



Sharpen your Virtual Management Skills

Tips and tactics you can apply this week, from Advisory Board's **Manager Toolbox**

Presented by
The Manager Toolbox

The Manager Toolbox is a virtual management coach

Built to managers' spec:

- Addresses **pain points we're asked about most**
- Start with a **proven best practice**
- Customize a **personalized cheat sheet in 10 mins or less**
- Access your cheat sheet **on-the-go**



**What have you personally
found most challenging
about managing virtually?**

What have you found personally most challenging?

Worried about staff
Miss my team
I feel disconnected
Disengaged
Work + kids!
Boring/awkward meetings
Frustrated
Unproductive
Technology headaches
Exhausted
Never ending days
This is hard
Team morale
Isolation
Ineffective check-ins

When virtual, it's harder to....



Hold Meaningful Check-ins

“I’m not sure how she’s really doing, and what she needs”



Run Productive Meetings

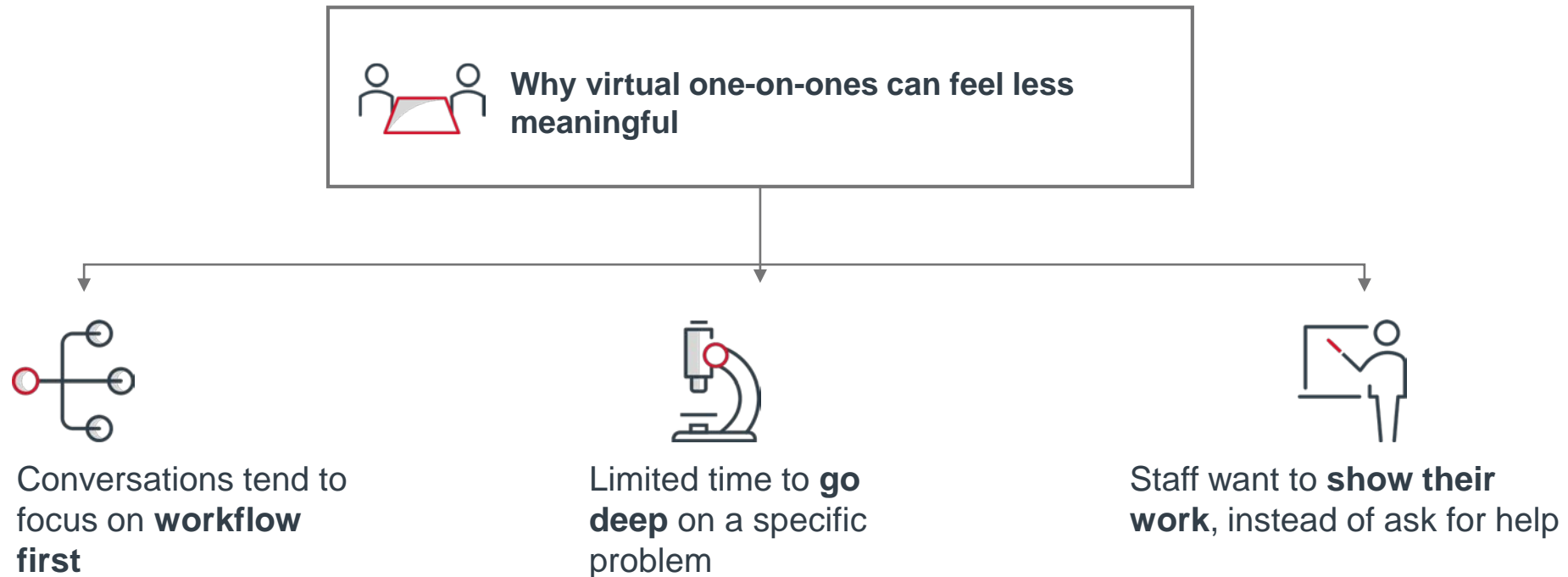
Harder to collaborate as a group and get stuff done using technology



Keep Team Connected

Individuals feel socially disconnected

Much ground to cover in virtual one-on-ones



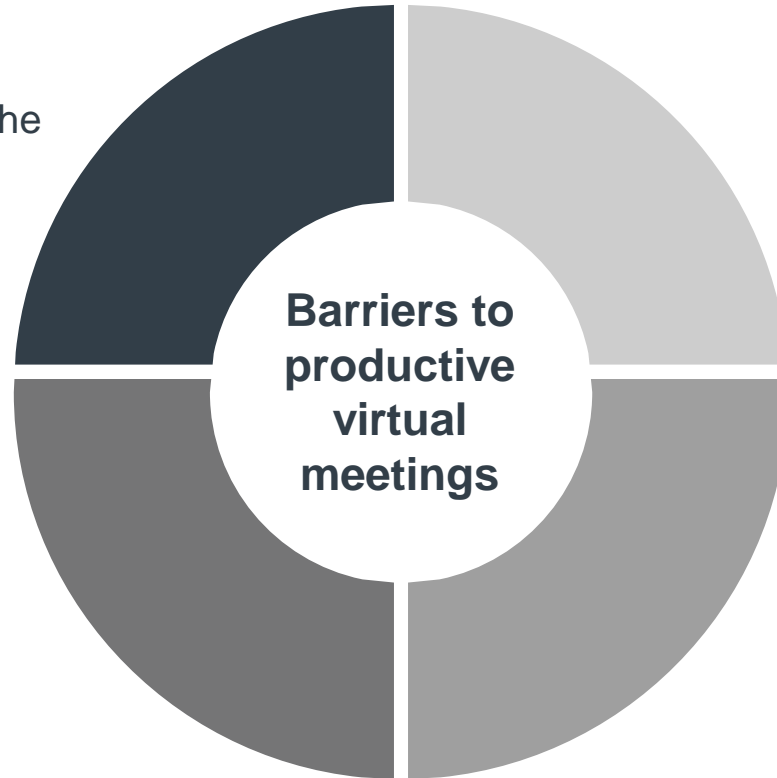
In-person meeting tactics don't translate well to virtual



Attendees often come to the meeting with a **passive participant** mentality



Lack of **in-person cues** to adjust pace and moderate discussion



The more attendees, the harder it is for people to **chime in for discussion**



Unanticipated **technology failures** distract people and eat up time

Disconnection leads to disengagement



Why managers have a hard time addressing social disconnection

Four hurdles for managers

Hard to recognize signs of disconnection



Difficult to guess what will make someone feel more connected



Uncomfortable directly addressing the issue

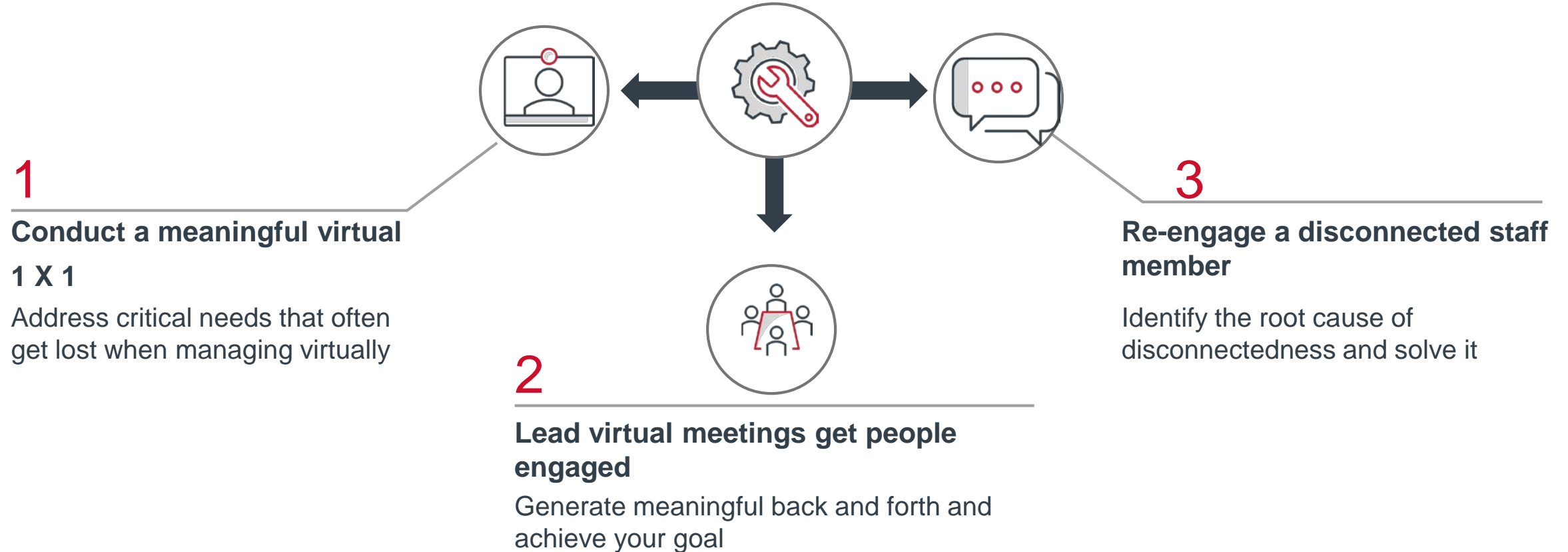


Already tried everything I can think of!

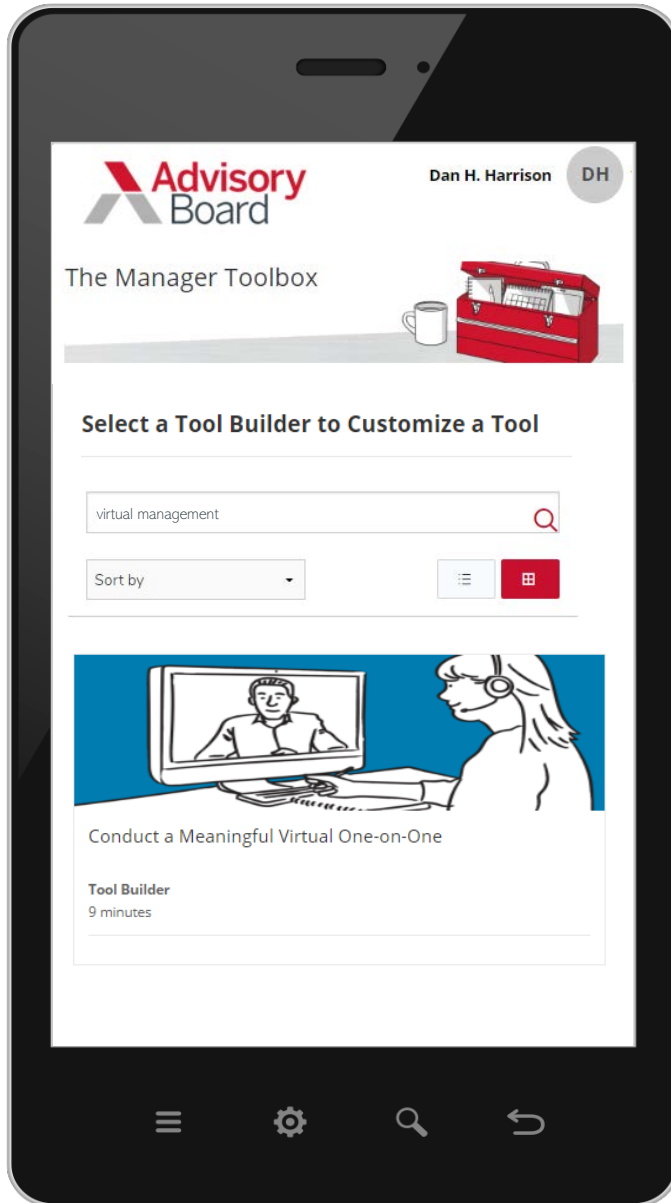


What managers asked us to create

Three tools from the Manager Toolbox



Tips from the Toolbox: How to conduct a virtual one-on-one



Start with a “Human Moment”

Invest time in catching up, and be real (video recommended!)

Take time to coach

What *positive acknowledgement* or “*coaching moment*” will address what this person cares about?

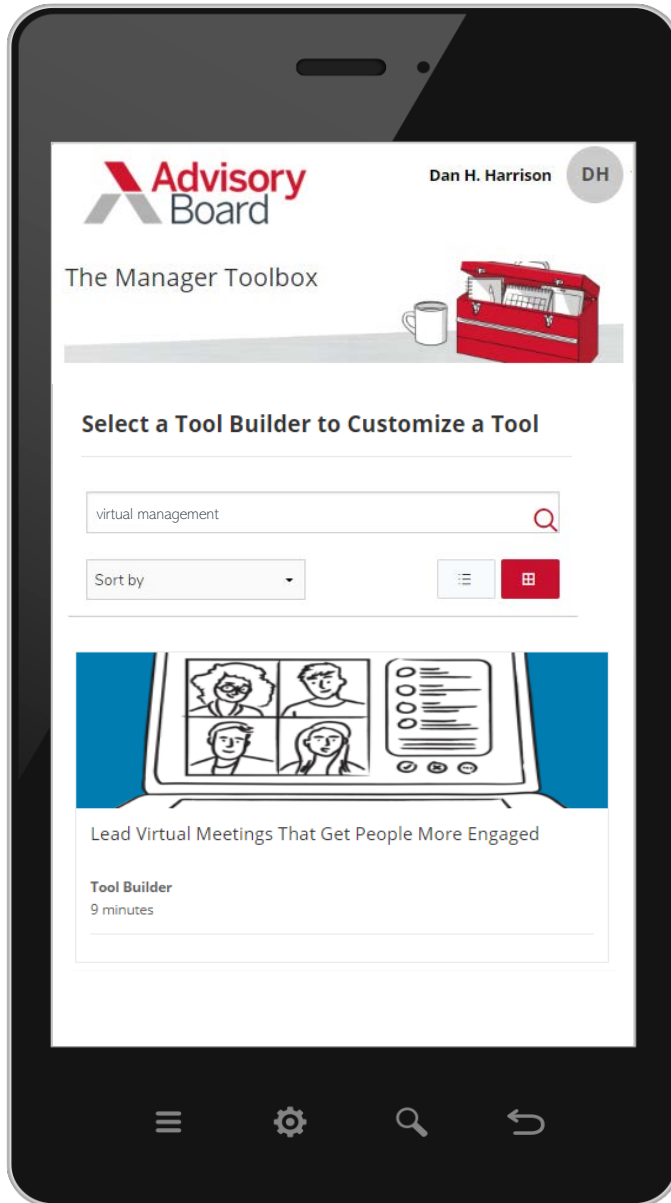
Focus on most important work

Go beyond managing workflow and ensure they have something “important” to work on (and address obstacles)

Help them stay connected

Give meaningful updates, and opportunities to connect with others

Tips from the Toolbox: How to lead an engaging virtual meeting



Know your goal going in

What decision(s) must be made, problem(s) solved?

Cast others in important roles

Who can play:

- Host?
- Energizer?
- Champion?
- Skeptic?
- Tech support?
- Follow-up project manager?

Get them talking from the start

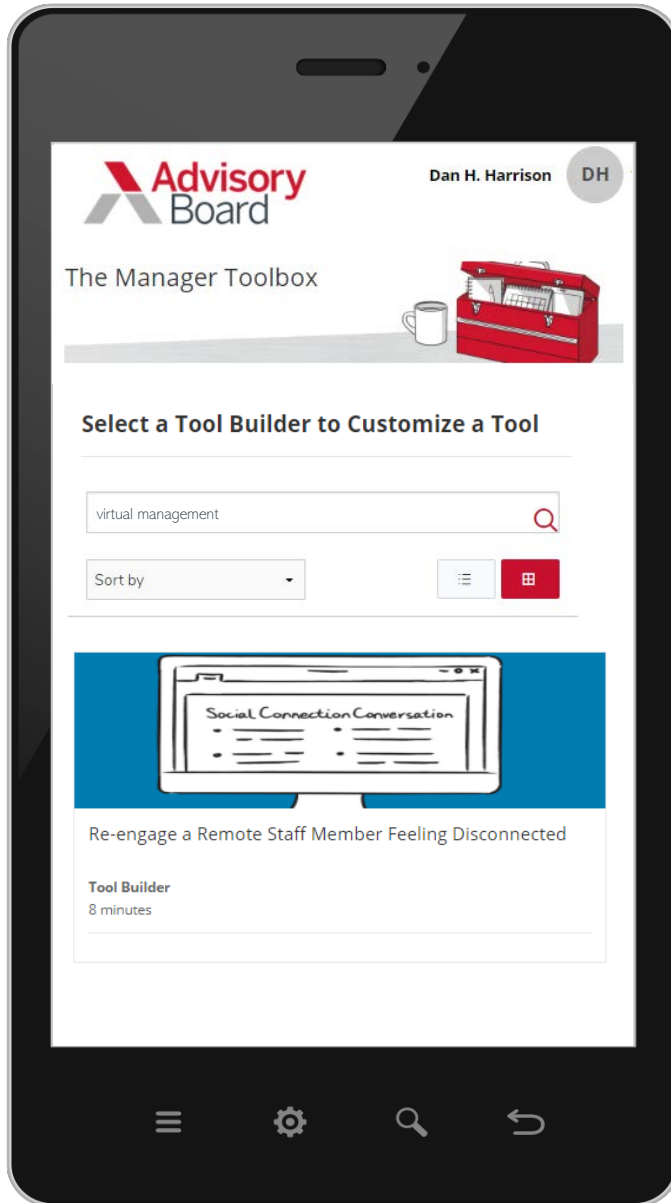
To set the tone, invite dialogue from the first minutes

Prep your virtual facilitation tactics

How will you:

- Spur needed debate?
- Surface questions?
- Catch doubts and disagreement?

Tips from the Toolbox: How to re-engage disconnected staff



Actively watch for disconnection

Pay attention to changes in:

- Participation in meetings
- Interactions with you
- Performance and results

Lead with empathy

Anchor the conversation in an observed behavior, and follow with questions

Address the root cause

Does this person care most about:

- Been “seen” on the team?
- Social connections?
- Opportunities to collaborate?
- Connection with you?

Contingency planning: how might technology mess this up?

Common technology issues and contingency plans

Technology issue

Contingency plan



Participants **cannot login**



Send login **instructions ahead of time**, plus do a “dry run”



Participants **cannot use important features** (e.g., video sharing)



Practice using new features in **low-stakes icebreakers**



Participants **forget to mute or unmute themselves**



Provide instructions; have a **colleague in charge of reminders or controls**



Platform gets overwhelmed



Have an **IT team member** on standby

Care for yourself so you can support others

Eat



- Schedule lunch on your calendar
- Surround your work area with healthy snacks

Socialize



- Meet friends for virtual lunch/coffee
- Have a monthly work support group of 2-3 trusted colleagues

Move



- Schedule some meetings for 45 minutes to give yourself 15 minutes to walk around
- Try 10-minute workouts
- Have walking meetings

Unplug



- Plan an activity at 6pm on a few days so you have a definitive stop time
- Shut your computer down and put it away at the end of the day

Not a member? Introducing the Crisis Management Toolbox

FIVE TOOLS FOR DAY TO DAY PAIN POINTS:



Conduct a Meaningful Virtual 1x1

Keep staff members energized and connected, when working remotely



Calm and Refocus a Distressed Staff Member

Listen with empathy and find an achievable next step, together



Run a Daily “Crisis Huddle”

Give your team an anchor amid confusion and change



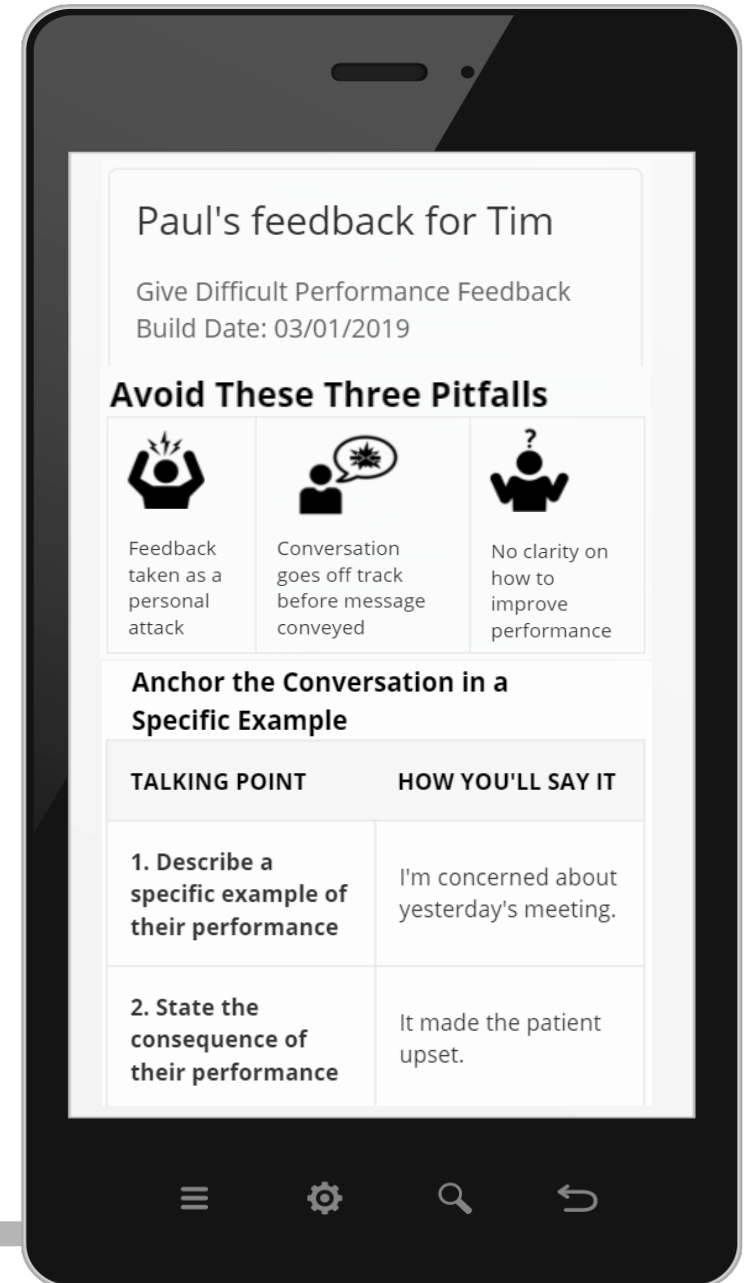
Ruthlessly Prioritize with a “Do-Defer-Delegate” List

Make hard choices to narrow your “to-do list” to what’s truly most important



Supercharge Your Positive Feedback

Nail the “what”, the “when” and the “how” of positive feedback to lift their spirits





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