Remote Leadership Skills

Storyboard

Overview

Course Title:	Remote Leadership Skills
Learning objective:	- List, define & identify remote leadership skills & provide examples of each: performance management, communication, and team-building. - Evaluate their own performance & apply skills in the workplace.
Description Text	This introductory course is designed for remote managers, specifically those that recently transitioned to a remote workforce due to Covid-19. If you are taking this course, you may be new or adjusting to leading a team virtually. By the end of these lessons, you will be able to recognize three characteristics of effective remote leadership and apply these skills to improve your performance in the workplace.
Units	Overview Performance Management Communication Team-Building Quiz Self-Evaluation
Client:	Salesforce in a large company that recently transitioned to a remote workplace
Instructional Designer:	Samantha Collier

Units

Nr	Name	Content
1	Overview	Why are Remote Leadership Skills Important? What Skills Will This Course Cover?
2	Performance Management	Remote Expectations KPIs Using Data Feedback Recognition
3	Communication	Check-Ins Consistency Team Connection Identify & Address Problems Listen
4	Team-Building	Informality Special Events Traditions Empathy Optimism
5	Quiz	Different forms of assessment (multiple choice, multiple response, etc.)
6	Self-Evaluation	Anonymous questionnaire for self-reflection

Style Guide

Logo	N/A
Cover Photo	stock-image.jpg (man in mountain range)
Custom colours	Background color #5E8779 Custom Accent color: 8a8a8a
Fonts	Heading: Lato Body: Merriweather
Additional Notes	Free navigation Block entrance animations
Templates	N/A

1.Overview

Lesson		Course Overview	
BLOCK ID	**1.1**	**BLOCK TYPE**	Text > Heading
NOTES Background color #5E8779 and white text		**CONTENT** **Heading:** Why are remote leadership skills important?	

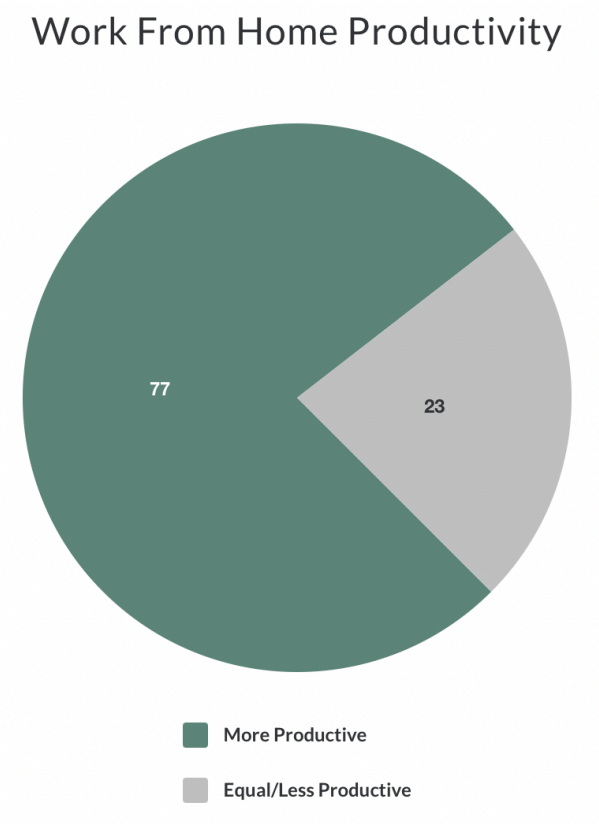
Lesson		Course Overview	
BLOCK ID	**1.2**	**BLOCK TYPE**	Text > Paragraph
NOTES		**CONTENT**	

Text:

Whether companies were prepared or not, the recent Covid-19 pandemic forced many to adapt to a new, digital work environment. This has presented challenges not only for employees, but for managers and leaders. Often, leadership techniques employed in the office cannot be easily translated to video chats or emails. Furthermore, a remote workplace may become permanent for many organizations.

In addition to practical aspects such as less overhead costs and commute time, working remotely may result in more engaged and productive employees. Studies show that the majority of employees want to work remotely as much as possible, and they are in fact more productive when doing so.

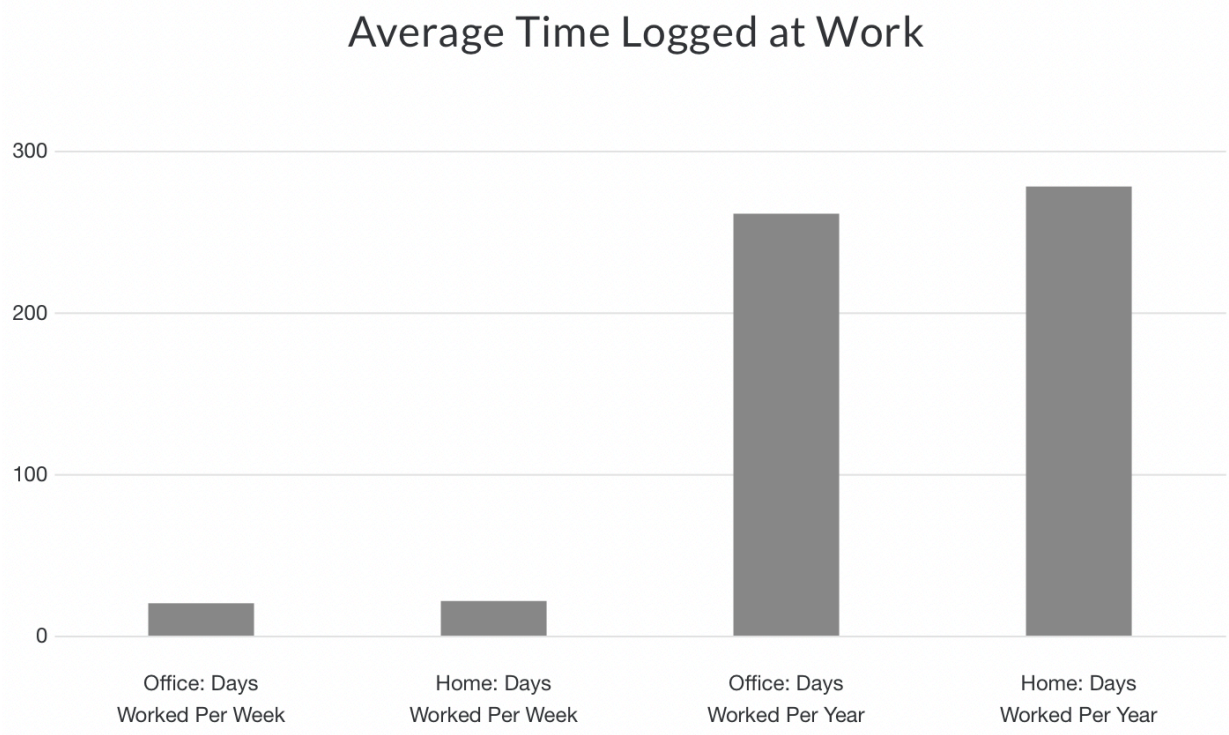
Lesson		Course Overview	
BLOCK ID	**1.3**	**BLOCK TYPE**	Statement > Statement B
NOTES		**CONTENT** **Text:** 77% of surveyed employees confirmed they were more productive when working from home rather than in office (CoSo Cloud).	

Lesson		Course Overview	
BLOCK ID	**1.4**	**BLOCK TYPE**	Chart > Pie Chart
NOTES		**CONTENT** **Pie Chart** 	

Lesson		Course Overview	
BLOCK ID	**1.5**	**BLOCK TYPE**	Statement > Statement B
NOTES		**CONTENT** **Text:** In comparison with employees working in office, remote employees log around 1.4 extra work days per months which translates to 16.8 days a year (Airtasker).	

Lesson		Course Overview	
BLOCK ID	**1.6**	**BLOCK TYPE**	Chart > Bar chart
NOTES		**CONTENT**	

Bar Chart:



Lesson		Course Overview	
BLOCK ID	**1.7**	**BLOCK TYPE**	Statement > Statement A

NOTES

Centered alignment

CONTENT

Text:

Indeed, *where* people work is not as important as *who* manages them. According to Gallup, “managers are accountable for up to 70% of the variance in your employees' engagement" (Gallup).

Lesson		Course Overview	
BLOCK ID	**1.8**	**BLOCK TYPE**	Text > Subheading
NOTES Centered, Bold, Custom Color #5E8779		**CONTENT** **Text:** With that in mind, it is absolutely necessary that managers embrace their virtual workplace and grow their skills to lead in this new environment.	

Lesson		Course Overview	
BLOCK ID	**1.9**	**BLOCK TYPE**	Text > Heading
NOTES Background color #5E8779 and white text		**CONTENT** **Heading:** What skills will this course cover?	

Lesson		Course Overview	
BLOCK ID	**1.10**	**BLOCK TYPE**	List > Numbered List
NOTES		**CONTENT**	

1.
Performance Management

2.
Communication

3.
Team-Building

Lesson		Course Overview	
BLOCK ID	**1.11**	**BLOCK TYPE**	Quote > Quote A
NOTES		**CONTENT** **Image:** Stock-image.jpg (hands with plant) **Text:** “Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others.” - Jack Welch	

Lesson		Course Overview	
BLOCK ID	**1.13**	**BLOCK TYPE**	Divider > Continue
NOTES Background color #5E8779 and white text		**CONTENT** Continue button	

2. Performance Management

Lesson		Performance Management	
BLOCK ID	**2.1**	**BLOCK TYPE**	Text > Paragraph
NOTES		**CONTENT** **Text:** Many managers struggle with trusting their remote workforce to stay productive when they do not see them in-person. Let's take a look at some strategies you can utilize to ensure your team is reaching (or even exceeding!) company expectations and goals.	

Lesson		Course Overview	
BLOCK ID	**2.2**	**BLOCK TYPE**	Interactive > Accordian

NOTES

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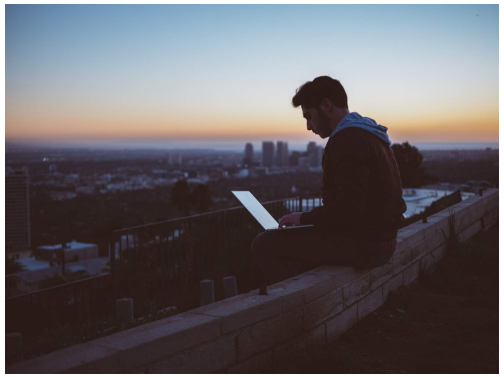


CONTENT

Item #1: Remote Expectations

Text:

You need to set and communicate clear expectations that are specefic to the remote workplace. Consider the expectations you had in the office: Can these be adjusted or are they even necessary? Do you need new expectations?

Examples of expectations to consider:
- Will you adhere to a specific dress code?
- How will employees log their hours or request time off?
- Will you require everyone to use their cameras during virtual meetings?

After establishing your expectations, communicate these to your team, remain consistent, and hold people accountable.

Image:

Stock-image.jpg (silhouette of man with laptop)

Lesson		Performance Management	
BLOCK ID	**2.2 (cont)**	**BLOCK TYPE**	Interactive > Accordion

NOTES

Background color #5E8779

CONTENT

Item #2: Key Performance Indicators

Text:

Companies and their leaders must establish Key Performance Indicators (KPIs) that are specifically related to output and work product. Your organization likely already has KPIs in place; however, they need to be re-examined to fit the needs of a remote workforce. Rather than time logged in office or other physical factors, KPIs need to be focused on what your employees are actually accomplishing.

Item #3: Using Data

Text:

Once your team understands how individuals (and the organization) will be assessed through KPIs, it is important for managers to track how their team performs. On an individual and team level, you would use this data to guide employees. What are they doing well and what needs improvement? It is important to use this data to make decisions because it may change as employees adjust to the remote workplace. Something the team excelled at in office may now need to be an area of focus.

Managers must continually analyze their teams' data and use it as a guiding force in their leadership.

Image:

Stock-image.jpg (computer with charts displayed)

Lesson		Performance Management	
BLOCK ID	**2.2 (cont.)**	**BLOCK TYPE**	Interactive > Accordion
NOTES Background color #5E8779		**CONTENT** **Item # 4: Feedback** **Text:** You need to provide consistent and quality feedback. This connects back to your KPIs and using data: employees need to know how they are performing on a regular basis. In addition, you should use your data to give them specific notes on their work; simple comments such as "this is good/bad" are not very helpful. Why is it good or bad and what action steps do they need to take?	

Lesson		Course Overview	
BLOCK ID	**2.2 (cont)**	**BLOCK TYPE**	Interactive > Accordion

NOTES

Background color #5E8779

CONTENT

Item #5: Recognition

Text:
Leaders must continue to provide incentives and celebrate achievements. However, it is not as simple as it was in the office. What can the company provide that would stay within their remote policies?

Some incentive examples include:
- Gift cards
- Delivered gift boxes
- Time off

Finally, don't forget to celebrate achievements on your team - big or small! Spotlight employees through emails, virtual meetings, or newsletters.

Image:
stock-image.jpg (trophy)

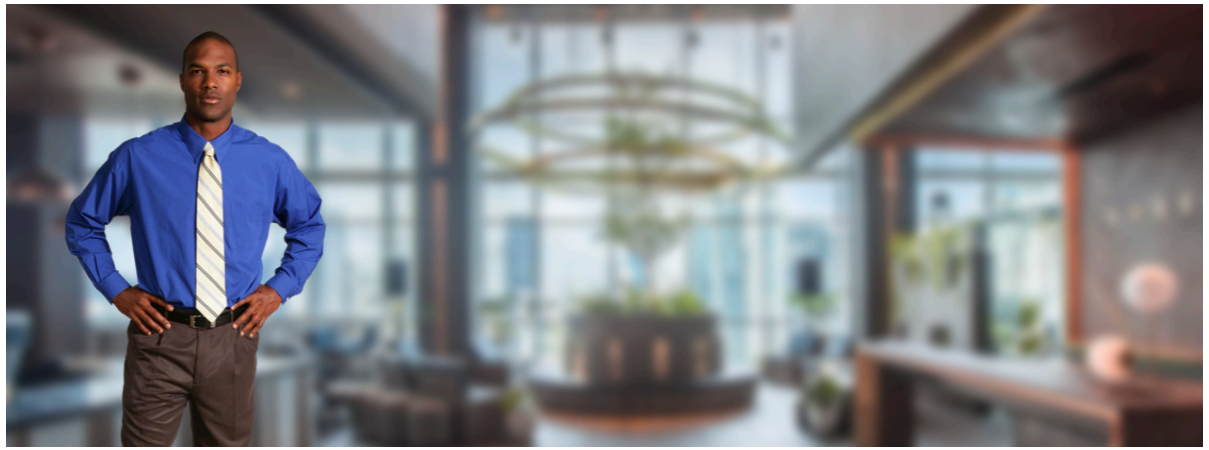
Lesson		Course Overview	
BLOCK ID	**2.3**	**BLOCK TYPE**	Interactive > Scenario

NOTES

Character: Thinking
Go to: Next scene

CONTENT

1.0 Scene 1:



1.1 Scenario

Text:
You have an employee who has not been meeting their call metrics since transitioning to the remote workplace.

Lesson		Course Overview	
BLOCK ID	**2.3 (cont)**	**BLOCK TYPE**	Interactive > Scenario

NOTES	**CONTENT**
	1.2 How should I handle this?
Character: Stressed	Dialogue: How should I handle this?
	Responses:
Character: Disappointed Feedback: That doesn't seem right. Try Again.	01 Do not address the behavior change with the employee; instead, begin to closely monitor and document their performance.
Character: Alarmed Feedback: Probably Not Try Again.	02 Let the employee know their performance is sub par and they must improve immediately or disciplinary action will be taken.
Character: Happy Feedback: Great! Go to: Next scene	03 Ask the employee questions and provide specific feedback on how they can get back on track. Continue to check on them consistently.

Lesson		Course Overview	
BLOCK ID	**2.3 (cont)**	**BLOCK TYPE**	Interactive > Scenario

NOTES

Character: Custom (Positive Gesture)
Go To: End Scenario

CONTENT

1.3 Scenario Complete

Text:
Great Performance Management!

Lesson		Performance Management	
BLOCK ID	**2.4**	**BLOCK TYPE**	Quote > Quote A
NOTES		**CONTENT** **Image:** ken_headshot_2013.jpg **Text:** “The key to successful leadership today is influence, not authority.” - Kenneth Blanchard	

Lesson		Performance Management	
BLOCK ID	**2.5**	**BLOCK TYPE**	Divider > Continue
NOTES		**CONTENT** Continue Button	

3.Communication

Lesson		Communication	
BLOCK ID	**3.1**	**BLOCK TYPE**	Text > Paragraph
NOTES		**CONTENT** **Text:** Communication is one of the biggest challenges faced by remote managers; one must now lead their team solely through a screen rather than face-to-face. In addition, workers may feel disconnected not only from each other, but also the big picture of your company without frequent and honest conversation. We will examine five ways to boost communication and keep your team engaged.	

Lesson			
BLOCK ID	**3.2**	**BLOCK TYPE**	Interactive > Tabs

NOTES

Background color #5E8779

CONTENT

Item #1: Listen

Text:

The most fundamental aspect of communication is to be an engaged listener and empathize with others.
While you do need to lead your team and offer guidance, you should not just lecture over the screen.
How your employees' feel directly relates to their engagement and productivity.
You do not always need to have a reply or a solution available, but let them know you hear them and remember what they say.

Image:

stock-image.jpg (woman smiling with headphones)

Item#2: Check-Ins

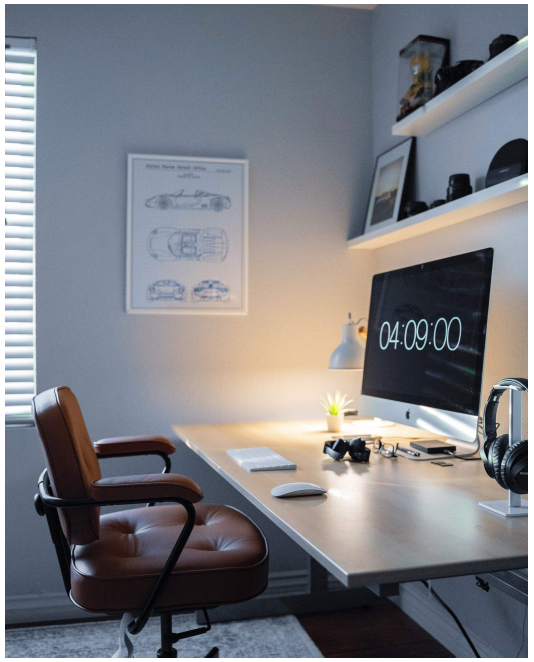
Text:

You must establish regular, frequent check-ins with your team and individuals within a set tool or channel. These weekly or biweekly meetings serve not only to keep you updated on your employees' work, but they also provide time to build relationships with your team members.

Lesson		Communication	
BLOCK ID	**3.2 (cont)**	**BLOCK TYPE**	Interactive > Tabs

NOTES

Background color #5E8779



CONTENT

Item #3: Consistency

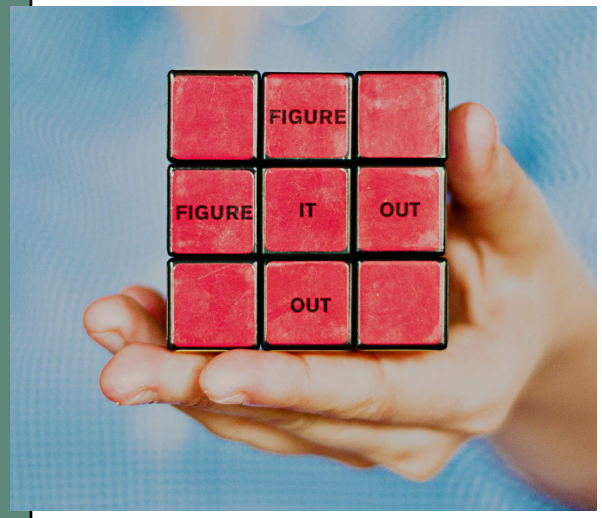
Text:
Effective leaders should always be consistent with meetings as it provides a sense of security and stability. Team and individual meetings should occur at the same time and "place," just like they should in the physical office. If scheduling conflicts should arise, share your schedule and make time to communicate with everyone.

Image:
stock-image.jpg (home office)

Lesson		Communication	
BLOCK ID	**3.2 (cont)**	**BLOCK TYPE**	Interactive > Tabs

NOTES

Background color #5E8779



CONTENT

Item #4: Team Connection

Text:

You need to set up ways for team members to not only connect with you, but with each other. Consider this from your perspective: Do you communicate regularly with your fellow managers? Why is this important for you? Peer communication and feedback is sometimes more well-received and insightful than leadership critiques. In addition, peers may be able to answer questions before they come directly to you. Finally, no one wants to feel alone when they are doing a job; having a support system that understands your position is necessary.

Item #5: Identify & Address Problems

Text:

If communication breakdowns do occur, identify and address them as soon as possible. If your team is not communicating with you or each other, you are missing a vital component of your workforce.Ask your team for feedback and make adjustments to suit everyone's needs in the best way possible.

Image:

Stock-image.jpg

Lesson		Course Overview	
BLOCK ID	**3.3**	**BLOCK TYPE**	Interactive > Scenario

NOTES

Character: Neutral
Go to: Next scene

CONTENT

1.0 Scene 1:

1.1 Scenario

Text:
You've had something come up during your regularly scheduled team meeting.

Lesson		Course Overview	
BLOCK ID	**3.3 (cont)**	**BLOCK TYPE**	Interactive > Scenario

NOTES	**CONTENT**
	1.2 How should I handle this?
Character: Thinking	Dialogue: How should I handle this?
	Responses:
Character: Happy Feedback: Perfect! Go to: Next Scene	01 Consult schedules and availabilities of your team in order to reschedule the meeting for the best possible day and time.
Character: Disappointed Feedback: Probably Not Try Again.	02 Let your team know the meeting is canceled; pick up where you left off next time.
Character: Stressed Feedback: Not quite Try again	03 Reschedule immediately and send the new date/time to your team.

Lesson		Course Overview	
BLOCK ID	**3.3 (cont)**	**BLOCK TYPE**	Interactive > Scenario

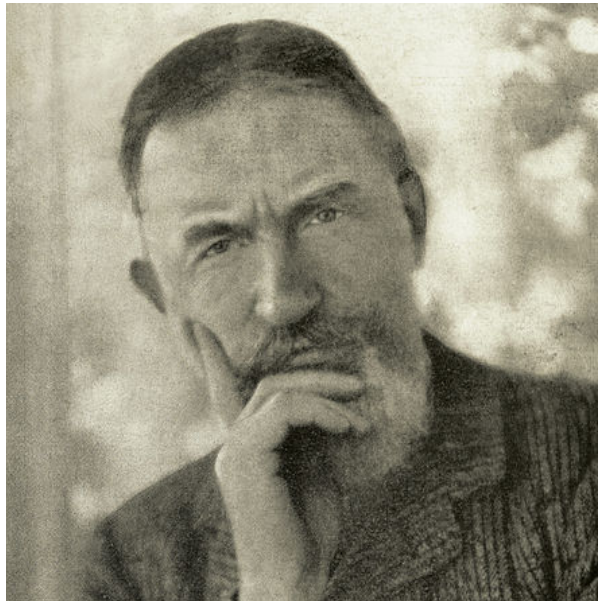
NOTES

Character: Custom (Positive Gesture)
Go To: End Scenario

CONTENT

1.3 End of Scenario

Text:
Great Communication Skills!

Lesson		Communication	
BLOCK ID	**3.4**	**BLOCK TYPE**	Quote > Quote A
NOTES		**CONTENT** **Image:** Bernard-shaw-ILN-1911-original.jpg  **Text:** “The single biggest problem in communication is the illusion that it has taken place.” - George Bernard Shaw	

Lesson		Performance Management	
BLOCK ID	**3.4**	**BLOCK TYPE**	Divider > Continue
NOTES		**CONTENT** Continue Button	

4.Team-Building

Lesson		Team-Building	
BLOCK ID	**4.1**	**BLOCK TYPE**	Text > Paragraph
NOTES		**CONTENT** **Text:** Establishing a remote team culture that is positive and healthy is much more difficult when teams aren’t sharing the same office space. Morning coffee, high-fives, and team outings are a thing of the past. Managers must get creative on how to establish and maintain the right work climate for the company. Let's look at five ways you can build a strong team virtually.	

Lesson		Team-Building	
BLOCK ID	**4.2**	**BLOCK TYPE**	Interactive > Flashcard stack
NOTES Background color #5E8779		**CONTENT** **Text:** **Card 1 Front:** Informality **Card 1 Back:** As a leader, you need to show your employees that you're human. To do this, include time for informality. Working from home will inevitably include pets jumping into view, babies crying, or any number of things that would be unheard of in the office. Instead of ignoring or correcting, use these moments as time to bond and get to know your team better.	

Lesson		Team-Building	
BLOCK ID	**4.2 (cont.)**	**BLOCK TYPE**	Interactive > Flashcard stack
NOTES Background color #5E8779		**CONTENT** **Text:** **Card 2 Front:** Special Events **Card 2 Back:** Another way to establish your team culture is through hosting bi-weekly or monthly special events. While meeting in person may be impossible, there are many ways to connect remotely. Examples of virtual special events include: - Jack Box Games - "Happy Hours" - Trivia or Contests - Escape Games - Wine Tastings - Painting Parties You could consider having local businesses (trivia organizations, wineries, etc.) lead these events on Zoom or other channels. Companies could deliver items ahead of time (such as wine samples or painting supplies) and the team would be ready to participate from the comfort of their own homes. Taking a little time to brainstorm and prepare could result in some awesome team events!	

Lesson		Team-Building	
BLOCK ID	**4.2 (cont.)**	**BLOCK TYPE**	Interactive > Flashcard stack
NOTES Background color #5E8779		**CONTENT** **Text:** **Card 3 Front:** Traditions **Card 3 Back:** Creating traditions is another way to build your team culture. This echoes back to the idea that consistency equates to security and stability. Traditions will also give your team time to bond. Some easy ways to immediately establish traditions: - Start or end team meetings with a fun question - Have "theme" days where people can change their background or dress up - Positive newletters or emails to start or end the week **Card 4 Front:** Empathy **Card 4 Back:** Whether in-person or remote, great leaders practice empathy. Your team needs to know they have a boss who cares about them and their ideas. If you continually demonstrate this, you're team will be more confident in sharing creative ideas and solutions. If individuals become stronger problem-solvers, your team and company will also become stronger. This type of collaboration will only occur if they know their leader is open-minded and supportive.	

Lesson		Team-Building	
BLOCK ID	**4.2 (cont.)**	**BLOCK TYPE**	Interactive > Flashcard stack
NOTES Background color #5E8779		**CONTENT** **Text:** **Card 5 Front:** Optimism **Card 5 Back:** Working remotely often presents new challenges and stressors. In order to make your team feel more confident, you must project optimism. If your team feels more confident, they will be better able to focus. If your team is scattered and anxious, as leaders, "it is our job to share our calm, not join in their chaos." (L.R. Knost)	

Lesson		Course Overview	
BLOCK ID	**4.3**	**BLOCK TYPE**	Interactive > Scenario

NOTES

Character: Neutral
Go to: Next scene

CONTENT

1.0 Scene 1:

1.1 Scenario

Text:

You are leading a (virtual) team meeting when you hear a baby crying.

Lesson		Course Overview	
BLOCK ID	**4.3 (cont)**	**BLOCK TYPE**	Interactive > Scenario
NOTES		**CONTENT**	
Character: Confused Character: Angry Feedback: I don’t think so… Try Again Character: Happy Feedback: That Sounds Good! Go to: Next Scene Character: Alarmed Feedback: I don’t think that’s right! Try again		**1.2 How should I handle this?** Dialogue: How should I handle this? Responses: 01 Immediately ask your participants to mute themselves. 02 Find out who it is, ease their anxiety, and maybe even ask a polite question about the baby. 03 Call out the individual and scold them for being unprofessional.	

Lesson		Course Overview	
BLOCK ID	**4.3 (cont)**	**BLOCK TYPE**	Interactive > Scenario

NOTES

Character: Custom (Positive Gesture)
Go To: End Scenario

CONTENT

1.3 End of Scenario

Text:
Great Team-Building Skills!

Lesson		Team-Building	
BLOCK ID	**4.4**	**BLOCK TYPE**	Quote > Quote A
NOTES		**CONTENT** **Image:** Stock-image.jpg (fist bump) **Text:** “Individual commitment to a group effort – that’s what makes a team work, a company work, a society work, a civilization work.” - Vince Lombardi	

Lesson		Team-Building	
BLOCK ID	**4.5**	**BLOCK TYPE**	Divider > Continue
NOTES		**CONTENT** Continue Button	

5. Quiz

Lesson		Quiz	
BLOCK ID	**5.0**	**BLOCK TYPE**	Quiz
NOTES		**CONTENT** **Text:** Now that you've completed the lessons, it's time to for you to show what you've learned!	

Lesson		Quiz	
BLOCK ID	**5.0 (cont)**	**BLOCK TYPE**	Quiz
NOTES		**CONTENT** **Multiple Choice** *Select whether the following statement is true or false.* Most people are more productive when working in an office rather than from home. *Select whether the following statement is true or false.* Leaders must set and communicate their remote expectations.	

Lesson		Quiz	
BLOCK ID	**5.0 (cont.)**	**BLOCK TYPE**	Quiz
NOTES		**CONTENT**	

Multiple Response

Select all that apply.

Remote communication skills include:

Be an engaged listener
Establish KPIs
Provide Incentives
Set up ways for team members to connect with each other
Be consistent

Lesson		Quiz	
BLOCK ID	**5.0 (cont.)**	**BLOCK TYPE**	Quiz
NOTES		**CONTENT**	

Fill in the Blank

Type your response to the following question.

To establish and maintain a positive team culture, how often should you hold special (virtual) events?

Matching

Choices:
Provide consistent, quality feedback
Establish regular, frequent check-ins
Include time for informality

Matches:
Performance Management
Communication
Team-Building

6. Self - Evaluation

Lesson		Self-Evaluation	
BLOCK ID	**6.1**	**BLOCK TYPE**	Paragraph
NOTES Includes link to a Google Form		**CONTENT** **Text:** The best leaders always strive to improve their performance! Please take a moment to complete this anonymous survey as it relates to your remote leadership skills. Use this data to guide areas of reinforcement and refinement. Self-Evaluation Survey	