Leading Remotely: Leveraging Strengths and Setting Boundaries

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“What will happen when we think about what is right with people rather than fixating on what is wrong with them?”

Donald O. Clifton, Father of Strengths Psychology and Inventor of CliftonStrengths

(1924-2003)
Gallup Global Leadership Poll

- What leader has had the most positive influence on your daily life?
- What three words best describe what this person has contributed to your life?

1. ______________________________
2. ______________________________
3. ______________________________

ACROSS MORE THAN 30,000 responses, 4 words sorted the most by a significant margin.
The Results: What Do Followers Need?

01  TRUST

02  STABILITY

03  COMPASSION

04  HOPE
Great leaders start with understanding their followers. They look up from their work and outward to their employees.

YOUR INVESTMENT IN YOUR FOLLOWERS IS THE KEY TO YOUR EFFECTIVENESS AS A LEADER.
How Do These Needs Manifest in a Crisis?

**EXAMPLE: COVID-19**

1. My supervisor keeps me informed about what is going on. (TRUST)
2. My organization cares about my wellbeing. (COMPASSION)
3. I feel well-prepared to do my job. (STABILITY)
4. My leadership has a clear plan of action. (HOPE)
It’s all about the 70% — we are, by nature, *emotional* beings.

RATIONAL
- SLOW
- INTENTIONAL CHOICE
- EFFORTFUL
- CONSCIOUS

EMOTIONAL
- FAST
- INTUITIVE/AUTOMATIC
- EFFORTLESS
- SUBCONSCIOUS
TRUST: Is there mutual respect, honesty and integrity?
When people spoke about leaders building trust, they commonly used three words:

1. **HONESTY**
2. **INTEGRITY**
3. **RESPECT**

- **High-performing teams rarely discuss trust.** They don’t need to — they live it every day. Low-performing teams frequently talk about trust.

- **Leaders build trust mostly through their actions** — by doing what is right, with heart.

- Leaders also build trust when they’re candid about difficult news and their own flaws.
How Do You Choose to Trust Someone?

1. **Lead at Your Level**
   Leaders often lead at a level or two below where they should.
   - Avoid holding on to things that others should be trusted to do.

2. **Focused, Frequent and Transparent Conversations**
   - Don’t depreciate the power of brief and informal conversations.
   - Cultivate shared accountability through dialogue.
   - Make your team members your business partners.
As a leader, when you choose to trust, you open things up for you to be trusted.
COMPASSION: Am I cared about, appreciated and understood?
You must first give it to yourself
Compassion Drives Business Outcomes

“My supervisor or someone at work seems to care about me as a person.”

THOSE WHO AGREE:

- Higher Retention
- More Engaged Customers
- More Productive
- More Profitable
Why Is Showing Compassion So Important Now?

People are experiencing grief:

- Denial
- Anger
- Bargaining
- Sadness
- Acceptance

Source: On Death and Dying, Kübler-Ross, E. 1969
What Can Your Organization Do To Show Compassion?

NOTICE—FEEL—RESPOND

► Role Model—people are watching and taking their cues from you
► Endorse compassionate acts that are self-organized
► Respond in a coordinated way
STABILITY: Is there a sense of clarity and confidence that I can count on?
STABILITY

Amidst a Storm
A PREREQUISITE OF STABILITY?

The importance of maintaining calm … especially when others are not calm.
Focus on Managing Your *Own* Negative Emotions

What *anchors* make you feel stable?

To establish stability, get a clear understanding of the *big picture*, harmonize your *values* with those of your organization and leverage both your *strengths* and the *strengths of others* to move forward on the mission.
TO GIVE STABILITY,

Maintain Poise
Great leaders *calmly* balance *candor* and *hope* in the midst of the storm.
HOPE: Do we have a direction and a future I can be inspired about?
Hope is the belief that the future will be better than the present, along with the belief that you have the power to make it so.

Dr. Shane Lopez
Author of *Making Hope Happen*
How Do We Create Hope?

Hope happens when you have *ideas* and *energy* to achieve future *goals*.
The Power of Social Networks: Emotional Contagion

Source: 30+ years longitudinal study of over 12,000 people. Fowler & Christakis, The dynamic spread of happiness in a large social network, 2008; BMJ, 337, a 2338+.
What Can You Do?

**TRUST**…speak the **truth** and explain how the decision was made

**STABILITY**…absorb the emotional reactions with **calm**

**COMPASSION**…acknowledge the negative **emotional** impact

**HOPE**…elevate to how this will help the organization in the future
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