



## Winter Education Series

January 12, 2021



STEVE RUDOLPH COACHING  
 Training managers to coach more, manage less

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*What got  
 you here  
 won't get  
 you there!*



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## This is **Not Business** as Usual

- ▶ 7 out of 10 of managers, reported struggling to adapt to remote work
- ▶ 2 out 3 managers reported struggling with maintaining enthusiasm and morale
- ▶ 1/3 of managers are facing difficulties with company culture, employee productivity and leave regulations
- ▶ Isolation, loneliness and anxiety will continue to take a toll on employees mental health **(Newsweek 4/21/20)**



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## Poll Question

What are your top two virtual/remote manager challenges or concerns?

- Maintaining a positive culture
- Ensuring productivity and results
- Work-life balance / stress
- Building a collaborative team
- Accountability and ownership
- Team communications
- Adapting to change

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## Attract, Grow & Retain Great Talent!

*"83% of employees indicated **career support** positively impacts their engagement. The same study showed **85%** of individuals agreed, or strongly agreed, there is nothing wrong with **staying in the same job** if they can **try new things** or **develop new skills.**"*

-International Coach Federation



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## Elevate Team Engagement by **Stepping Up Yours!**



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## Intentional Leadership is being *deliberate* with...

- ▶ What you stand for – mission, core values, expectations
- ▶ What **outcomes** and **results** do you want – Be goal focused (*WHAT*), not activity or method (*HOW*)
- ▶ What kind of **culture** do you want?
- ▶ How do you want your **team** to interact?
- ▶ What **customer experiences** do you seek to deliver



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## Leadership Communications... Rule of 7

*People need to hear dominant messages **7x** before they believe it, internalize it and **take action** (new behaviors).*



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## 3 Steps for Culture Change

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1. *How do you want your people to **act**?*
2. *How do you want your team to **interact**?*
3. *What's the **mechanism** for enabling the change?*



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## “Mechanism” example for Culture Change

- ▶ **WHAT:** *Increase **connection, communication and collaboration***
- ▶ **Mechanism:** *“Remote Buddies” Meet weekly 20-30 min / Rotate pairs / triads monthly*
- ▶ **\*HOW:** *Buddies decide*
- ▶ **Coaching Tip:** *“**Inspect what you Expect!**”*



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“ No amount of technical expertise, experience or work ethic will compensate for *poor communication skills.* ”



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## Leadership Communications – two parts: Practical + Personal

1. What you need people to **do** (**Task** – direction, vision, objectives, results, metrics...)
2. How you want people to **feel** (**Relationship** - trusted, inspired, motivated, supported, encouraged, positive...)



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## Practical + Personal Communications

- ▶ **Our workflow is not efficient & it's creating conflict**
  - ▶ *Let's brainstorm solutions together and agree upon new standards for how work is prioritized.*
- ▶ **Our team communications are not effective.**
  - ▶ *We've solved challenges like this before. I'm confident we can resolve any conflict and move forward positively.*
- ▶ **Your performance lately has me concerned.**
  - ▶ *Let's have an honest conversation to understand what's going on and come up with a plan for moving forward. How does that sound to you?*
- ▶ **Our last quarter revenue exceed expectations!**
  - ▶ *Let's meet Friday to celebrate our successes and recognize each others contributions.*

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## Remote Manager Skill: Setting Clear Expectations

*Employees who answer positively to survey statement "knowing what's expected" alone often correlate with productivity gains of 5% to 10%, thousands more happy customers, and 10% to 20% fewer on-the-job accidents.*

- Gallup

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## 8 Key Remote Manager Skills

1. Build trusting relationships
2. Build a positive culture (high recognition)
3. Set clear expectations
4. Over communicate
5. Be a better listener
6. Regular check-ins
7. Manage productivity and performance (accountability)
8. Proactively manage poor performance (feedback)



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## Poll Question

Of the 8 Key Remote Manager Skills, which TWO will you commit to strengthening in 2021?

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***"High-recognition companies have 32% lower voluntary turnover than companies with poor recognition cultures."***

-Measure What Matters, J. Doerr



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***"Once you stop learning, you stop leading."***

-Rick Warren



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# Thank You!



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[steve@steverudolphcoaching.com](mailto:steve@steverudolphcoaching.com)

828.772.9396

[www.steverudolphcoaching.com](http://www.steverudolphcoaching.com)

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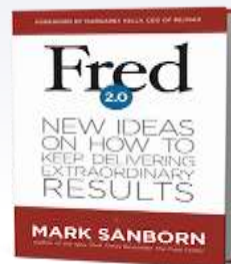
## Leadership & Management Resources

*The New ONE Minute Manager*, K. Blanchard & S. Johnson

*Managing for People Who Hate Managing*, D. Zack

**Podcast:**

<https://www.manager-tools.com/how-manage-during-covid-19>



**Culture & Customer Service**

*Raving Fans*, K. Blanchard, S. Bowles

*Delivering Happiness*, T. Hsieh

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