Skills for Leading and Managing in Today's Hybrid Workplace

Presented by the Association of Inspectors General Florida Chapter

About the presenter:

Larry Ferguson is the Senior Partner of Ferguson Consulting & Training, LLC, with over 40 years of experience in performance management, leadership consulting, and training. He retired as the Manager of Performance Management and Training from the Florida Department of Transportation after a 31-year career. In his capacity he developed and served as the lead instructor for what was widely considered to be the most comprehensive leadership and management development program in public sector transportation. For the past six years Larry has been a Senior Trainer with the AASHTO National Transportation Leadership Institute and has developed and delivered training as well as leadership consultation with public agencies across the country.

Larry earned a degree in Management in the charter class of the University of North Florida and received his Certified Public Manager designation from Florida State University. He has served as lead on multiple national research projects looking at best practices among CEOs, practical application of quality and performance management practices in government and the design and implementation of effective performance measures.

Larry's classroom expertise includes:
- High Performance Teamwork,
- Innovation and Creativity in the Workplace,
- Conflict Resolution,
- How to Make High Impact Presentations,
- How to Measure Leadership Performance,
- Meeting Facilitation,
- Performance Management in Action,
- Communication and Listening Skills,
- Leadership Principles and Practices (including Virtual Leadership).

He enjoys many leisure activities and hobbies including traveling, art, and antiques. He has done genealogy research for over 50 years and traces his family back almost 1000 years. Larry has performed in over 32 stage plays and productions.

Larry and his bride, Jewell, have been married 46 years and make their home in Tallahassee. Their wonderful son Larry IV, marvelous daughter-in-law Leslie, and world's greatest grandsons Sean and Colin live in Athens, Georgia. Talented daughter LeErin lives in Tallahassee.

SKILLS for leading and managing

IN TODAY'S HYBRID WORKPLACE

Skills for Leading and Managing in Today's Hybrid Workplace

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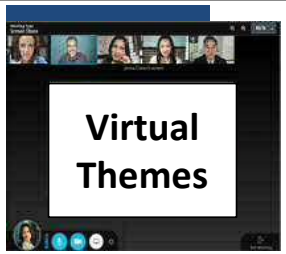
Hybrid Leadership and Meeting Best Practices

Hybrid Leadership & Meeting Best Practices
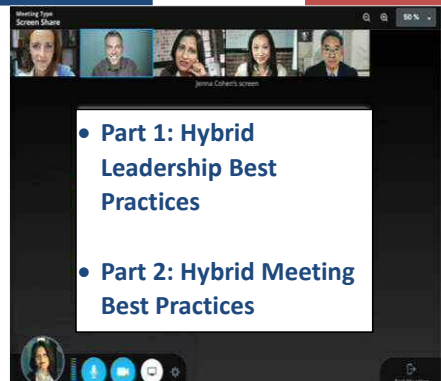
"Manage with Technology,

Lead thru Human Contact"

Larry III

Enhancing Public Trust
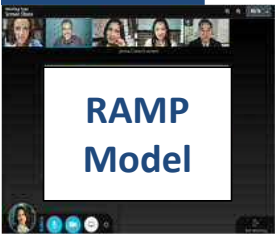in Government

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Virtual Themes

- Out of Sight, More in Mind
- Hybrid world
- Make Hybrid Engagement Communication a Habit
- Sustain a Team Rhythm
- Workable Technology
- Nurture a Positive Virtual Personality and Presence
- Hybrid Team Health Checks More Often

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in Government

- **Part 1: Hybrid Leadership Best Practices**

- **Part 2: Hybrid Meeting Best Practices**

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in Government

RAMP Model

For
Hybrid Leadership Best Practices
and
Hybrid Meeting Best Practices

- **Relationships** (R)
- **Accountability** (A)
- **Motivation** (M)
- **Process** (P)

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- **Relationships(R)**

1. Get the Team Together Face-to-Face *at least* Annually
2. Very Limited Phone Calls Amongst Team Members
3. Onboard New Employees Intentionally
4. Practice Hybrid Open Door Scheduled Hours
5. Encourage Employee Generated Socialization Activities ~

Part 1: Best Overall Virtual Leadership Practices

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- **Relationships(R)**

6. Creatively Celebrate Individual and Team Successes
7. One Hybrid Gratitude Interaction Each Week
8. Five Minute Hybrid Social Visits with Each Direct Report
9. Manage Conflict Situations: Virtual and In-Person

Part 1: Best Overall Virtual Leadership Practices

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Accountability(A)

1. Transparent Commitment Tracking
2. Transparent Performance Tracking
3. Leverage Project Management Software Extensively
4. Virtual/Live 1:1 Performance Coaching and Mentoring ~

Part 1: Best Overall Virtual Leadership Practices

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Accountability(A)

5. High-Definition Vision, Expectations, Tasks and Roles
6. Focus on Building and Sustaining Trust
7. Build Hybrid Proficiency into Leader/Manager Interviews, Performance Reviews & Performance Surveys

Part 1: Best Overall Virtual Leadership Practices

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Motivation(M)

1. Consistently Demonstrate Active Listening in Engagements
2. Regularly Practice Positive Reinforcement (Individual & Team)
3. Practice the 90 Second Rule ("Success begets Confidence")
4. Be Respectful of Employee Circadian Rhythms
5. Insist Employees Take Time for Themselves
6. Inquire re: Coping Best Practices

Part 1: Best Overall Virtual Leadership Practices

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- **Process(P)**

1. **Hybrid Input: Three Sentences then Forced Engagement**
2. **Mandatory Video On**
3. **Use of E-Mail for Confirmation Not Primary Communication**
4. **All Hands Training on Use of Virtual Technology**
5. **Hybrid Process Health Checks**

Part 1: Best Overall Virtual Leadership Practices

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Best Overall Virtual Leadership Practices

DISCUSSION TIME

What are some Hybrid Leadership Practices you have seen that might be a Best Practice?

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Part 2: Hybrid Team Meeting Best Practices

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Part 2: Virtual Team Meeting Best Practices

- **Relationships(R)**

1. Use "Get to Know You/Us" Exercises Introductions of New Hybrid Members
2. Construct a Team Members Hybrid Meetings <u>Behavior</u> Charter (Norms)
3. Hold Hybrid "Coffee Break/Water Cooler" Meetings
4. Team Members Have a Hybrid Associate

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Part 2: Virtual Team Meeting Best Practices

- **Accountability(A)**

1. Assign Individual Virtual Team Members to Meeting Topic Facilitator Roles
2. Semi-Annual Virtual <u>Team Member Expectations</u> Heath Checks (CSS Method)
3. Semi-Annual Virtual <u>Team Meetings</u> Health-Check (CSS Method)
4. Execute a Results Agenda for Each Virtual Meeting

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Part 2: Virtual Team Meeting Best Practices

- **Motivation(M)**

1. Establish and Reinforce a Team Rhythm
2. Use Open Questions to Actively Engage Hybrid Meeting Participants
3. Use Restatement Question Frequently to Clarify Hybrid Meeting <u>Assignments</u>
4. Use Restatement Question to Validate <u>Results/Decisions</u> ~

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Motivation(M)

Part 2: Virtual Team Meeting Best Practices

5. Assure Hybrid Assignments Get 24-Hour Email Follow-Up Confirmations
6. Pay Attention to Participants Nonverbals
7. Facilitate Hybrid Meeting Engagement

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Process(P)

Part 2: Virtual Team Meeting Best Practices

1. Train Team <u>Leaders</u> on Conducting Hybrid Team Meetings
2. Train Team <u>Members</u> on Hybrid Team Meetings Participation
3. Be Sensitive to Time Zone Differences and Member Start and End Times
4. Provide More Frequent Re-Caps on Team Meeting Progress ~

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Process(P)

Part 2: Virtual Team Meeting Best Practices

5. Use More Visuals During Hybrid Meetings (Change of State)
6. Practice the S T O Ts T Model

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DISCUSSION TIME

Best Overall Virtual Meeting Practices

What are some Hybrid Meeting Practices you have seen that might be a
Best Practice?

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Special Thanks **to the members**
of the
Nationwide Focus Groups &
Classes
for sharing their experiences

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Hybrid Leadership & Meeting Best Practices

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Skills for Leading and Managing in Today's Hybrid Workplace

Presented by the Association of Inspectors General Florida Chapter

Building a Culture of Trust

Building
A Culture
Of Trust

Larry III

How do you eat an elephant?

One bite at a time!

CREAM OF
ELEPHANT
SOUP

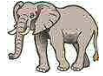**The TRUST Challenge**
Let's try breaking the concept down into more bitesize pieces...

Building a Culture of Trust

- What does TRUST mean to you?

- What does DISTRUST mean to you?

Building a Culture of Trust

- Trust means "Confidence"

- Distrust means "Suspicion"

Building a Culture of Trust

From "Primal Leadership" by Daniel Goleman

Being Trustworthy means……
- "Honoring a statement of confidence"
- "Doing what I state I am going to do"

Building a Culture of Trust

- Two components of Trust:

  – Character

  – Competence

Building a Culture of Trust

- How we decide to trust/distrust:

  – What is <u>said</u>

  –<u>Behavior</u> observed

  – What we <u>see</u> that gives what is said and what is observed <u>congruence</u>.

Building a Culture of Trust

- Building Others Trust in Me, Being Credible:
  – Integrity
  – Intent   CHARACTER
  – Capabilities
  – Results   COMPETENCE

Building a Culture of Trust

- Integrity in Action:
1. Make and keep commitments
2. Stand for something
3. Be open (transparent)

Stephen M.R. Covey calls Integrity
"The roots of the trust tree"

Building a Culture of Trust

- Intent in Action:
1. Motive
2. Agenda
3. Behavior

Building a Culture of Trust

- Capabilities in Action
1. Run with your strengths
2. Keep yourself relevant
3. Know where you are going

Remember: **"T A S K S"**
Talent
Attitude
Skills
Knowledge
Style

Building a Culture of Trust

- Results in Action
1. Take responsibility for results
2. Expect to win
3. Finish strong

Covey calls Results "The fruits of the trust tree"

The Impacts of Trust

- S x E=R

Strategy X Execution = Results

- (S x E)T=R

(Strategy X Execution) X $\underline{TRUST}$ = Results

"Trust is the hidden variable" – Stephen M.R. Covey

DISCUSSION TIME

Considering Covey's formula and what we have discussed…

Discuss the impacts of trust/distrust on morale, on organizational performance, and on overall productivity.

Building a Culture of Trust

- Building Others Trust in Me, Being Credible:

  - Integrity
  - Intent

  CHARACTER

  - Capabilities
  - Results

  COMPETENCE

Now…your challenge:
 Build a game plan for continuously building your
Trustworthiness

Building a Culture of Trust

- My Game Plan to Build Trust in Me:

1.
2.
3.
4.
5.

Building A Culture Of Trust

Larry III

Building a Culture of Trust

- ## My Game Plan to Build Trust in Me:

1.

2.

3.

4.

5.

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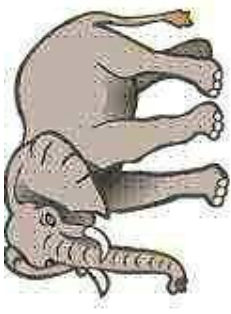
The Anatomy of a Habit

The Anatomy of a Habit

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Larry III

The Anatomy of a Habit

Resources:

THE POWER OF **HABIT**
WHY WE DO WHAT WE DO IN LIFE AND BUSINESS
Charles Duhigg

Tiny Changes, Remarkable Results
Atomic Habits
An Easy & Proven Way to Build Good Habits & Break Bad Ones
James Clear
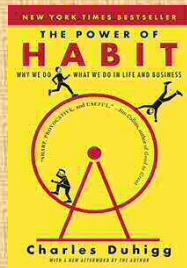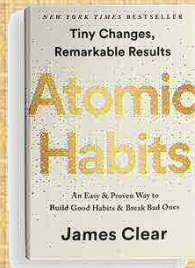
"PEOPLE DO NOT DECIDE THEIR FUTURES, THEY DECIDE THEIR HABITS AND THEIR HABITS DECIDE THEIR FUTURES."

— F. M. ALEXANDER

The Anatomy of a Habit

'hab-it

A routine or practice preformed regularly; an automatic response to a specific situation.

_____
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The Anatomy of a Habit

REWARD
HABIT
CUE
RESPONSE
CRAVING

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_____

The Anatomy of a Habit

CC → UC OVER TIME

I Got It
REWARD
HABIT
CUE
I See It
I Want It
RESPONSE
CRAVING
I Like It

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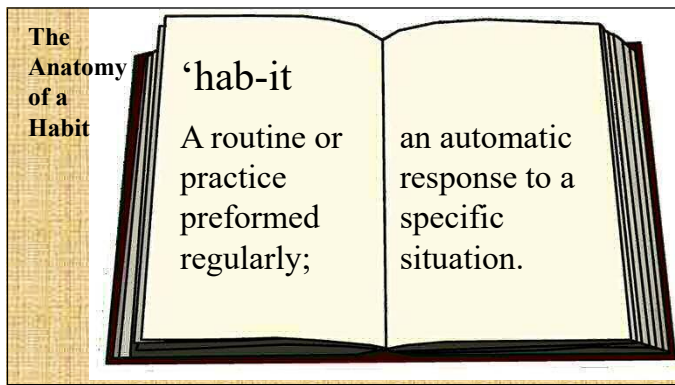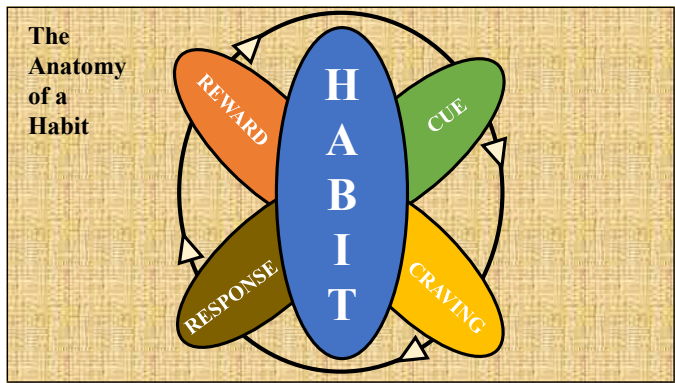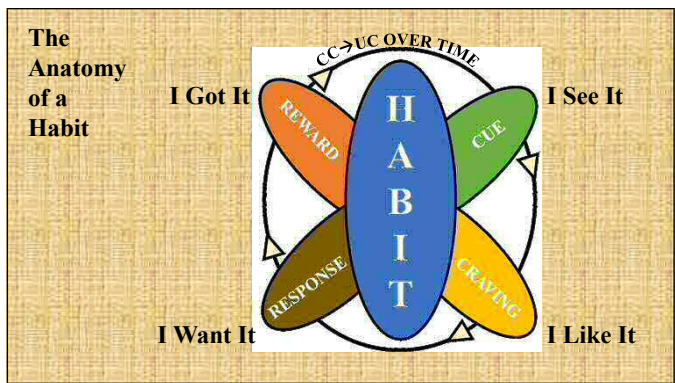
Creating A New Habit
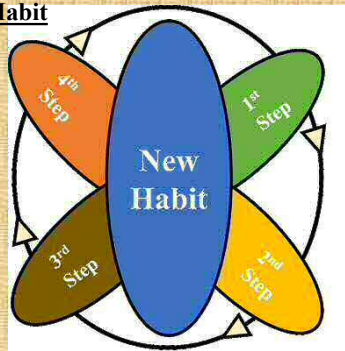
Creating A New Habit

1.1 Fill out the *Habits Score Card*

1.2 Use *Implementation Intentions*

1.3 Use *Habit Stacking*

1.4 Design Your Environment (*Cues*)

1st Step: Make It Obvious

The Habit Scorecard

**Objective is to raise awareness
UI→CI**

**List current Habits and score
them according to value in
achieving your desired new Habit**

For each item (habit) score:
- **+ Good Habit**
- **- Bad Habit**
- **= Neutral Habit**

HABIT SCORECARD
Topic: Becoming More Effective At Beginning of Workday

Daily Habits	Positive (+) Negative (-) or Neutral (=)
Arrive at work	=
Get coffee from breakroom	=
Chat with co-workers before going to office	-
Sign on to computer	=
Check email	-
Check phone messages	-
Write Daily Action Plan with Priorities	+
Respond to email	-
Return phone messages	-
Work on minor task(s)	-
Begin first priority task	+

The Habit Scorecard

HABIT SCORECARD	
Topic: Becoming More Effective At Beginning of Workday	
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Write Daily Action Plan with Priorities	+
Respond to email	-
Return phone messages	-
Work on minor task(s)	-
Begin first priority task	+

Habit Stacking

Remember the Habit Cycle:
Cue→Craving→Response→Reward

Take advantage of the natural momentum of one behavior leading to the next to create a new Habit Pattern

My Morning Plan: First thing at work

1. After I get a cup of coffee, I will meditate for 1 minute

2. After I meditate, I will write my Daily Work Plan

3. After I write my Daily Work Plan, I will begin my first task

---

Creating A New Habit

New Habit

4th Step
1st Step
3rd Step
2nd Step

2.1 Use *Temptation Bundling*

2.2 Join a *Culture* where your desired behavior is *Normal Behavior*

2.3 Create a *Motivation Ritual*

2nd Step: Make It Attractive

Temptation Bundling

Works like Habit Stacking

The CUE of a Temptation (*want*) is offset by a New Habit (*need*)

I Want to Check Facebook, But I Need to Exercise More

1. When I take out my phone after arriving home, I will do 20 sit ups (*need*)

2. After I do 20 sit ups, I will check Facebook (*want*)

Motivation Ritual

Apply something you do before or during an activity you enjoy to a new Habit you want to form

Gives you the same feeling or attitude towards the new Habit

Be as Focused on Important Work as I am on my Favorite Hobby

1. When I enjoy my hobby I wear headphones to drown the noise and focus

2. I will wear headphones when I need to be extra focused on my work

Creating A New Habit

New Habit

3.1 Reduce Friction

3.2 Prime the Environment

3.3 Master the Decisive Moment

3.4 Use the Two Minute Rule

3.5 Automate Your Habits

3rd Step: Make It Easy

Two-Minute Rule

In making a New Habit, we often try to do too much too soon and become overwhelmed

Start small and build up from there

Do a two-minute portion of the task and then grow from there with each successive time

Examples: the Two-Minute Rule

1. Write a new procedure = Brainstorm key points

2. Prepare annual evaluations = List achievements of one employee

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Creating A New Habit

New Habit

4.1 Use Reinforcement

4.2 Make "Doing Nothing" Enjoyable

4.3 Use a Habit Tracker

4.4 Never Miss Twice

4th Step: Make It Satisfying

Habit Tracker

Each time you successfully carry out the new Habit you are trying to form do something to document that accomplishment

Can be written or can be a visual representation of your successful repetition of the desired new Habit

Example: Habit Tracker

Each day you prepare your Daily Success Plan before checking email, move a paper clip from one dish to another on your desk

The collection of paperclips in the second dish will give a visual reinforcement of your Habit
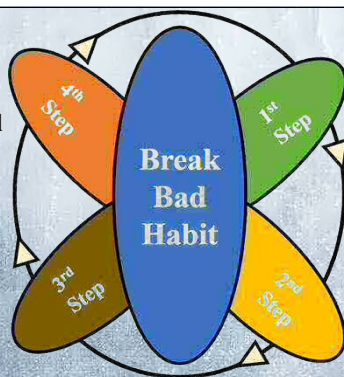
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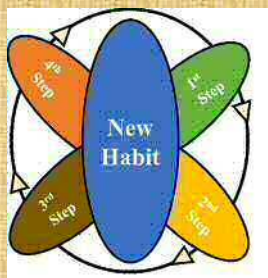
4th Step: Make It Satisfying

3rd Step: Make It Easy

2nd Step: Make It Attractive

1st Step: Make It Obvious

New Habit

4th Step · 1st Step · 3rd Step · 2nd Step

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Break A Bad Habit

(can replace the Bad
Habit with New/Good
Habit or eliminate)

Break Bad Habit

4th Step · 1st Step · 3rd Step · 2nd Step

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Break A Bad Habit

Break Bad Habit

4th Step · 1st Step · 3rd Step · 2nd Step

1.5 Reduce Exposure

1st Step: Make It Invisible

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The Anatomy of a Habit – Page 7

Break A Bad Habit

2.4 Reframe Your Mindset

2nd Step: Make It Unattractive

Break A Bad Habit

3.7 Use a Commitment Device

3.6 Increase Friction

3rd Step: Make It Difficult

Commitment Device

A choice you make in the present that controls your actions in the future

Avoid Useless Emails

1. Unsubscribe for email lists that are of limited or no value

2. Create folders for various senders and prioritize

Break A Bad Habit

4.6 Create a Habit Contract

4.5 Get an Accountability Partner

4th Step: Make It Unsatisfying

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Break A Bad Habit

4th Step: Make It Unsatisfying

3rd Step: Make It Difficult

2nd Step: Make It Unattractive

1st Step: Make It Invisible

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These are the pages in your materials

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Key Takeaways

Use WDSLL to define the desired outcomes of your Habit changes

C S S is a great way to identify Habits to create or break

Repetition is key: Stay the course, reward both small and large successes

Small steps (the "Atomic Approach") help you achieve success

The Anatomy of a Habit

Enhancing Public Trust in Government

Larry III

HABIT SCORECARD

Topic:

Daily Habits	Positive (+) Negative (-) or Neutral (=)

MY PLAN FOR CREATING THE NEW HABIT OF:

STEP ONE	MAKE IT OBVIOUS
Scorecard	
Implementation Intentions	
Habit Stacking	
Design Environment/Cues	

STEP TWO	MAKE IT ATTRACTIVE
Temptation Bundling	
Join Supportive Culture	
Motivation Ritual	

STEP THREE	MAKE IT EASY
Reduce Friction	
Prime the Environment	
Master the Decision Moment	
Two-Minute Rule	
Automate the Habit	

STEP FOUR	MAKE IT SATISFYING
Reinforcement	
Enjoy "Doing Nothing"	
Habit Tracker	
Never Miss Twice	

MY PLAN FOR BREAKING THE HABIT OF:

STEP ONE	MAKE IT INVISIBLE
Scorecard	
Implementation Intentions	
Habit Stacking	
Reduce Exposure/Cues	
STEP TWO	MAKE IT UNATTRACTIVE
Temptation Bundling	
Join Supportive Culture	
Motivation Ritual	
Reframe Mindset	
STEP THREE	MAKE IT DIFFICULT
Increase Friction	
Commitment Device	
Master the Decision Moment	
Two-Minute Rule	
STEP FOUR	MAKE IT UNSATISFYING
Accountability Partner	
Habit Contract	
Habit Tracker	
Never Miss Twice	