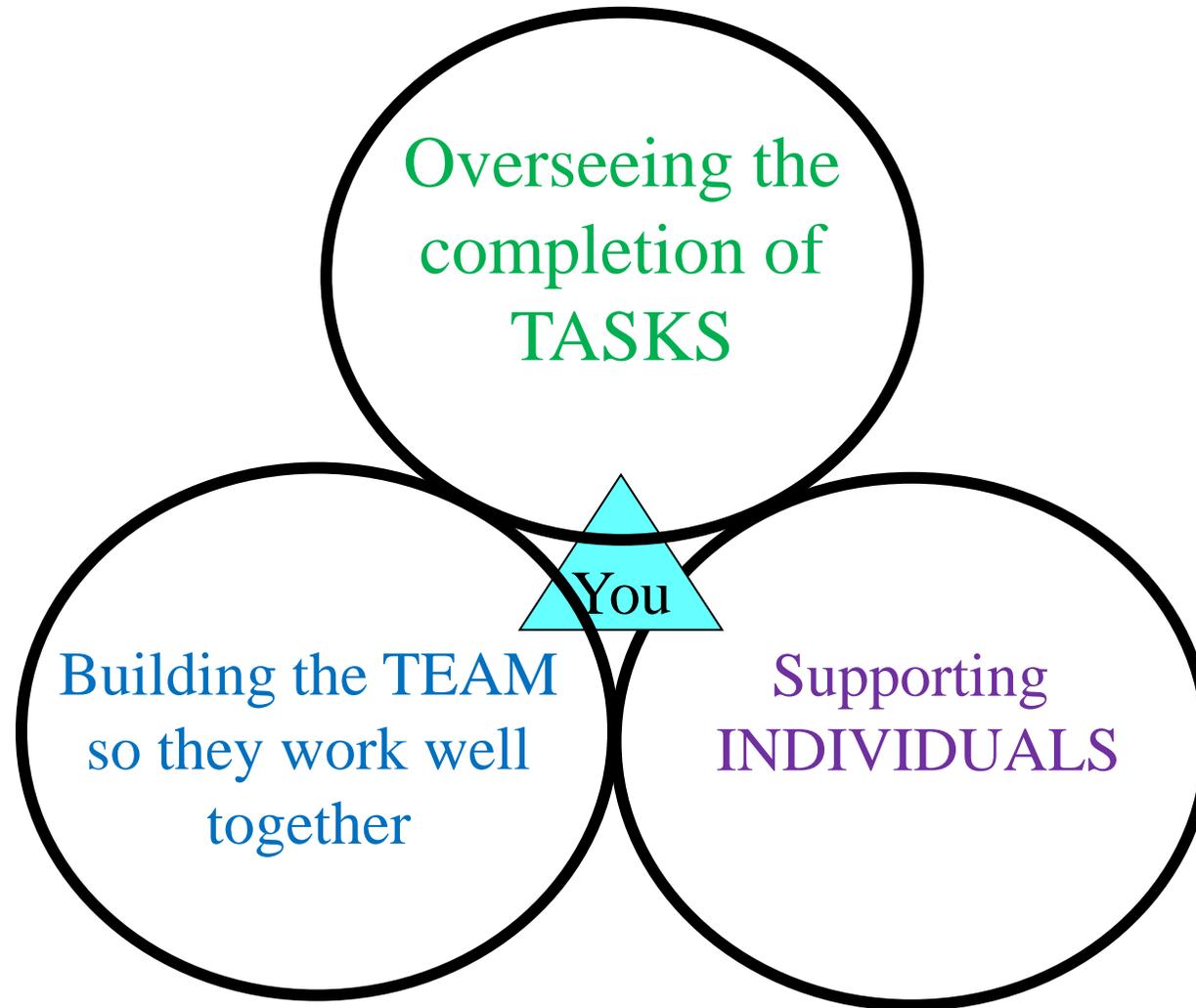


BUILDING THE
TEAM

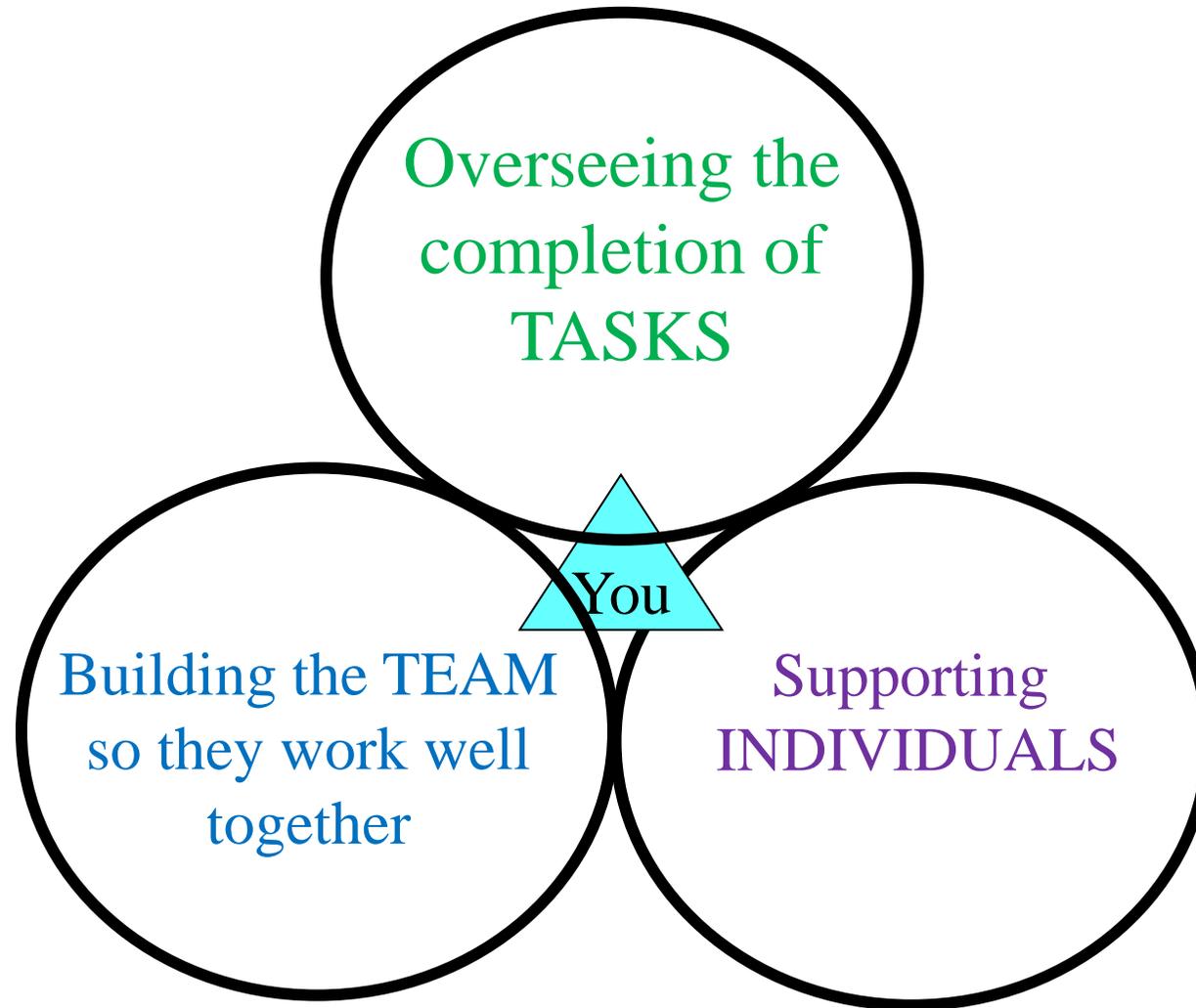


COMMUNICATING
EFFECTIVELY

Action-centred remote leadership



Action-centred remote leadership



We need to manage all these more intentionally

Overseeing the completion the TASK



Define task



Set objectives



Make plan



Allocate work and resources



Control quality and pace of work



Check performance V plan



Adjust work plan

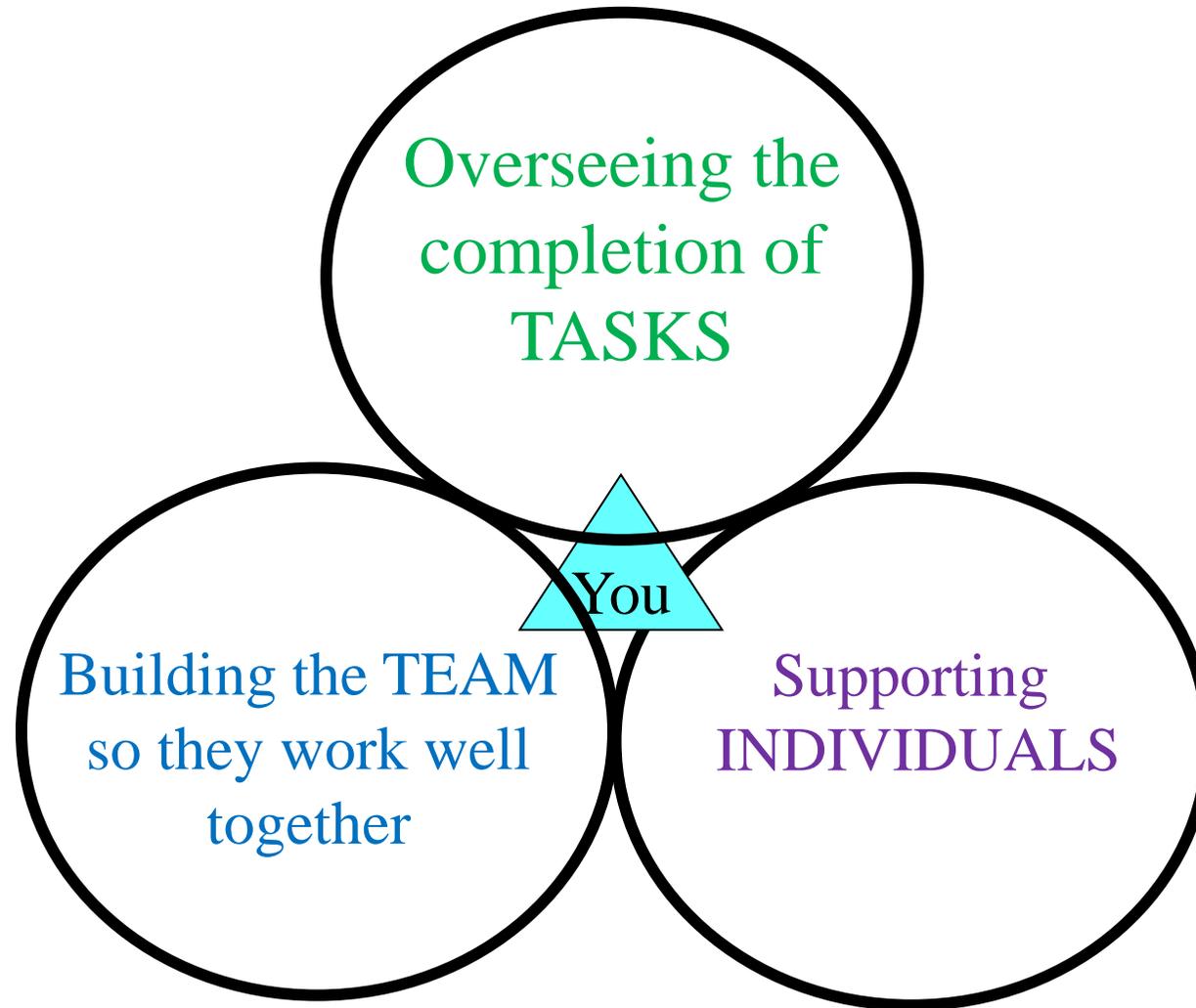
Building the TEAM so they work well together

- Set standards
- Build productive and inspiring group culture
- Celebrate successes
- Building trust
- Encourage and motivate
- Ensure communication within the group
- Regular virtual lunch / coffee / tea / pub trips/ quizzes together –
- Team supporting each other
- Ensuring discipline
- Public recognition and praise
- Training for the group

Support the INDIVIDUAL

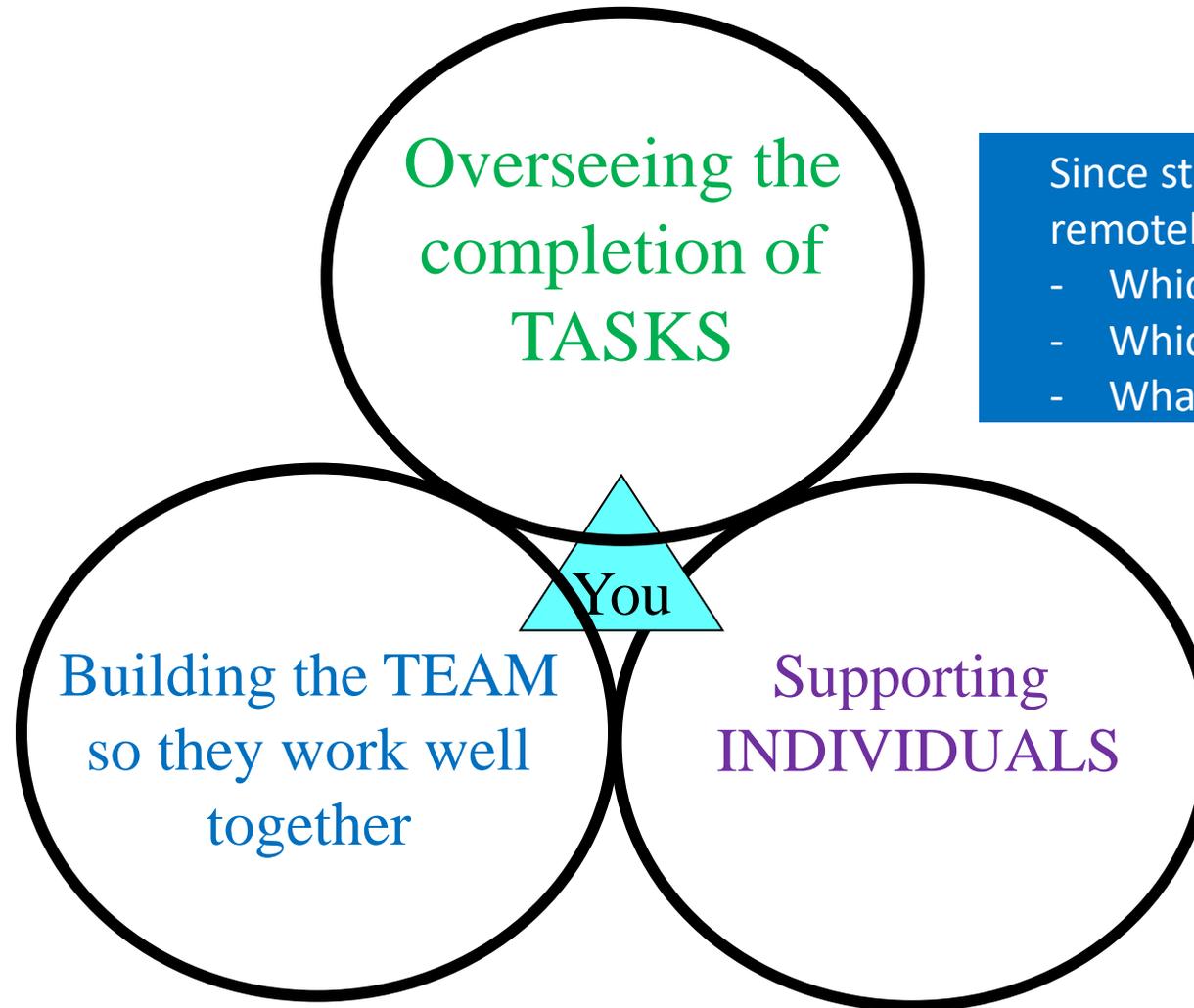
- Encourage individuals
- Recognise and use individuals
- Know the individuals in your team
- Understand their personal home circumstances whilst working remotely
- Provide training / mentoring / coaching
- Supporting wellbeing
- Training new staff
- Appraisals / Personal Development Reviews

Action-centred remote leadership



We need to manage all these more intentionally

Action-centred remote leadership



Since starting to manage your team remotely:

- Which areas are you doing more of?
- Which areas are you doing less of?
- What's the impact of this?

We need to manage all these more intentionally

BEHAVIOURS OF A MACE MANAGER

IS APPROACHABLE AND
MAKES TIME FOR OTHERS

ACTS RESPECTFULLY AND
LISTENS TO UNDERSTAND

SETS STANDARDS
OF BEHAVIOURS

DELEGATES WORK
APPROPRIATELY AND
PROVIDES SUPPORT

KEEPS PROMISES AND
KEEPS COMMITMENTS

MOTIVATES, ENCOURAGES
AND EMPOWERS OTHERS

PROVIDES DEVELOPMENT
OPPORTUNITIES

PROVIDES OTHERS WITH
CLEAR DIRECTION

These need to be applied fairly and consistently across your team

Our session today



CURRENT
CHALLENGES



ACTION-CENTRED
REMOTE
LEADERSHIP



**DEVELOPING A
FLEXIBLE
LEADERSHIP STYLE**



BUILDING THE
TEAM



COMMUNICATING
EFFECTIVELY

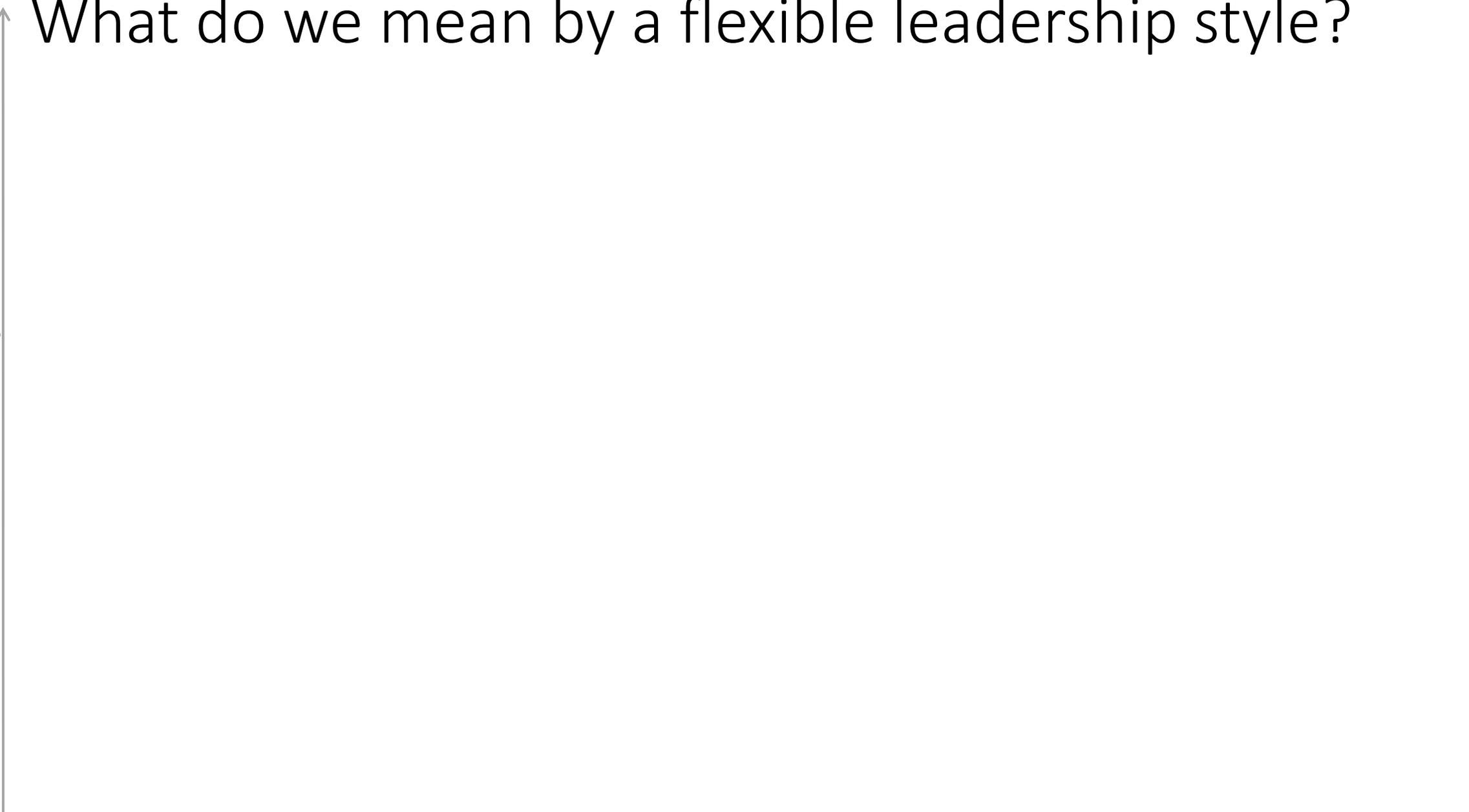
What do we mean by a flexible leadership style?

High
Competence
Low

Low

Confidence

High



Situational leadership

High

Competence

3. High Competence, Low Confidence

4. High Competence, High Confidence

1. Low Competence, Low Confidence

2. Low Competence, High Confidence

Low

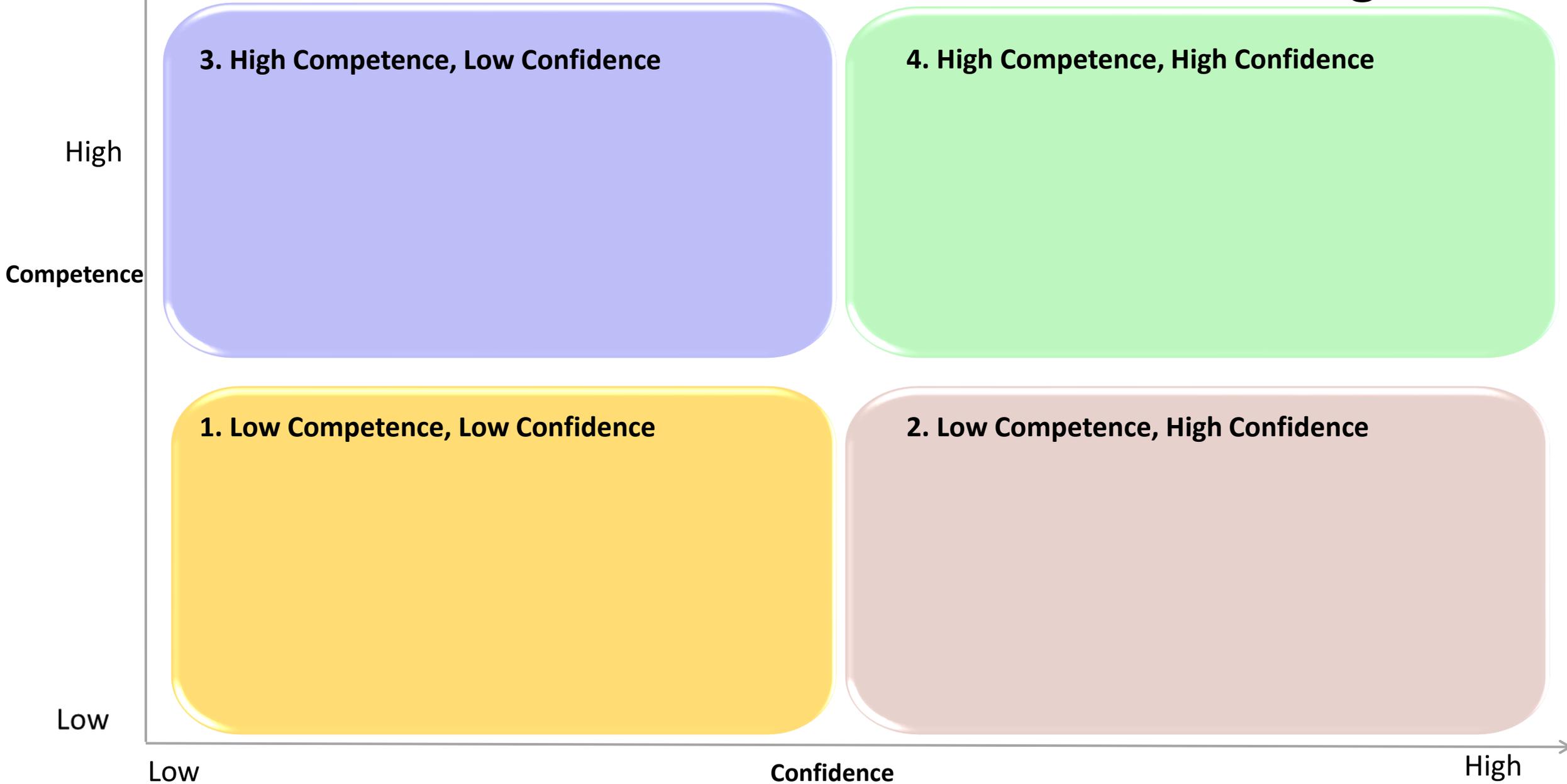
Low

Confidence

High



What do staff need from their remote manager?



What do staff need from their remote manager?

3. High Competence, Low Confidence

4. High Competence, High Confidence

You will be given 2 quadrants to discuss in your breakout groups.

For each quadrant please answer the following:

1. What are the signs that someone is in that quadrant?
2. What do they need from us as their remote manager?

Nominate a spokesperson to feedback for your group

1. Low Competence, Low Confidence

2. Low Competence, High Confidence

High

Competence

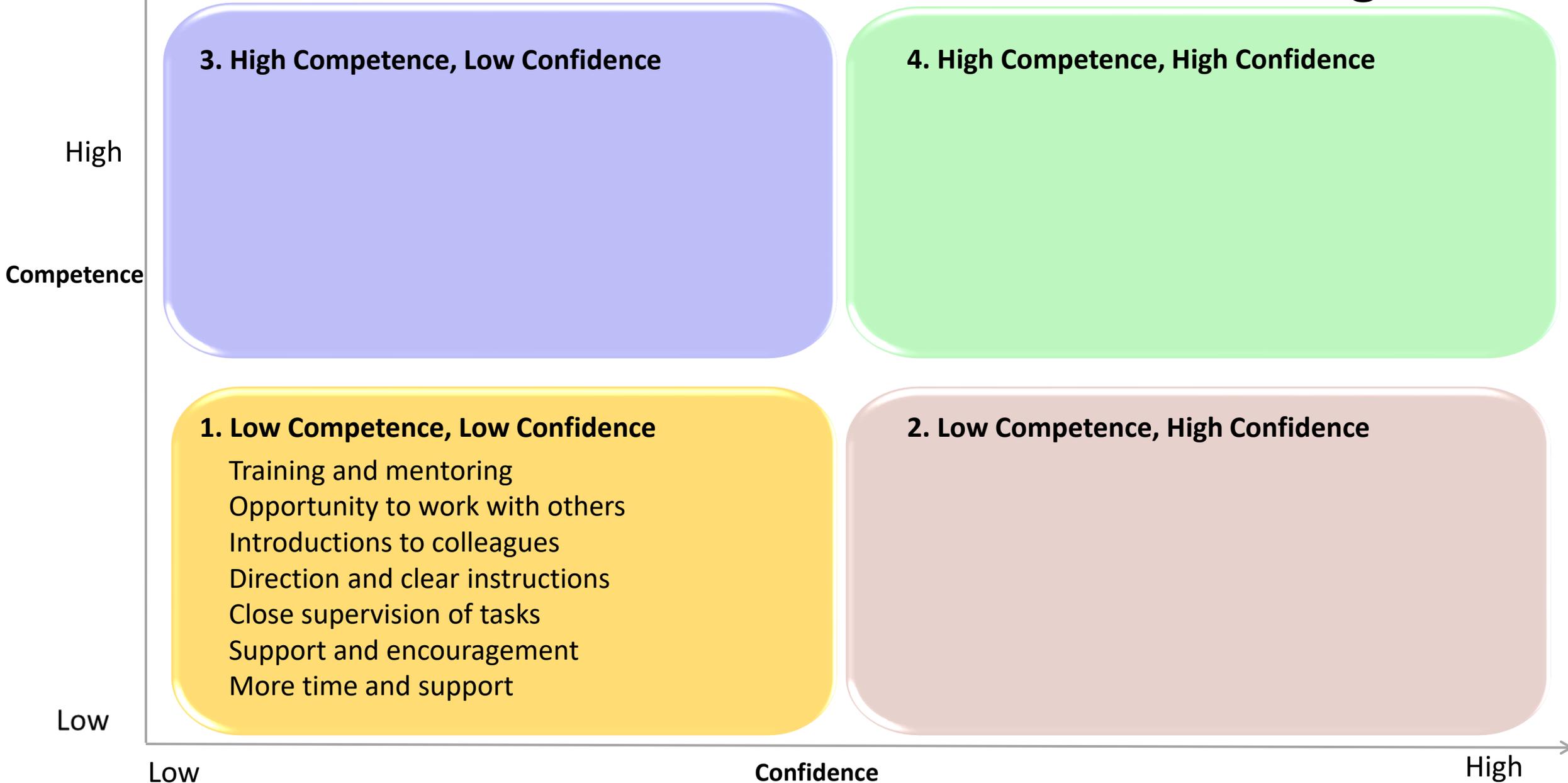
Low

Low

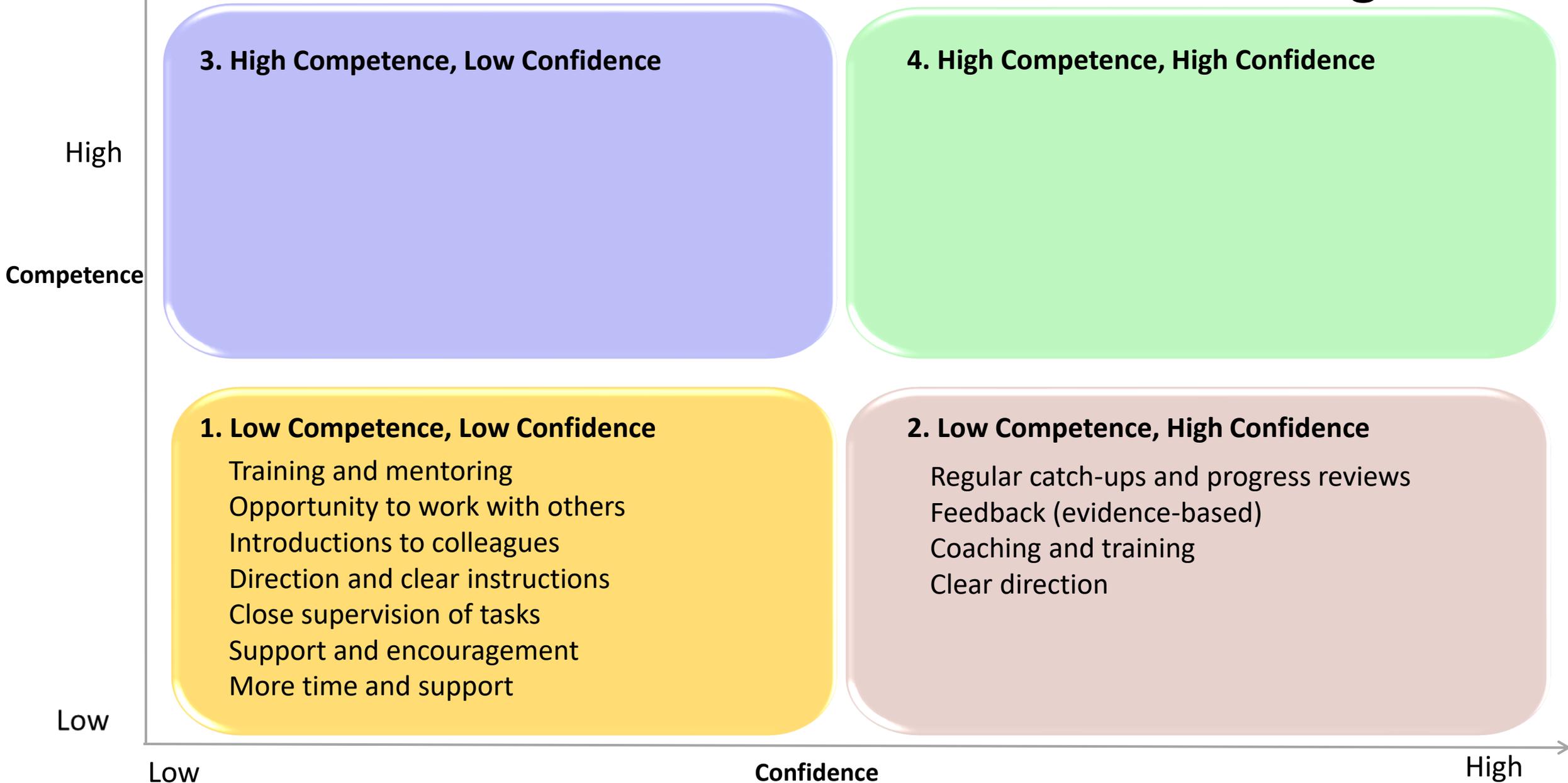
Confidence

High

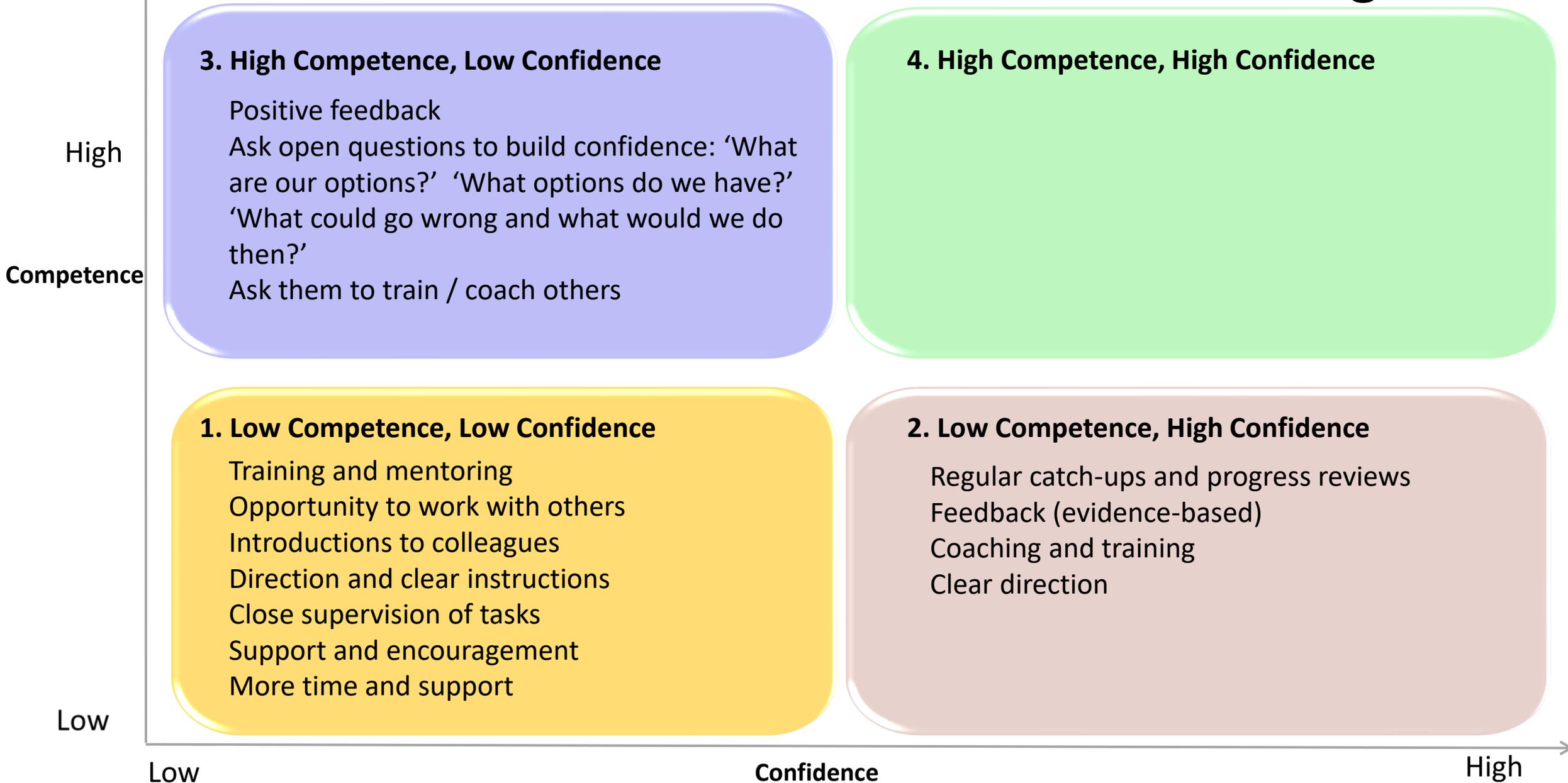
What do staff need from their remote manager?



What do staff need from their remote manager?



What do staff need from their remote manager?



3. High Competence, Low Confidence

Positive feedback

Ask open questions to build confidence: 'What are our options?' 'What options do we have?' 'What could go wrong and what would we do then?'

Ask them to train / coach others

4. High Competence, High Confidence

1. Low Competence, Low Confidence

Training and mentoring

Opportunity to work with others

Introductions to colleagues

Direction and clear instructions

Close supervision of tasks

Support and encouragement

More time and support

2. Low Competence, High Confidence

Regular catch-ups and progress reviews

Feedback (evidence-based)

Coaching and training

Clear direction

What do staff need from their remote manager?

High

3. High Competence, Low Confidence

Positive feedback
Ask open questions to build confidence: 'What are our options?' 'What options do we have?' 'What could go wrong and what would we do then?'
Ask them to train / coach others

4. High Competence, High Confidence

Longer-term stretching goals
Empowerment
Light touch leadership – what suits them?
Encouragement to train / coach others
More opportunities

Competence

1. Low Competence, Low Confidence

Training and mentoring
Opportunity to work with others
Introductions to colleagues
Direction and clear instructions
Close supervision of tasks
Support and encouragement
More time and support

2. Low Competence, High Confidence

Regular catch-ups and progress reviews
Feedback (evidence-based)
Coaching and training
Clear direction

Low

Low

Confidence

High

Our session today



CURRENT
CHALLENGES



ACTION-CENTRED
REMOTE
LEADERSHIP



DEVELOPING A
FLEXIBLE
LEADERSHIP STYLE



**BUILDING THE
TEAM**



COMMUNICATING
EFFECTIVELY

What are we doing to stay
connected to our team and
colleagues?

*Please write your answers in the
chat*

Maintain team cohesion

- Regular team meetings
- Get together socially – ‘virtual coffee breaks’ together twice a week that team can dip in and out of
- Hold other team social events – eg team breakfasts, pizza, team drinks, quizzes
- Encourage team to support each other
- Encourage the use of ‘Chat’ groups
- Let team know when you’re available each day
- Update staff on measures company are taking to keep them and customers safe and to protect the business
- Keep reaching out to others in the business – take opportunities for a quick phone call / video call to a colleague

- **Use the strengths in your team – others can organise / co-ordinate**

- **Which one thing will make a difference within your team?**

Our session today



CURRENT
CHALLENGES



ACTION-CENTRED
REMOTE
LEADERSHIP



DEVELOPING A
FLEXIBLE
LEADERSHIP STYLE



BUILDING THE
TEAM



**COMMUNICATING
EFFECTIVELY**



Mehrabian's Communication Theory

Face to face communication is understood by:

- Words
- Voice tone
- Body language



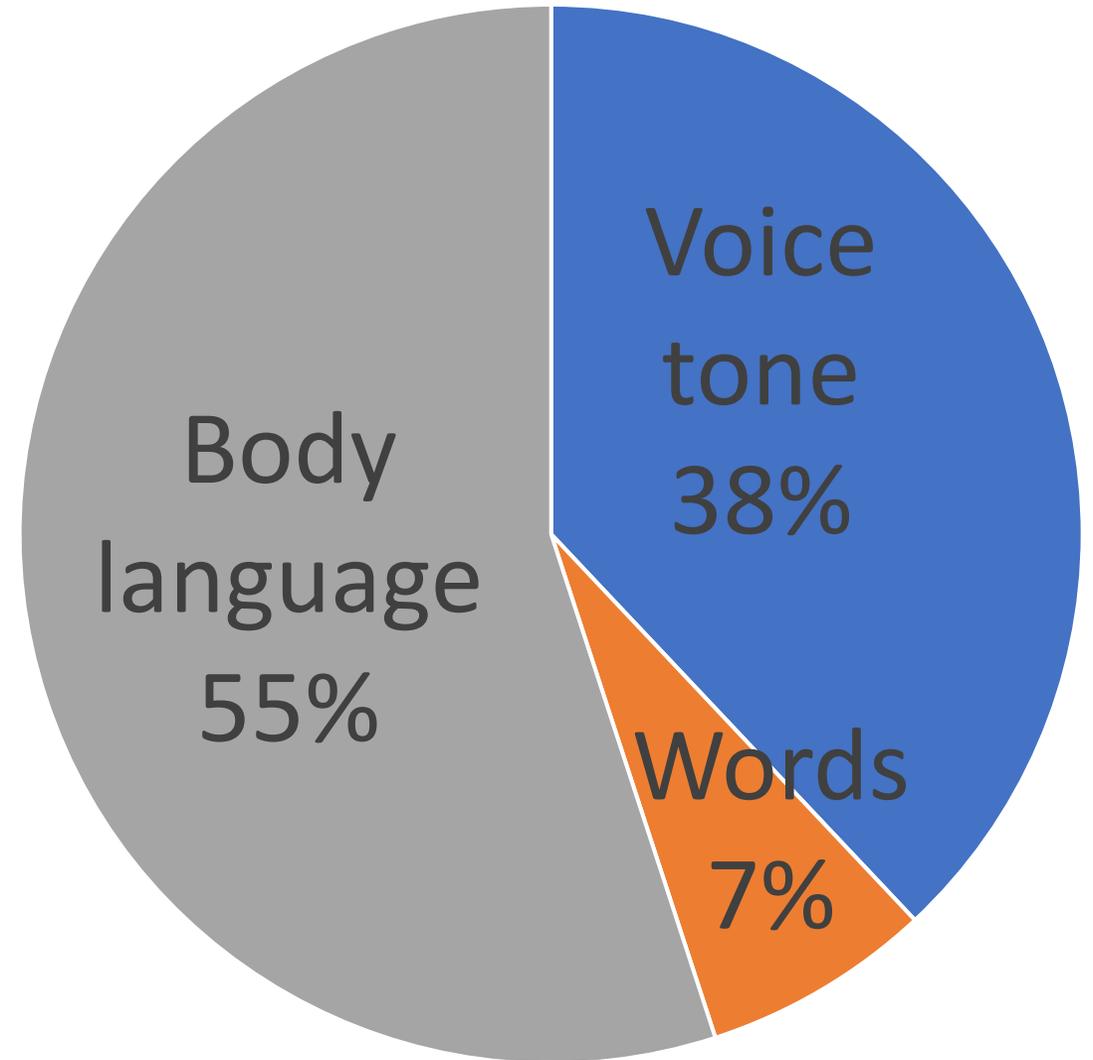
Mehrabian's Communication Theory

Face to face communication is understood by:

- Words
- Voice tone
- Body language

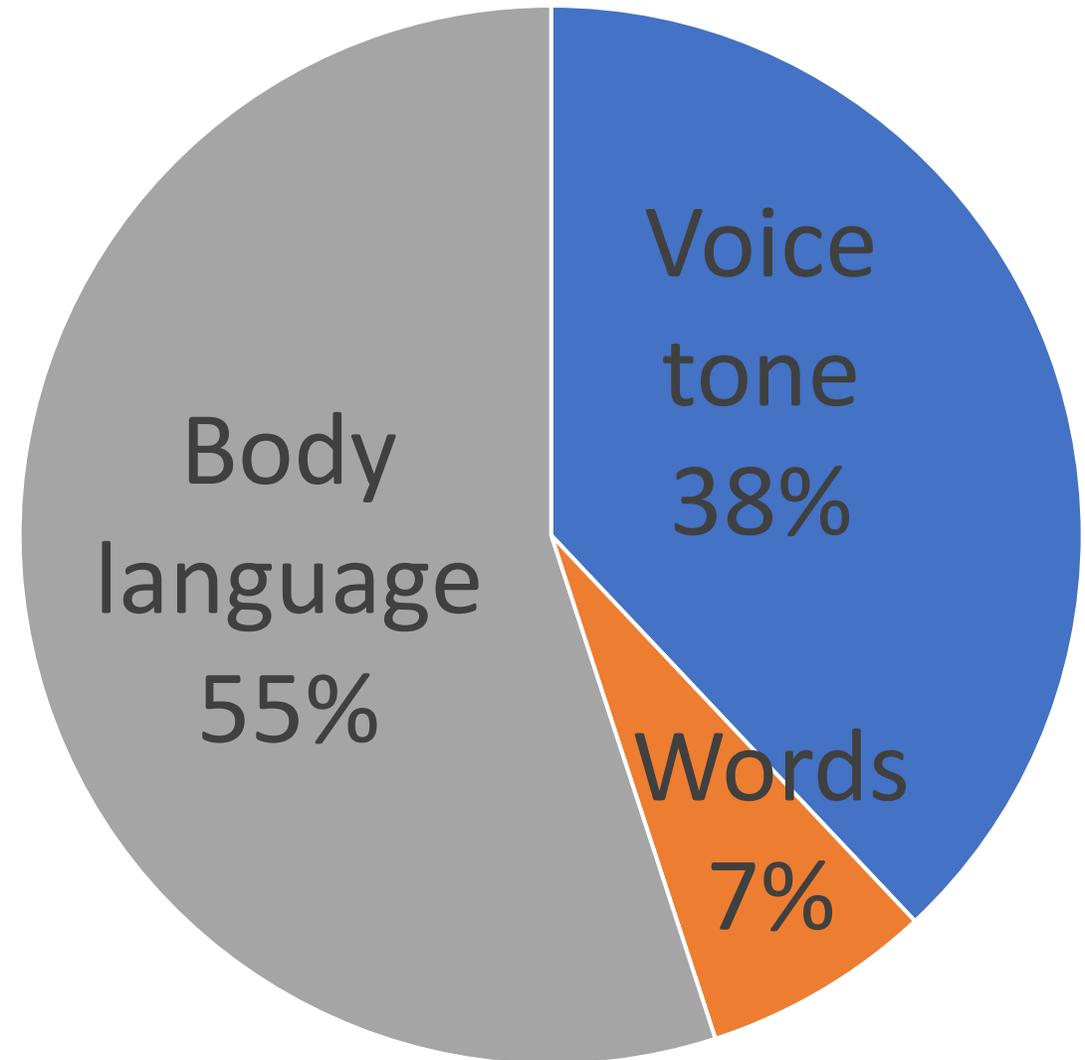
- PLEASE COMPLETE THE POLL

Mehrabian's
communication
theory



Mehrabian's communication theory

- Remote working limits our understanding:
 - Video calls – much harder to see full facial expression and body language
 - Keep cameras on!
 - Staff catch and mirror leaders' behaviours – set a good example
 - See Mace article '*The Shadow of a Leader*' from Mace Manager session
 - Tone more important when communicating remotely



What's the difference
between 'effective' and
'efficient' communication?

*Please write your answers in the
chat*

EFFICIENT VS. EFFECTIVE COMMUNICATION



Efficient

Takes as little time as possible

Communicating is a way that gets a task off your list and onto someone else's, e.g. sending an email to ask a question about an issue



Effective

Moves the task forward

Communicating in the right way to help you achieve your objective, e.g. picking up the phone to get an answer to that question. It may take longer in the short-term but save you time in the longer-term.

FOR WHAT SORTS OF COMMUNICATION DOES EACH METHOD WORK BEST?

1. TEXT / WHATS APP / CHAT

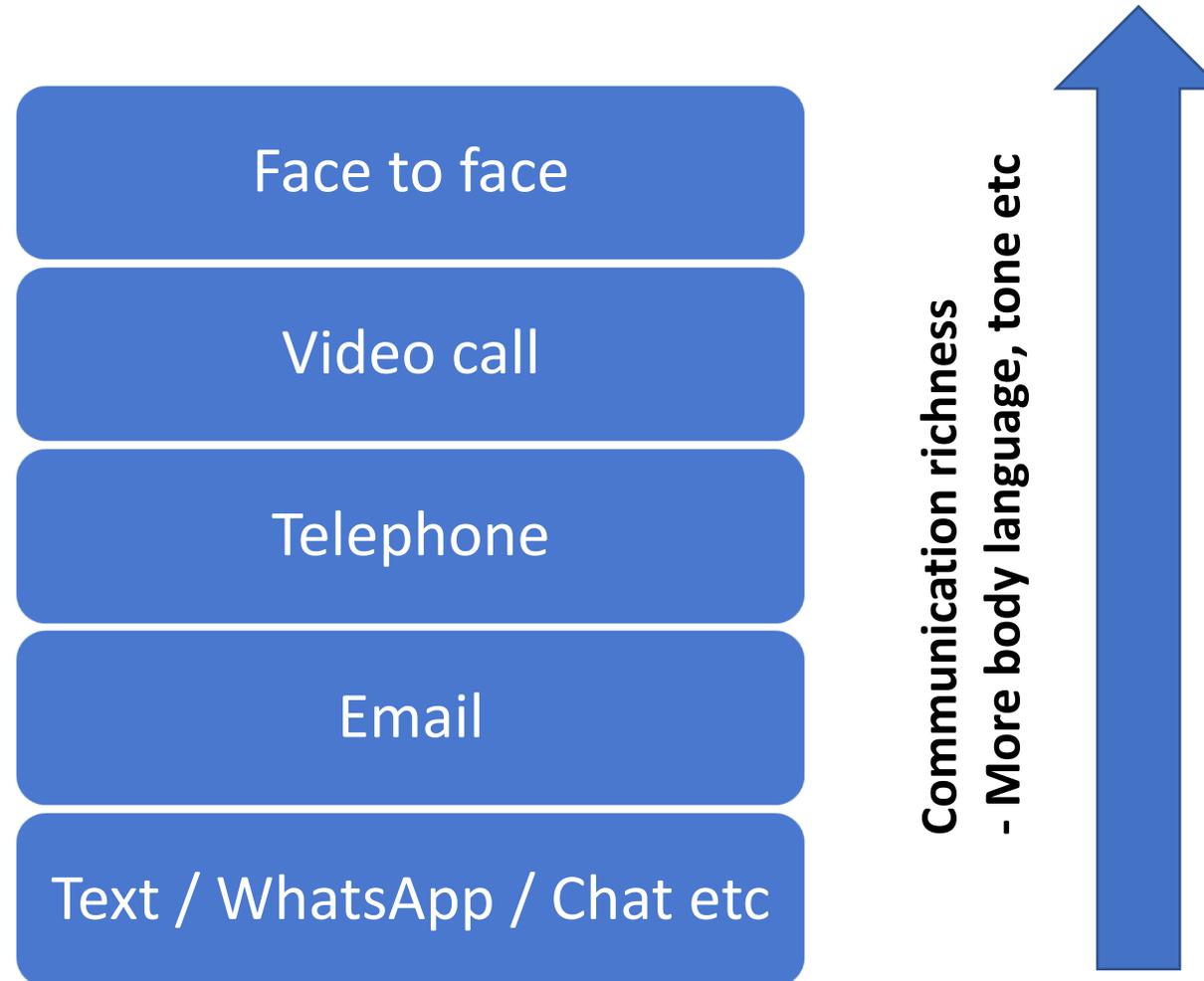
2. EMAIL

3. TELEPHONE

4. VIDEO CALL

Need to be more intentional about how we communicate when working remotely

Methods of communication



Aim to do as many calls as possible using video so that if / when the conversations become difficult we're used to seeing each other

Our session today



CURRENT
CHALLENGES



ACTION-CENTRED
REMOTE
LEADERSHIP



DEVELOPING A
FLEXIBLE
LEADERSHIP STYLE

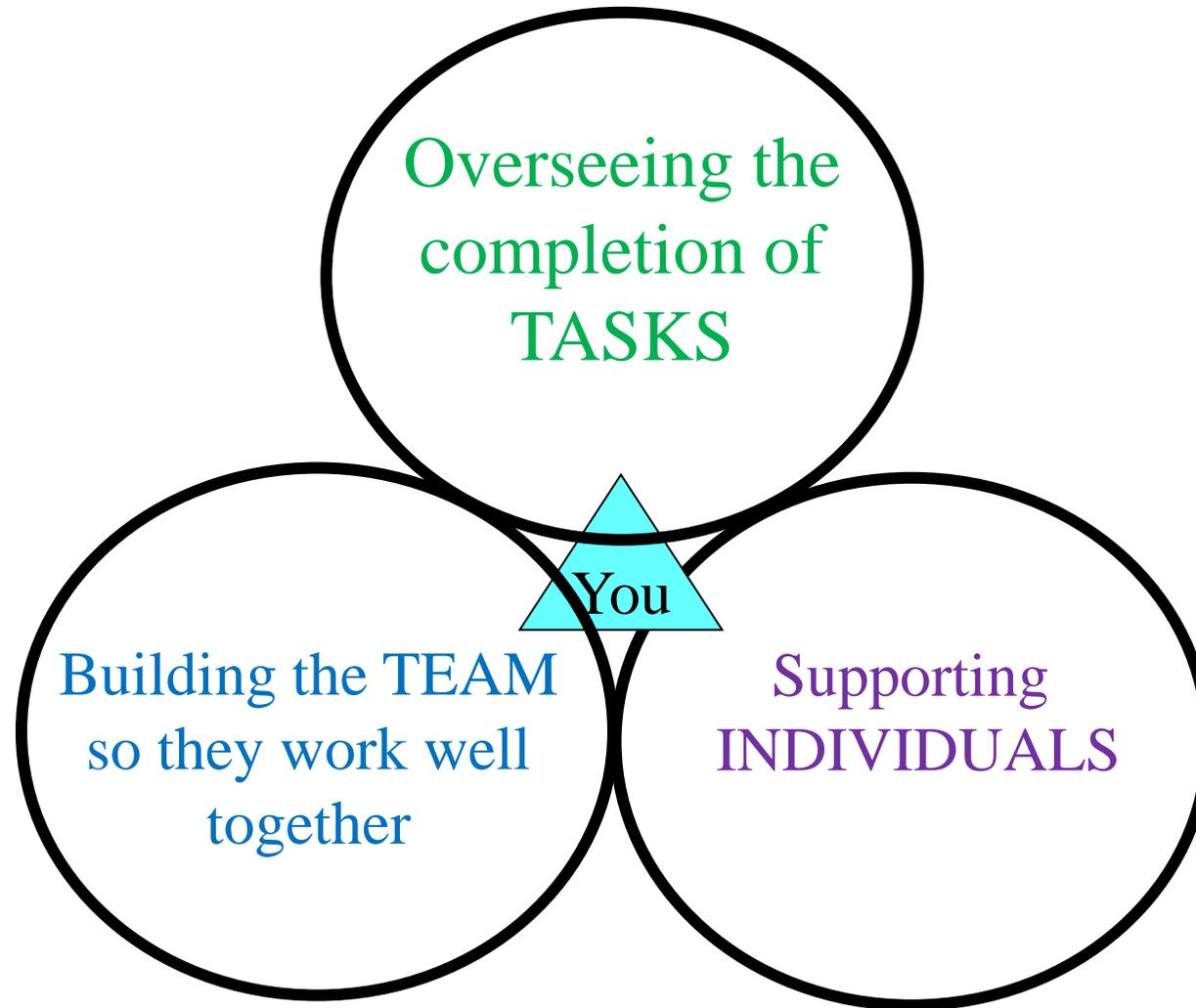


BUILDING THE
TEAM



COMMUNICATING
EFFECTIVELY

Action-centred remote leadership



We need to manage all these more intentionally

Our big picture – how B4S fits with the business

OUR CULTURE



Behaviours for success – how to use the framework

ADMINISTRATOR ASSISTANT ASST MANAGER MANAGER SENIOR MANAGER ASSOCIATE DIRECTOR OPERATIONS DIRECTOR DIRECTOR GROUP BOARD

LEADS SELF LEADS TEAM OR OTHERS LEADS LEADERS LEADS BUSINESS

Personal effectiveness
Takes responsibility for their actions, leads by example and acts in an ethical, legal and responsible way. Is self aware and makes the most of their talents, skills and resourcefulness.

Plans and organises
Sets SMART objectives and efficiently manages resources and tasks.

Collaborates and networks
Collaborates well with internal and external stakeholders, building trusting and respectful relationships.

Solves problems
Takes ownership to identify, solve and overcome challenges.

Adapts and responds to change
Adapts and reacts well to changing priorities and requirements.

Delivers results and exceeds clients' expectations
Focuses on client satisfaction and delivers service excellence for external and internal clients.

Values sustainability and social responsibility
Makes responsible choices that have a positive environmental impact.

Acts inclusively
Treats all people with respect in a fair and consistent manner.

Leads and supervises
Leads others effectively, gives clear direction, coaches and supports others to reach their full potential.

Persuades and influences
Persuades and influences others successfully towards a desired course of action.

Creates and innovates
Demonstrates a better perspective and explores innovative approaches in pursuit of a better way. Utilises new technology and helps others to adapt.

Presents and communicates
Presents clearly and communicates effectively, in a confident manner, with their audience in mind.

Demonstrates entrepreneurial and commercial thinking
Understands how the business operates and proactively searches for opportunities.

Formulates strategies and concepts
Thinks and acts strategically, always with Mace in mind. Drives organisational change for the benefit of the business and its people.

BEHAVIOURS OF A MACE MANAGER

| | |
|---|---|
| IS APPROACHABLE AND MAKES TIME FOR OTHERS | ACTS RESPECTFULLY AND LISTENS TO UNDERSTAND |
| SETS STANDARDS OF BEHAVIOURS | DELEGATES WORK APPROPRIATELY AND PROVIDES SUPPORT |
| KEEPS PROMISES AND KEEPS COMMITMENTS | MOTIVATES, ENCOURAGES AND EMPOWERS OTHERS |
| PROVIDES DEVELOPMENT OPPORTUNITIES | PROVIDES OTHERS WITH CLEAR DIRECTION |

 **Safety first**
going home safe and well

 **Client focus**
deliver on our promise

 **Create opportunity**
for our people to excel

 **Integrity**
always do the right thing

Our values permeate through everything we do, guiding our behaviours. They are the gateway to our **Behaviours for Success** at Mace.



Key
take-aways

Mace Managing Remotely Programme



Foundations in Managing
Remotely



**Managing Productivity and
Engagement within a
Remote Environment**



Managing Performance in a
Remote Environment

Thank you
