

TRAINING & DEVELOPMENT PROGRAMME

Knowledge Network

Webinar Series

Leading your team through COVID-19 MPD Session

Wednesday, 18 November | 10.30 am to 11.30 am



Declan Farrell

Learning & Development and Internal Communications Manager

+353 1 607 1368

Declan.Farrell@mccannfitzgerald.com

Leading your team through COVID-19

18 November 2020

Declan Farrell, *Learning & Development and Internal Communications Manager*



March 2020

What It Takes to Run a Great Virtual Meeting

by [Bob Frisch](#) and [Cary Greene](#)

March 05, 2020

*As companies scramble to protect employees from the spreading coronavirus with travel restrictions and remote work arrangements, there's a distinct possibility that in-person meetings with teams, customers, or suppliers may be cancelled for **days – or potentially weeks.***

This morning

- Your own wellbeing
- Creating psychological safety in remote teams
- Motivating your team
- Improving communication in virtual teams
- Combatting zoom fatigue



Your own wellbeing

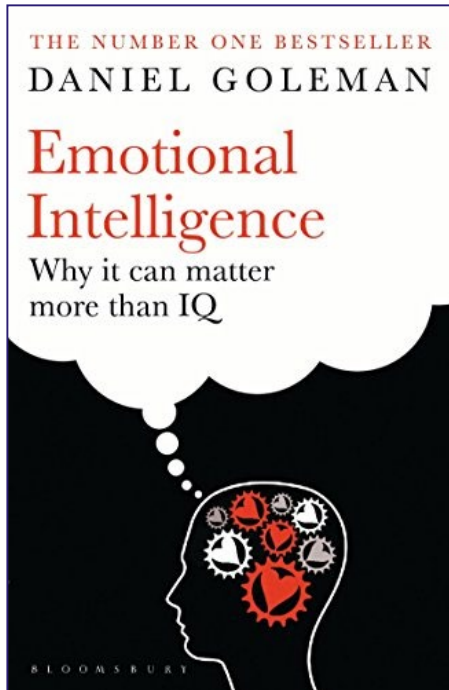


(Conde Nast Traveller)

**IF YOU DO NOT
MAKE TIME FOR
YOUR
WELLNESS,
YOU WILL BE
FORCED TO
MAKE TIME FOR
YOUR ILLNESS.**

(Boldomatic)

Managing your emotional response



Self awareness

- Speak accurately and openly about their emotions
- Recognise how their emotions and feelings affect them and others

Managing your emotional response

(i) Notice how you are feeling



Managing your emotional response

(i) Notice how you are feeling and label it

- I am anxious
- I am stressed
- I am overwhelmed

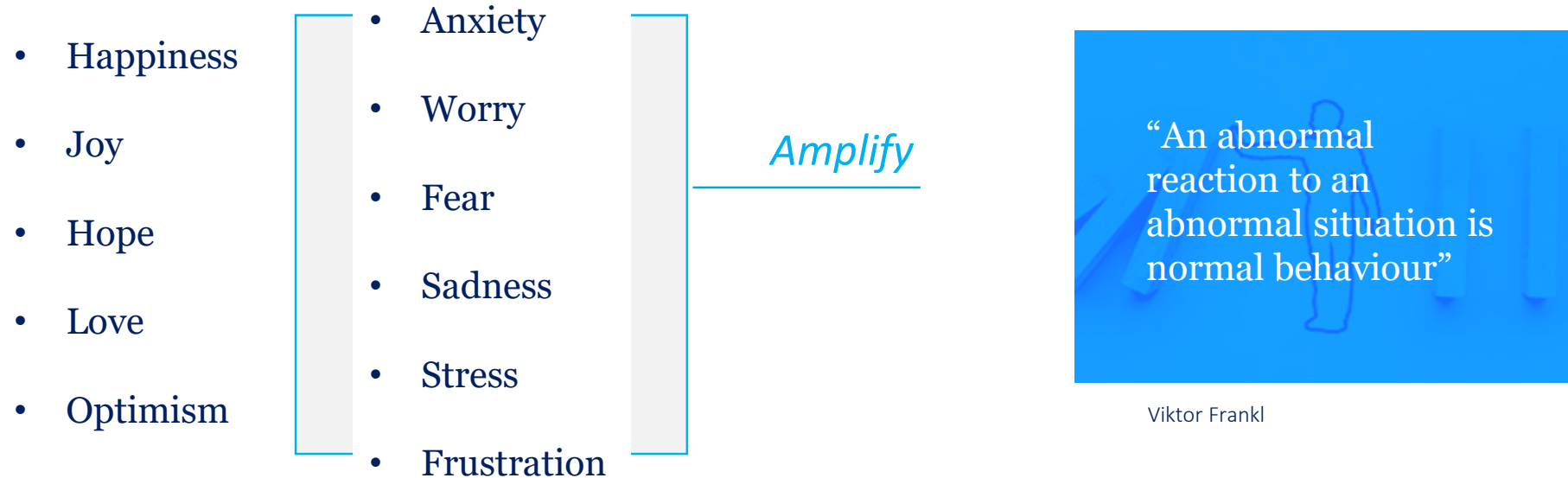
Versus

- I am **feeling** anxious about all the uncertainty at the moment
- I am **feeling** stressed about the team working remotely
- I **notice** I'm overwhelmed by the amount of worrying information on social media



Managing your emotional response

(ii) Accept how you are feeling



Managing your emotional response

(ii) Accept how you are feeling

Self-Compassion Will Make You a Better Leader

LEADERSHIP & MANAGING PEOPLE DIGITAL ARTICLE by Rich Fernandez and Steph Stern

It's easy to be paralyzed by doubt and fear during tough times.

[Save](#) [Share](#) [Buy Copies](#) NOVEMBER 09, 2020

'What's needed in times of uncertainty and disruption is mental clarity, emotional balance, fortitude, and vision. To move from self-doubt and paralysis to clarity and action, you need an often-misunderstood skill: self-compassion'



Managing your emotional response

(ii) Accept how you are feeling

Self kindness

Being understanding to ourselves when we fail

Recognise that difficulty is inevitable

Fighting these amplifies

Common humanity

Everyone experiences difficulty

Shared human experience

‘Why does this always happen to me?’

Mindfulness

A non judgmental, receptive mind state

Observe our thoughts and feelings

We don't ignore our feelings

Managing your emotional response

(ii) Accept how you are feeling

Self-Compassion Will Make You a Better Leader

LEADERSHIP & MANAGING PEOPLE DIGITAL ARTICLE by Rich Fernandez and Steph Stern

It's easy to be paralyzed by doubt and fear during tough times.

 Save  Share  Buy Copies NOVEMBER 09, 2020

Benefits

- Emotional Intelligence
- Resilience
- Growth mindset
- Integrity
- Compassion toward others

Managing your emotional response

(iii) Respond, don't react

Emotions are data – signposts to the right course of action for us

- I'm feeling lonely...
- I'm feeling anxious...
- I'm feeling overwhelmed...
- ...so I'll have a video call with some friends
- ...so I'll make sure I follow government guidelines
- ...so I'll turn off the news

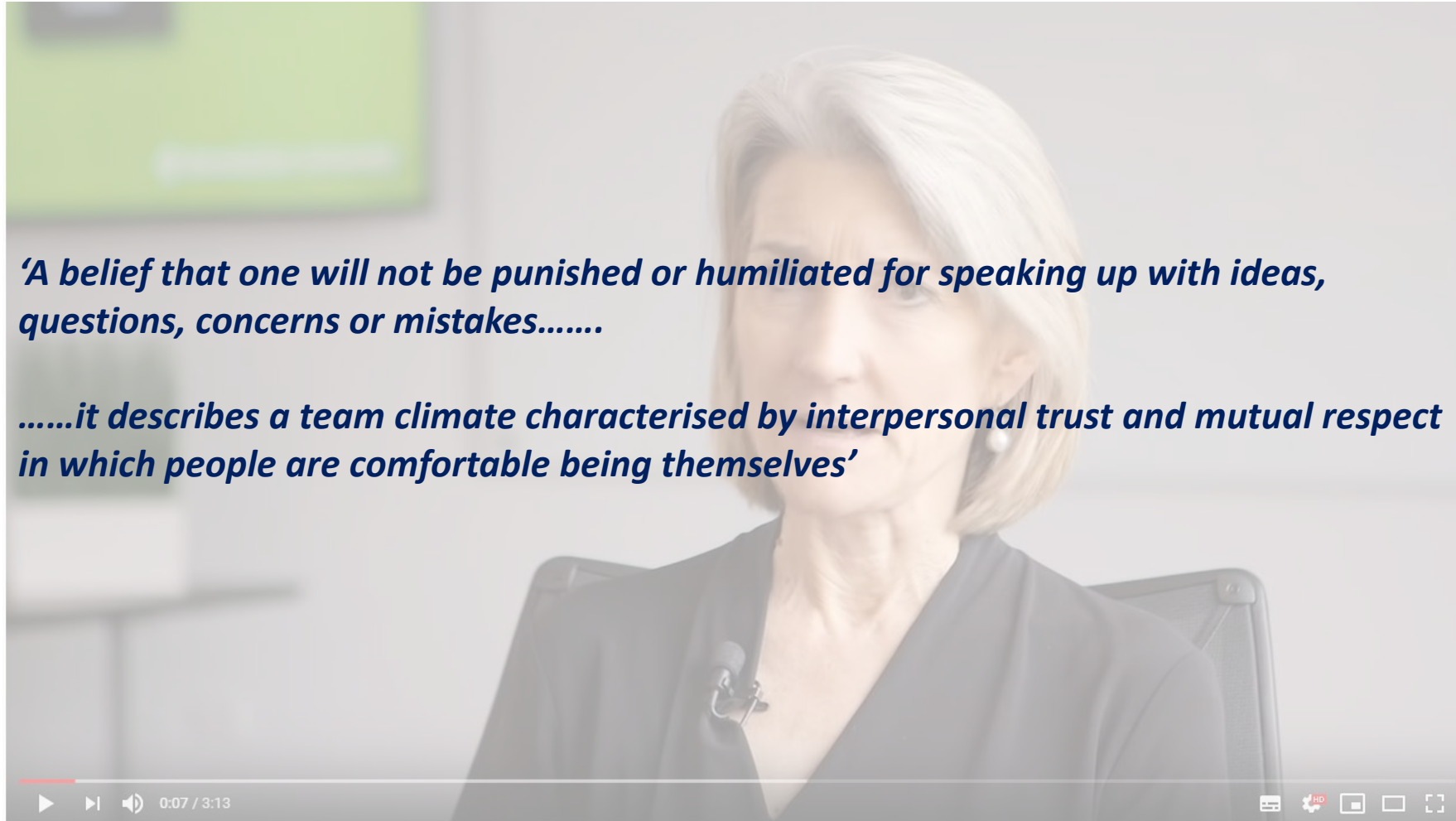
“Between stimulus and response, there is a space, and in that space is our power to choose”



Creating Psychological Safety

'A belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns or mistakes.....'

.....it describes a team climate characterised by interpersonal trust and mutual respect in which people are comfortable being themselves'



Creating Psychological Safety at Work in a Knowledge Economy | Amy Edmondson, Harvard

19,915 views • 6 Jul 2018

👍 97 💬 2 ➦ SHARE 📌 SAVE ⋮

Creating Psychological Safety

Talking About Mental Health with Your Employees — Without Overstepping

by Deborah Grayson Riegel
November 03, 2020

Summary Save Share Print PDF \$8.95 Buy Copies



That Discomfort You're Feeling Is Grief

by Scott Berinato
March 23, 2020

Summary Save Share Print PDF \$8.95 Buy Copies



HBR Staff/d3sign/Getty Images

Creating Psychological Safety

- Look out for emotional cues
- Make the conversation a little more normal
- Allow people to miss certain things
- Accept how other people are feeling
 - What would be most helpful to you right now?
 - What can I take off your plate?
 - How can I support you without overstepping?
 - Let's discuss the resources we have available here, and what else you might need.
 - I've been through something similar. And while I don't want to make this about me, I'm open to sharing my experience with you if and when it would be helpful.

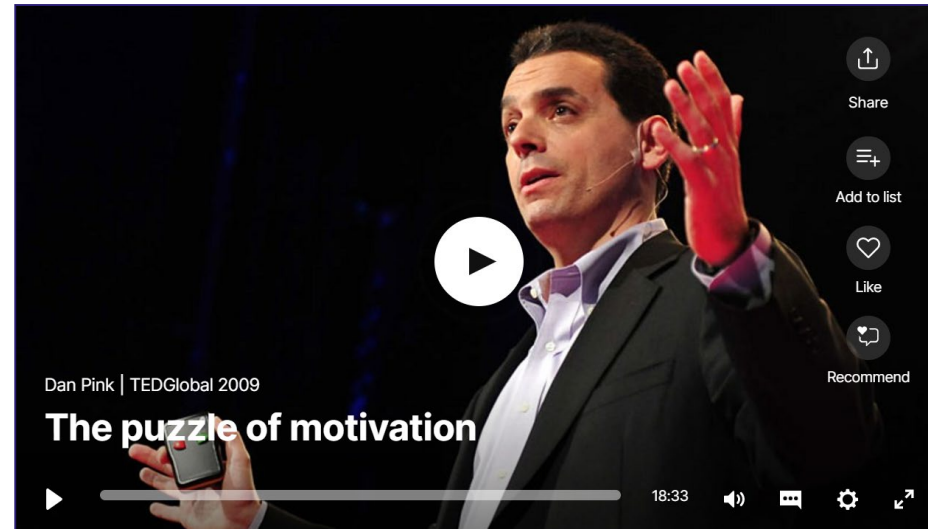
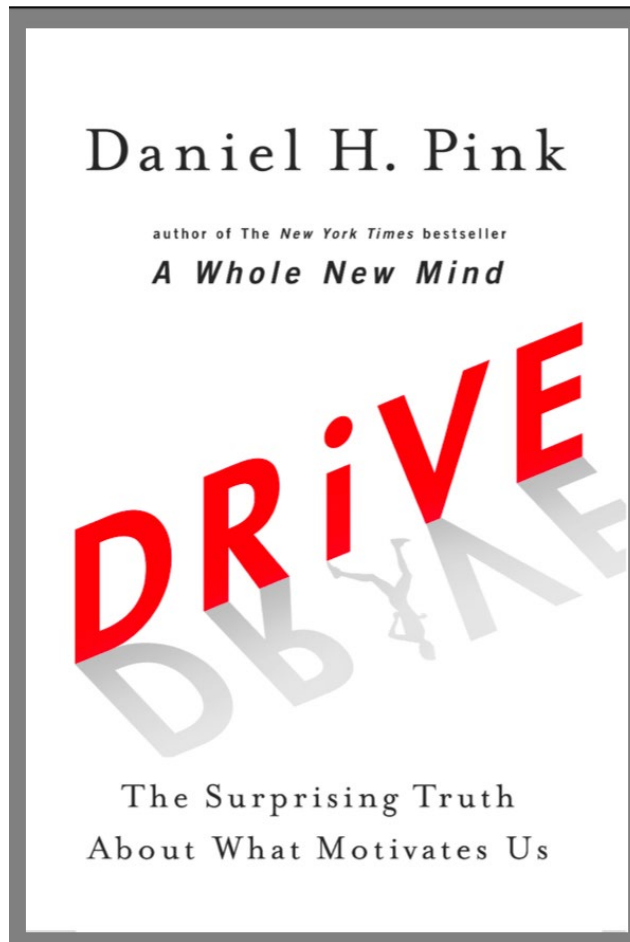


Creating Psychological Safety

- Acknowledge uncertainty
- Listen!!!!
 - ✓ Make your intention clear
 - ✓ Suspend judgement
 - ✓ Focus on your colleague
 - ✓ Listen for themes – no need for detail
 - ✓ Listen with your eyes
 - ✓ ‘What am I supposed to do?’
 - ✓ Reschedule if needed



Motivating your team

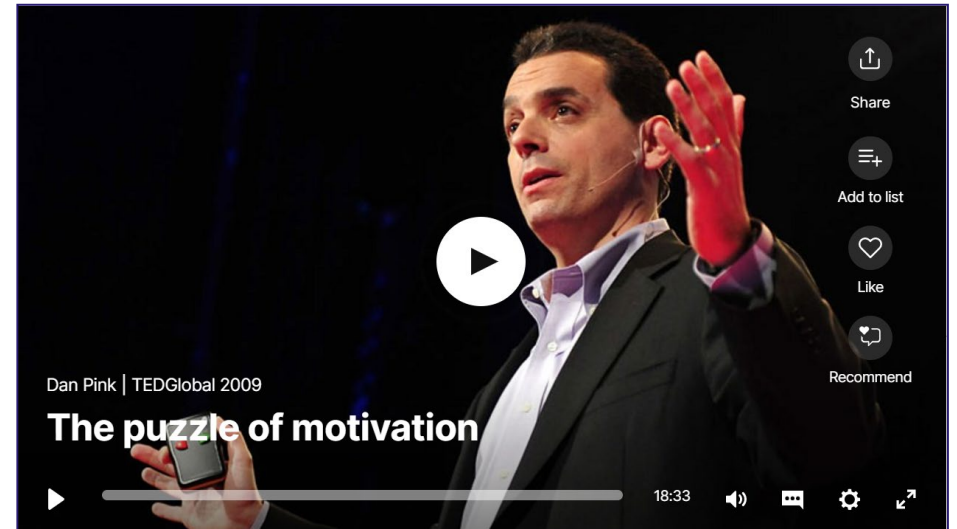


Motivating your team

- Traditional carrot/stick approaches limited value

- ✓ Routine tasks
- ✓ Can't increase the complexity
- ✓ Limited cognitive capacity needed

(assuming our baselined/threshold needs are met)



Motivating your team

Self Determination Theory

- We have innate psychological needs
- When satisfied, we are
 - More motivated
 - More productive
 - Happier
- Heavily researched
- Create environments for these needs to flourish



Motivating your team

Self Determination Theory

3 Ways to Motivate Your Team Through an Extended Crisis

by Anne M. Brafford and Richard M. Ryan

September 25, 2020

[Summary](#) [Save](#) [Share](#) [Print](#) [PDF](#) [\\$8.95 Buy Copies](#)



Illustration by Joe Magee

Motivating your team

Self Determination Theory

Relatedness

I feel a sense of connection and belonging
My perspective is listened to and valued
I feel 'safe'

Competence

I feel effective
I feel I am developing
I am accountable

Autonomy

I'm the author of my own action
I have the power to choose

Motivating your team

Self Determination Theory

Relatedness

Competence

Autonomy

- ✓ Acknowledge and validate your team's emotions
- ✓ Don't let people get lost in the crowd
- ✓ When problems arise, make sure to get full feedback
- ✓ Emphasize that people's contributions are unique and necessary
- ✓ Communicate that you care about employees' well-being

Motivating your team

Self Determination Theory

Relatedness

Competence

Autonomy

- ✓ Involve people in decisions
- ✓ Ask team members to explain to their colleagues what they're working on
- ✓ Set up check-ins
- ✓ Feedback, feedback, feedback!

Motivating your team

Self Determination Theory

Relatedness

Competence

Autonomy

- ✓ Encourage participation
- ✓ Focus on outputs
- ✓ Avoid controlling language
- ✓ Be transparent – provide the rationale for request

Improving Communication in Virtual Teams



*Virtual conversations, presentations, and meetings **tax our brains much more than in-person interactions** because they require **higher levels of sustained concentration**. You're concentrating on the other speakers, their surroundings, and yourself—how you appear on the webcam. And all of that intense focus is on a digital screen, an unnatural environment.*

*Simply put, **we didn't evolve to spend eight hours a day speaking to people on a screen**. Your brain is using an enormous amount of energy to stay focused online.
(forbes.com)*

Improving Communication in Virtual Teams



- **Match the technology to the task**
- **Make your intentions clear**
- **Stay in sync**
- **Be responsive and supportive**
- **Be open and inclusive**

Improving Communication in Virtual Teams



- **Match the technology to the task**
- Key considerations
 - ✓ *Information richness – capacity to transfer non-verbal cues*
 - ✓ *Level of real time interaction that's possible/needed*
 - ✓ *Different viewpoints*
 - ✓ *Requirement for feedback*
- Consider your objectives

Lean

Rich

Improving Communication in Virtual Teams



- **Make your intentions clear**

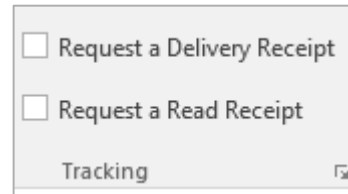
Send	From ▾	Declan.Farrell@mccannfitzgerald.com
	To...	
	Cc...	
	Bcc...	
	Subject	

- People less guarded, more negative
- Negativity goes both ways (non verbal cues are missing)
- People read with different lenses
- **Review, highlight, direct, be positive**

Improving Communication in Virtual Teams



- **Stay in sync**



- Prioritise keeping people in the loop
- Reboot regular catch ups
- Radio silence not an option
- Give people benefit of the doubt

Improving Communication in Virtual Teams



- **Be responsive and supportive**

‘The paradox in dispersed teamwork is that trust is more critical for effective functioning – but also more difficult to build.’

- ✓ Respond promptly
- ✓ Be proactive
- ✓ Be positive

Improving Communication in Virtual Teams



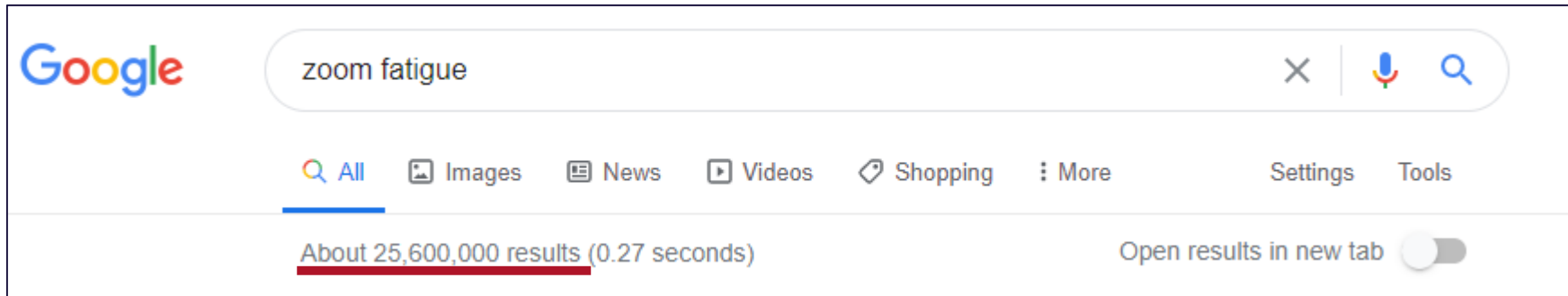
- **Be open and inclusive**

- ✓ *Virtual communication can discourage*
- ✓ *Virtual tool reduce social cues*
- ✓ *Non verbal feedback absent*

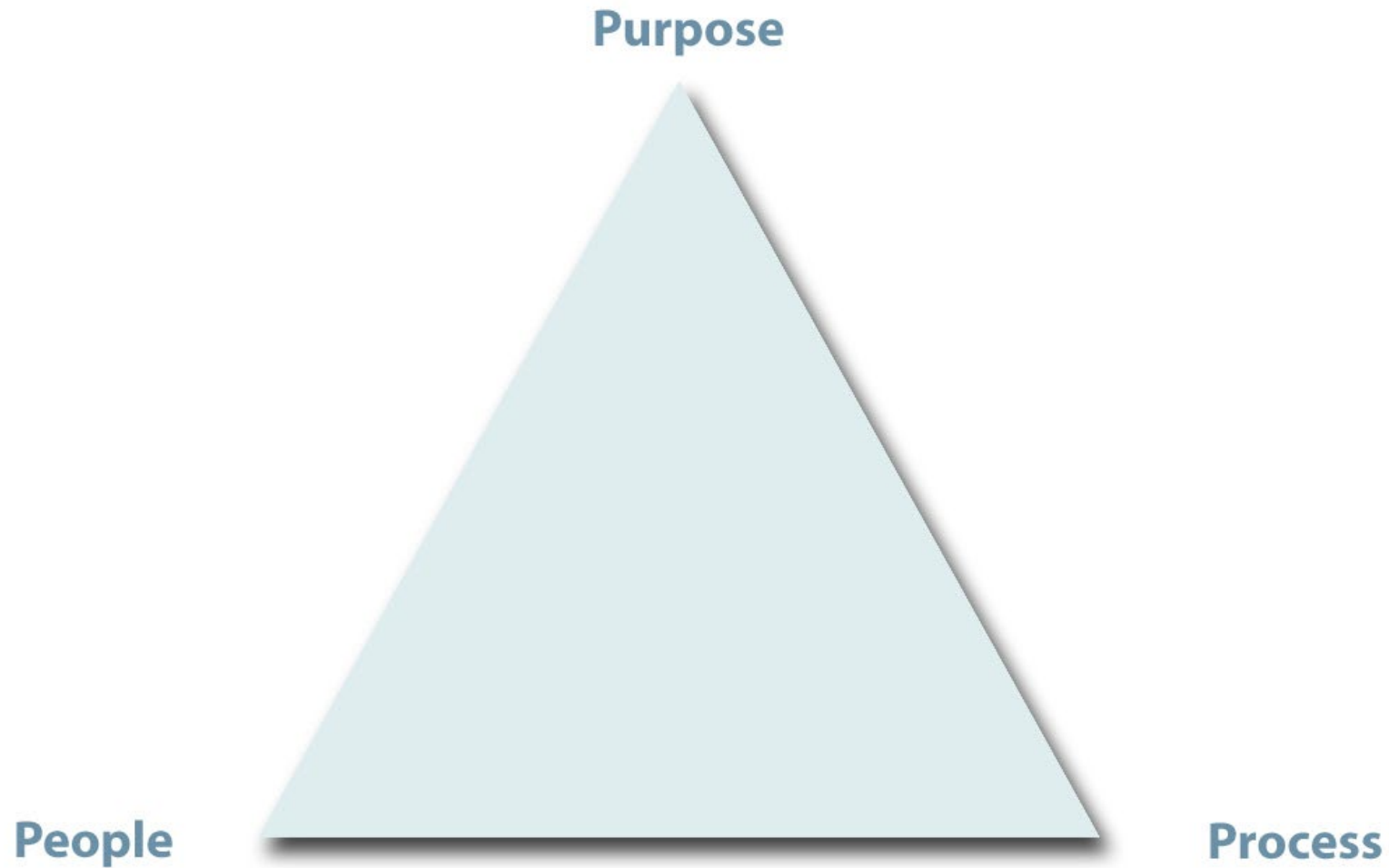


Communication should be open and inclusive

Combatting Zoom Fatigue



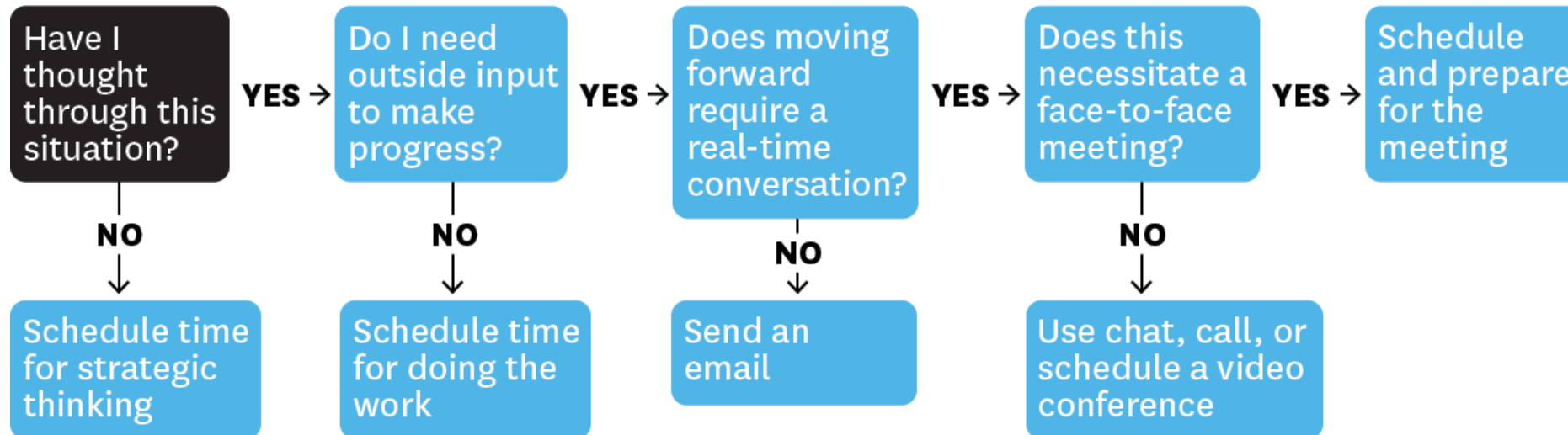
Combatting Zoom Fatigue



Combatting Zoom Fatigue

Purpose

SHOULD I HOLD A MEETING?



SOURCE REAL LIFE E TIME COACHING & TRAINING

HBR.ORG

Combating Zoom Fatigue

MEETINGS

The Most Productive Meetings Have Fewer Than 8 People

by Paul Axtell

JUNE 22, 2018

SUMMARY SAVE SHARE COMMENT TEXT SIZE PRINT \$8.95 BUY COPIES



People

- ✓ There is enough time for everyone to participate
- ✓ Rich back and forth debate, rather than shallow comments, happens
- ✓ Higher priority issues are addressed
- ✓ People are candid and less guarded
- ✓ Tough topics and decisions are put on the agenda
- ✓ More time to listen and consider other perspectives

Combatting Zoom Fatigue

- Duration
- Start/finish on time
- A chair/facilitator is a MUST
- An agenda is a MUST
- Be consistent with tech
- Log in details available
- Videos on/off – on screen stimuli/multi tasking
- Dial in option available
- Mute on/off?
- Allow time to connect but control tangents

Process

Questions?



Declan Farrell

Learning & Development and Internal Communications Manager

+353 1 607 1368

Declan.Farrell@mccannfitzgerald.com

