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FIVE ACTIONS
YOU CAN TAKE
RIGHT NOW
TO IMPROVE THE
PRODUCTIVITY OF YOUR
REMOTE TEAMS

MARY BARNES
Founder and CEO, EVOLVE.

IS THIS YOU?

2020 is a trying year.

Since March, businesses have struggled to understand how to operate remotely while keeping their employees and customers safe.

Perhaps, you regret not embracing remote work teams when they first came on the scene over 10 years ago. Perhaps, you are pleasantly surprised that your workforce is doing fairly well working remotely and keeping things moving forward. Perhaps, you hear rumblings of burnout and lost productivity on your teams.

But, you are probably also thinking about what your workforce will look like post-COVID when things can "get back to normal".

What will normal look like?

Surely, not everyone will come back into the office five days a week?

If remote teams are going to be part of your new normal, you will need to ensure those teams are productive.

In this document, I share five actions that you can take immediately (or almost immediately) to improve the productivity of your remote teams, now and into the new normal.

Successfully leading productive, remote teams might seem impossible or hard, but remote teams are just teams. The same principles apply. And, taking these 5 actions will help you see the benefits of incorporating the agility of remote work into your organization long term.
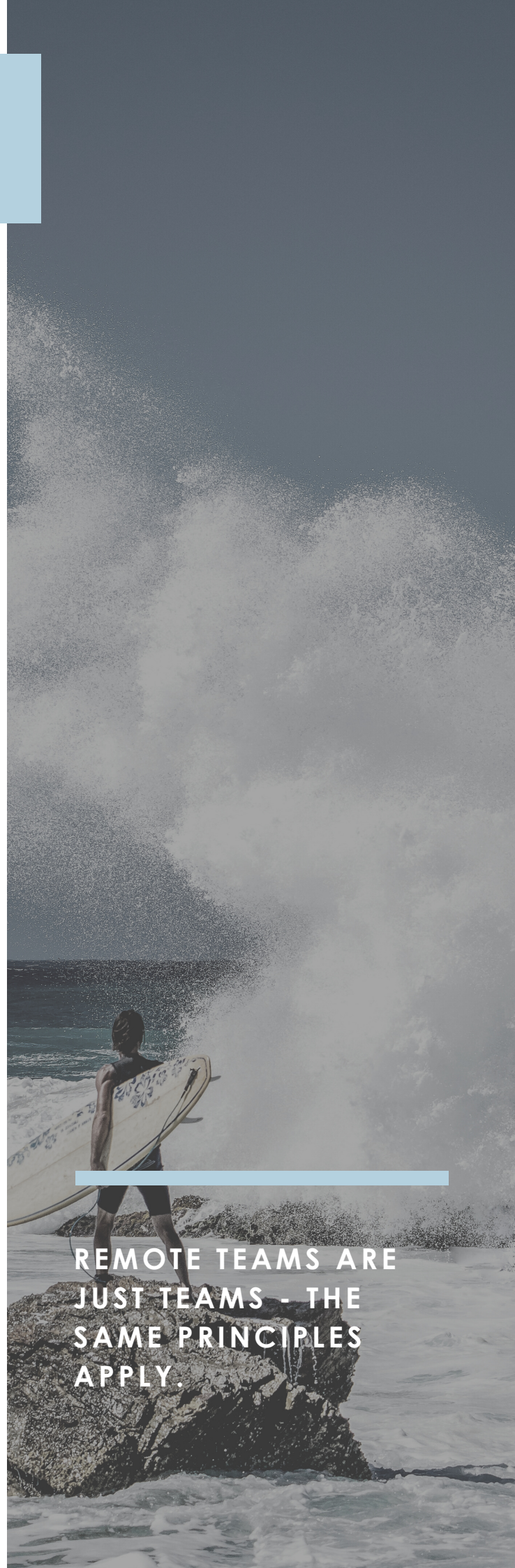
REMOTE TEAMS ARE JUST TEAMS - THE SAME PRINCIPLES APPLY.

WHERE WE ARE TODAY

Today, we are trying to get by.

We are burnt out from constant ambiguity and stress, both related to work and all of the other ambiguity and stress out in the world right now.

We're getting by the best we can. Things that aren't absolutely necessary are getting pushed to the side until "things get back to normal."

Problem is, we don't really know when or IF what used to be normal is ever going to materialize.

It is time to start thinking about, and planning for, a new normal.

Working in a remote way might have revealed some weaknesses among your team... and with yourself. It might be a lack of available technology - or technological savvy.

You might be seeing symptoms of employee burnout, lack of trust, and poor management controls emerge.

If that is the case, I have good news and bad news. The good news is that it isn't a "remote work" problem and it is fixable. The bad news is that you have some fundamental issues that remote work has helped bring to light. We can work together to fix it.

WHERE WE'RE GOING

Employees are the most expensive and important resource any organization has. And, engaged employees can drive profit and growth like no other resource. We need to take care of our employees. This is even more true with a remote workforce during uncertain times.

EVOLVE is obsessed with helping organizations increase the productivity of all teams, remote teams in particular. Imagine an organization where work is what you do, not where you are. Imagine the cost savings associated with reduced office space. Imagine the ability to reduce your carbon footprint while saving that money. Imagine being able to attract, recruit, and retain the top talent from anywhere in the world, and pay them based on the cost of living where they live. Imagine engaged employees devoting discretionary effort to your organization to accomplish the strategic goals. That's where we're going. Are you with us?

BUT FIRST, DEFINITIONS...

It is always a good idea to make sure we all mean the same thing when we use the same words

REMOTE TEAMS
For our purposes, remote teams are workgroups or work units, reporting to the same supervisor or leader, where one or more of the team members works from a different location than the other team members. Also referred to as "dispersed teams."

VIRTUAL TEAMS
We will not use the term "virtual teams" in this document because this term is sometimes used to describe cross-functional teams where all team members have a different work supervisor.

MANAGEMENT
If we use the word management it is in reference to the act of managing a task (for example, performance management). Management is not used as a noun to refer to a person, role, or group of people.

LEADERSHIP
When referring to a person, role, or group of people who direct the work of others in an organization, we will use the term leadership. We use the term leadership to refer to all people in a supervisory role because we hope the leadership qualities of vision, strategy, and inspiration are exhibited at all levels.

ORGANIZATION
This term means any group of employees that is headed up by a leader with control over the budget and decision making process. This can mean the CEO or president. It could also be the head of a department or region. Different organizations are set up and organized differently, so we use the term organizations to cover everyone.

PRODUCTIVITY
For our purposes, we will define productivity as the ratio of work output per employee, compared to a baseline of productivity pre-COVID. In some cases, this might be measured and tracked directly. In other cases, it might be extrapolated from other organizational metrics.

ABOUT MARY

ENGAGED, PRODUCTIVE TEAMS CAN ACCOMPLISH MORE TOGETHER THAN TWICE THE AMOUNT OF PEOPLE WORKING INDEPENDENTLY.

Hi! I'm Dr. Mary Barnes. I have spent over two decades leading people and projects in almost every industry - from construction to local and federal government to law enforcement and operations.

Over the past seven years, I have specialized in helping executives lead and transform their own teams. This includes fixing ineffective teams and helping entire organizations transition to remote teams, saving millions in both annual leasing and operating costs, all while losing nothing in terms of productivity.

With the recent events in the world today, I have heard from so many employees and executives about how difficult the transition has been and asking for help.

I know from experience how transformational productive, remote teams can be for organizations. I have improved the dynamics and productivity in teams, remote and otherwise, in all types of organizations and industries.

This document gives you some quick hit, easy actions you can take to see some immediate improvement.

If this resonates with you and you want to see and hear more, we can talk about getting your leadership team together for a 90-minute workshop to dive a little deeper a customize a plan or getting some people enrolled in SURF School, starting in January.

Read on. Details on next steps are your reward at the end of the document.

THE 5 ACTIONS

TO IMPROVE THE PRODUCTIVITY OF YOUR REMOTE TEAMS

In honor of "bottom line up front", here are the five actions to take to improve the productivity of your remote teams.

I wrote them in such a way that they can be taken immediately and they all include easy one-pager instructions you can share in an email with your direct reports. Easy peasy.

ACTION #1: FIRST/ LAST 30   /10
Define the tasks to complete during the first and last 30 minutes of every day for maximum efficiency throughout the day.

ACTION #2: TEAM NORMS   /12
Now that teams are operating remotely, they need to redefine the team norms based on the current operating environment.

ACTION #3: RESULTS-BASED WORK   /14
No more managing by walking around and delegating work out step by step. Put employees in charge of a specific process or result and see productivity soar.

ACTION #4: FILL THE VOID   /16
Providing organizational context is no longer done in the course of your day. In the absence of clear messaging, employees will make up their own. Fill the void with deliberate messaging to your workforce.

ACTION #5: EMPATHETIC COACHING   /18
Managing performance seems hard in remote environments because difficult conversations are hard. Meet employees where they are. Use coaching principles instead of punitive actions to improve performance when possible.

WHY BOTHER?

BENEFITS OF PRODUCTIVE, REMOTE TEAMS

HERE ARE SOME KEY BENEFITS OF HAVING PRODUCTIVE, REMOTE TEAMS:

DECREASED REAL ESTATE AND OPERATING COSTS

Most office buildings are only at 50-60% capacity at any given time because of leave, offsites, etc. What if you could reduce your carbon footprint AND your cost for leasing and conditioning office space by 40% or more?

CONTINUITY OF OPERATIONS

According to the Office of Personnel Management, the U.S. Federal Government now saves over $50M in lost productivity _every snow day_ because of remote work. What if your workforce could seamlessly work any where there was power and connectivity?

BROADEN YOUR SEARCH FOR KEY TALENT

The key to effective succession planning is having a big enough pool of candidates. If you could expand the pool to anywhere in the world, you could find the right fit without the constraint of geography.

HAPPIER EMPLOYEES

Reducing the need for an employee to commute every day (or at all) and having a more flexible work day as needed means less sick and annual days off and more productive, happier employees.

WHY DO IT THE EVOLVE WAY?

BENEFITS OF PUTTING EMPLOYEES FIRST

YOU CAN ONLY FORCE PRODUCTIVITY FOR SO LONG. DOING IT MY WAY INCREASES PRODUCTIVITY WHILE IT ALSO:

INCREASES ENGAGEMENT

Employee engagement is more than a pizza party and kumbaya... It is actually a measure of how much discretionary effort an employee is willing to devote to your organization. As a rule, employees only devote that extra effort to an organization where they feel heard and valued. Improving productivity in a collaborative, people-first way builds bridges and repairs past mistakes to engage and empower employees - that in turn impacts your profit and growth.

DECREASES BURNOUT

Everyone in 2020 is facing an increased amount of ambiguity, difficult choices, and general anxiety. That needs to be acknowledged as a part of any process to increase productivity. Humans aren't machines and don't respond well to programs that treat them like they are.

ENSURES ALIGNMENT

The first thing we look at when we come into organizations to help with productivity and culture is the alignment of what they say, what they do, and what they measure. They rarely align as well as they should. An organization's measures of success should align to and drive towards their espoused culture. And, both of those things should align to and drive towards the espoused values. This alignment builds trust and helps the organization fulfill its promises to employees, customers, and stakeholders.
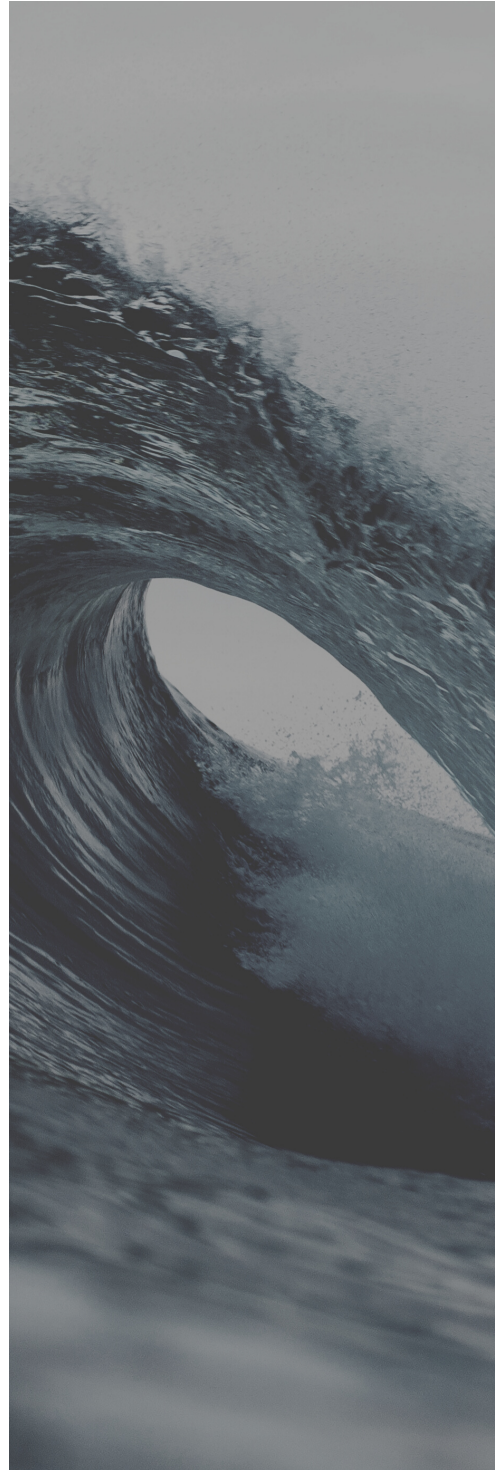
THE 5 ACTIONS

Today, even before taking any action on these pages, you've got great people doing the best they can to figure it all out.

You've got people who feel burnt out. Frustrated. Out of touch. Desperate for connection. Help them set boundaries by sharing the First/Last 30 tool. Help them build new team norms by facilitating a conversation.

You've got team leaders stressed out about managing performance. Skeptical of how much work is actually being done. Help them learn to manage to results and coach their teams with empathy.

You're hearing bits and drabs of it all and worried about when that actually starts to impact revenues and growth. Help to fill the void with positive messaging.

After taking these five simple actions, everyone will start and end their day with clarity and purpose.

The team will no longer have to guess if and how team norms have changed. Team leaders and employees will be clear on what success looks like for them and how to measure it. You will be resolving some of the ambiguity with deliberate messaging and organizational context. Everyone will know the rules of engagement to work together positively and productively.

Ready? Well... Let's get started!

FIRST/LAST 30

"Mary's guidance and insights have been instrumental in changing the way that I think, do business, and relate to others. If you want to affect transformational change in your organization, Mary is the right person for the job and I highly recommend her!"

- Dion Duarte,
Ft. Worth, TX

My typical morning used to look like this:

I would get up and get ready. Once downstairs, I would let the dogs out and look at my phone.

Inevitably there were 101 things that needed my attention... Emails needed answering, the reminders I set for the day were binging, my text/ chat messages were full of quick-hit requests, and my news and social media apps beckoned as an infinite source of time suck.

Research says that the first two hours of the day are the most productive. And yet, I was consistently wasting time on menial tasks, only looking up to realize it was almost lunch time and I had spent the entire morning helping other people check off their to-do list while not addressing my own list at all.

This stopped when I implemented "First/Last 30."I created a routine that I do for the first and last 30 minutes of every day. This helps me stay focused and increases my productivity significantly.

FIRST/LAST 30

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☀ FIRST 30

During the first 30 minutes, you want to spend time plotting out your day. Try to fill the first two hours of the day with those items that require the most analysis and thought. Save clearing your inbox for later in the day.

TOP 3 PRIORITIES FOR THE DAY

1. _____

2. _____

3. _____

PLOT OUT YOUR DAY

A) Today, my quitting time is: _____

B) On your calendar, or a scrap of paper, block out your day, starting with meetings and other things that can't move

C) Next, use the biggest blocks of time left for working on your top three priorities

D) Fill smaller chunks of time with opportunities for phone calls, connecting, and networking

E) Any remaining time is for brain breaks, admin stuff, and clearing out your emails

☾ LAST 30

During the last 30 minutes (which should start at the scheduled time every day), you want to get organized for the next day. That includes making notes to yourself, gathering supplies, etc. Anything that will get you organized and ready to start the next day.

DO NOT skip LAST 30 in order to work 30 minutes more.

GET ORGANIZED FOR THE NEXT DAY

A) Make yourself notes so you can quickly get back "in the zone" when you pick things back up tomorrow

B) Pull together needed materials now so you are fully prepared to start work tomorrow

C) Assess that to-do list. Delegate, dump, or move forward items that you didn't get to today

D) Clear out your email box and add notes to step A as needed

E) Take a deep breath, close your "office door", and leave work at work

TEAM NORMS

When teams transition from a mostly in-person team to a mostly remote or dispersed team, the old team norms (that were either deliberately or organically created) no longer completely serve the team.

Unless the team leader makes a deliberate decision to facilitate a session to help create new team norms, the team can struggle silently for years.

In fact, leaders that claim remote teams are less productive than in-person teams think that because new team norms weren't defined based on the new reality.

Don't let your teams struggle in silence! One casual 30-minute discussion/ workshop led internally by the team leader can do wonders to support the members of a new, remote team in accomplishing their best work.

"We've had other contractors come in and do this. They didn't get to the heart of the matter like you did. We didn't see as much of a change after they left like we did after you left. I'm really looking forward to having you come back next year to help us keep getting better."

- Workshop Participant, Boston, MA

CREATING NORMS FOR A REMOTE TEAM

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Transitioning a team from in-person to remote, especially when done in response to external forces and not as a result of organizational intent and planning, means that team norms will change, even if not done deliberately. A simple 30-minute collaboration session with all members of the team can do wonders to resolve any concerns, challenges, or issues you've been having working remotely.

PURPOSE: Discuss challenges and concerns around working remotely and develop team norms to help address them.

FORMAT: 30-minute video meeting

OUTPUT: Agreement on 3-7 norms the team will adopt to address the top concerns.

QUESTIONS FOR DISCUSSION:

1. WHAT ARE SOME OF THE CHALLENGES PEOPLE ARE EXPERIENCING?
2. WHAT ARE SOME OF THE WAYS PEOPLE HAVE BEEN EXPERIENCING WINS AND MAKING IT WORK?
3. WHAT TEAM NORMS COULD WE ADOPT TO HELP ADDRESS THE CONCERNS?

EXAMPLES OF CONCERNS

- The team meetings are the same time as my kid's biggest break for online school
- I never know if someone is working on a project or if they're available for an ad hoc brainstorm
- I feel stress about always being super responsive and it impacts my ability to focus
- I don't know when to use phone vs email vs chat vs video
- I miss seeing everyone's face and having informal conversations without an agenda

EXAMPLES OF NORMS

- Change the time for the team meeting, publish meeting minutes, explicitly allow flex schedules
- Use technology to show availability in real time, always chat first, send invite with ability to suggest new time
- Set response times for each type of communication, choose a core time block where you are always immediately available
- Set protocols for each based on content length, urgency, level of detail, etc
- Have meetings officially start on the :15 so the first 15 minutes can be informal discussion, have a virtual pot luck once a week

RESULTS-BASED WORK ENVIRONMENT

"We've done these exercises all before but with you it was so quick and effortless.

Sometimes the regions feel very separated from Central Office. This alignment work is really important, especially in the field offices."

- workshop participant, Chicago, IL

Some leaders are only comfortable believing that their employees are productive if they are in the office. This is actually a huge red flag. It shows a lack of trust and management controls that will eventually become an issue whether you are in the office as a team or not.

The solution is cascading the organizational strategic goals down to the individual goal level. After all, for an organization to achieve its strategic goals, leaders and employees must work together to establish goals at all organizational levels that align and, as they are accomplished, roll back up to produce the larger, strategic goals.

Once individual goals are clear, team leaders and individual employees can develop clear definitions of success that can be used to measure progress, no matter where the employee works.

RESULTS-BASED WORK ENVIRONMENT

When the team leader and team members are not co-located, performance management is one of the biggest issues, right behind trust. This is typically because being face-to-face is a crutch that compensates for poor management controls. Below are 4 steps for developing clear performance goals and managing to those goals - all without micromanaging.

PLANNING

| ORGANIZATION GOALS | DEPARTMENT-SPECIFIC GOALS | WORK UNIT GOALS | INDIVIDUAL GOALS |
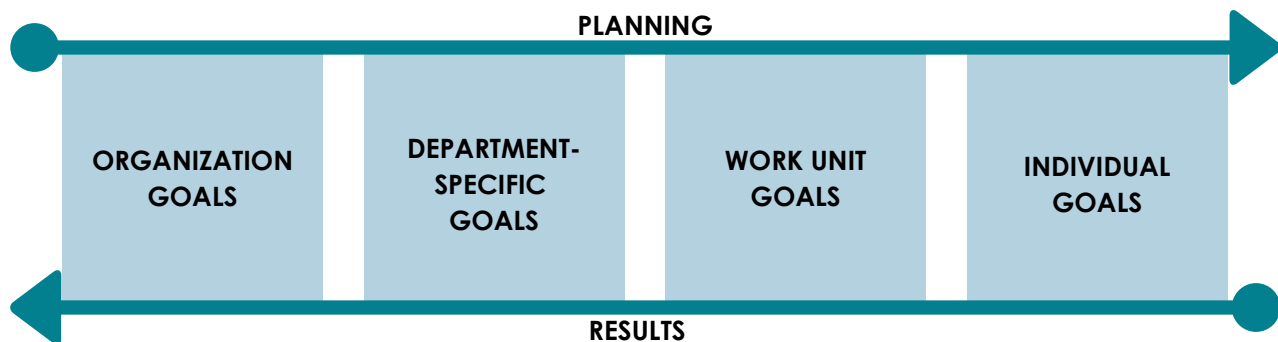
RESULTS

STEP 1 - ALIGN GOALS

Organization goals are accomplished by individuals. In order to ensure that the results are what is desired, leaders must communicate and translate the strategic goals down in the planning phase, so that the results trickle up in the implementation and results phase.

Once you've aligned goals, you're three steps away from an effective and clear performance plan. As a bonus, ask your team members to develop this for themselves and present it to the team leader. This makes sure the employee perspective is included and reduces effort on the team leader - or better yet, do it collaboratively as a team.

2 DEFINE KEY ELEMENTS

For most jobs/positions, there are three to five key capabilities that an ideal employee must have to be successful. The next step, after aligning goals, is to name these capabilities.

Some examples of these capabilities might be: project management, financial analysis, relationship building, data analytics...

What fits best for each position?

3 CREATE MEASURES

Employees are most productive when there is a clear yardstick used to measure success. It isn't fair to hide it and make them guess.

Measuring success can be tricky, especially in knowledge work. Measures should focus on results and encourage creativity on the process to get there. Employees will know best their output and how best to measure it, so be sure to ask them.

4 CLARIFY LEVELS

Every employee should be 100% clear on the capabilities they need to exhibit and the results they need to achieve to get various levels of success according to your organization's performance system. Pass/Fail or 5-tier or something else... it doesn't matter. You just want to make sure employees are crystal clear on what each level looks like and what the team leader's expectations are. Don't make them guess.

FILL THE VOID

When employees aren't in the office together, the ability to gain organizational context is hindered. It is harder to get the informal, big picture information employees are used to having to inform their decisions and actions.

Maybe you've noticed important concepts being shared or decisions being made that are myopic or ill conceived. This is because organizational context is missing.

You, as the leader, are responsible for filling the void and providing context in a meaningful way.

The next page offers options on how to provide context and to remain aware of the pulse of your organization. Every leader must identify one or more technique that fits their style and situation. The most important thing is to communicate effectively with your people!

"Working with Mary is like talking to a lifelong friend you just met. Her easy style makes the conversation just flow and before long you are having a deep, insightful conversation about goals you didn't realize you had. Her inquisitive nature lets her easily ask probing questions about past and current roles that serve as guideposts for contemplation about future opportunities. In the end, you just want Mary to be your friend, mentor, and counselor because everyone needs her kind of magic in their life."

- Michael Elkin, New York, NY

FILL THE VOID

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DEPT/ REGION MEETING	TOWN HALL MEETING
LUNCH N LEARN	AD HOC
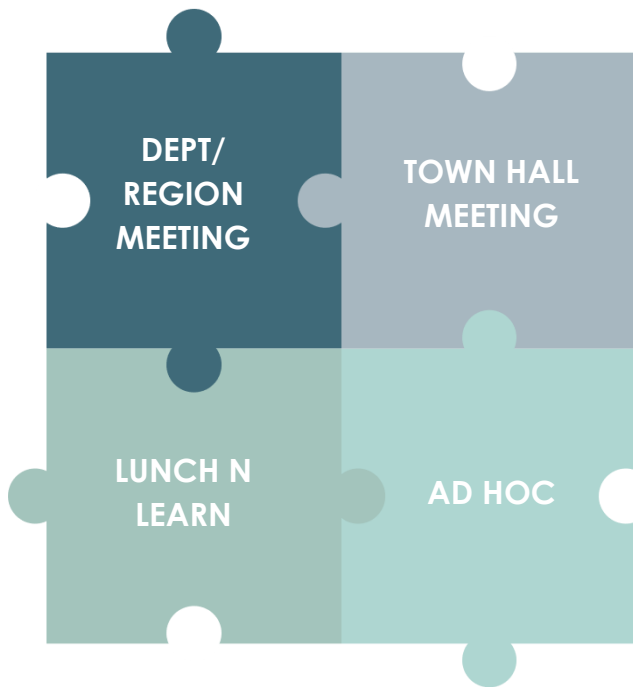
DEPARTMENT/ REGIONAL MEETINGS
<u>Purpose</u>: To allow senior leadership access to different work groups to hear their concerns and ideas.
<u>Goal</u>: Attend every department and regional meeting at least once per year. If there are 12 departments/regions, that might be once/ month.

TOWN HALL MEETINGS
<u>Purpose</u>: To meet and address employees all at once.
<u>Goal</u>: Provide regular town halls on a quarterly basis.

LUNCH N LEARNS
<u>Purpose</u>: To enable small groups of employees to sit down with senior leadership and informally discuss a topic over lunch.
<u>Goal</u>: Meet monthly with 10-20 employees max, with a theme or topic for each month.

*Note: While the options on this page might have previously been offered in person, all of these options have been successfully implemented remotely in numerous organizations.

AD HOC OPTIONS

INFORMAL   FORMAL

20 QUESTIONS
Record a video where you answer 20 questions in rapid fire. Include both personal and professional type questions. Encourage employees to submit their burning questions for the next installment.

THE MORE YOU KNOW
Send out brief videos blurbs in the style of the famous PSAs.

FORMAL EMAIL UPDATE
Send out a formal email with all types of well-organized information everyone needs to know. Include points of contact for each update. You can even include links to articles where the organization is in the news or other pieces of information that would provide the needed context. This should go out from the top of the organization, even if others help craft the messaging.

RANDOM THOUGHTS WEEKLY RECAP
Write an informal email with your musings and reflections, as well as any important updates for the week. Share with your leadership team and encourage them to share it down with their own cover.

Q&A VIDEOS
Encourage the workforce to submit a video question and respond to a few a week/month in a response video.

SHARE EMPLOYEE WINS
Ask employees to share their wins and share them on a regular basis.

EMPATHETIC COACHING

"**Mary sits at the intersection of strategy, change management and impact. I worked directly with Mary for more than five years as I watched her grow and mature organizational workforces. She has a devout following, passion for all things workforce transformation, and an eye for making lasting/impactful improvements to organizations. She is not afraid to tackle even the biggest of challenges, and doesn't shy away from fighting the good fight.**"

**- TJ Londagin,
Washington, DC**

As leaders, remote teams require us to put true leadership into practice.

Adopting coaching as a way to improve performance, focusing on meeting employees where they are and setting them up for success to grow and evolve, is the single biggest step we can take to improve our leadership - and our team's productivity.

Gone are the days where we can ignore poor and mediocre performers or use command and control to twist arms to get employees to perform.

The power of coaching comes from the power of questions. A well-timed, powerful question can influence, calm, inspire, encourage, and transform. Harnessing this power with an employee-first perspective will transform both you as a leader and your team.

EMPATHETIC COACHING

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The first step in empathetic coaching is centering your focus on the employee being coached. Take time to reflect on the six components below for a single employee, taking notes as needed.

DEFINING TRAITS & BEHAVIORS
Consider one of your employees and ask yourself the following:
- Does s/he prefer public or private recognition?
- Is s/he detail-oriented or a big picture thinker?
- Is s/he curious or accepting of the status quo?
- Is s/he introverted or extroverted?

IMPROVING WEAKNESSES
Considering that same employee:
- What areas are you currently focusing on for your employee's improvement or development?
- Is it clear the employee what needs to improve and to what degree?
- Are there any areas for improvement you have not yet discussed with the employee?

LEVERAGING STRENGTHS
Considering that same employee:
- What are your employee's strengths?
- How are you currently leveraging them?
- How could you leverage those strengths even more?

IDENTIFYING BARRIERS
- What obstacles do you predict in coaching this person and how will you resolve them?
- Does this person resist change or feedback?
- Are there trust issues between you and this person?
- Does this person lack self-awareness? Do you?
- How will you work to overcome or resolve these barriers?

POWERFUL QUESTIONS
Concerning the same employee:
- What powerful questions have you (or others) asked before that have been successful?
- What powerful questions could you ask to improve performance and help him//her develop?

MANAGING PROGRESS
Concerning the same employee:
- What has been successful for you in the past in managing his/her progress?
- How will you manage progress and hold your employee accountable for the goals they are accountable for, as well as any goals they have set for themselves?

Once you have taken some time to reflect and level set your own ideas around an employee, the next step is to set up a meeting. Use video. Use bullet points to keep yourself on track. Be blunt but kind. Ask lots of questions. Listen. Ask what they need from you to be more successful. Reassure them that you are committed to setting them up for success. Don't judge - help them reflect and see how others see them. Connect. Be open to feedback yourself. Practice makes perfect - you get better by doing. Have one of these meetings with each employee - you'll be amazed how much you learn! And, if doing this frightens you, email Mary!

NEXT STEPS

CHANGE DOESN'T HAPPEN WITHOUT DELIBERATE ACTION

1

FOLLOW THROUGH

Whether you read every word or you skimmed the content and skipped to the end, you are here now. The first thing you should do is follow through on the five actions outlined in this document.

Take action right now.

Seriously, I'll wait.

Put this down and send an email, set up a meeting... whatever you need to do to create momentum on these actions. They seem simple, but they can be transformational for you and your teams, if you let them.

2

SHARE

This document is designed so that each of the five actions have a stand alone one-pager that you can send out on its own as you work with your team(s) to take the action recommended. Please take advantage of that. You have my permission to save those one-pagers as individual files and send them out to your people.

Also feel free to send the entire PDF to your leadership team and your network. The more people this information can help the better!

3

EMAIL ME

I can't help you take it to the next level until you reach out and let me know how things went for you. So that is your final action (for now).

Reach out and let me know how these actions landed with your organization and what benefits you saw (or what obstacles you faced).

I'd also love to talk to you more about the workshop and SURF School. Both are great ways to create a competitive advantage and create the highly-productive, remote and hybrid teams that will take your organization into the future.

LEADERSHIP WORKSHOP

"When I took over the region, there was a lot of infighting and we were losing money. After (Mary) came in to help us collaboratively develop and implement our plans, we started truly working as a team and are on track to exceed all of our financial goals this year. (Mary) helped me harness the momentum of being the new executive and brought the region together."

-Regional executive, Portland, OR

If the actions in this document make sense to you and you see how these actions (that you have already started taking action on, right?) can help improve the productivity in your organization for the long term, you are our people!

EVOLVE is committed to helping leaders like you achieve peak performance in all areas of their organization.

Let EVOLVE host a workshop with you and your leadership team!

We know that finding 90-minutes where the entire leadership team can get together to think and strategize can be hard. It is an investment.

Our investment in you is that we do this workshop for free. That's right. We ask for no financial investment, just your investment of time.
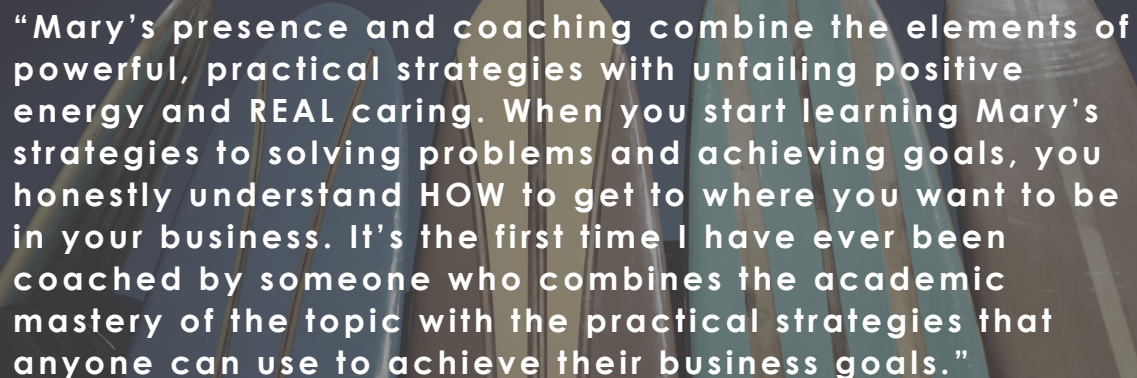
Together, we will identify what is and is not working today in your organization, across several aspects.

As an output, you get (1) a completed Gap Analysis Workbook, (2) a Prioritization Matrix, and (3) Implementation Recommendations.

And, if you like how we work, you agree to sit down with Mary to talk about potential paid work to help your organization reach peak performance. If we aren't a fit, we part ways and you still have a gap analysis worth $2500 or more.

ARE YOU READY TO SET UP A LEADERSHIP WORKSHOP? EMAIL ME AND WE'LL SET UP A TIME.

INTRODUCING: THE SURF SCHOOL GROUP PROGRAM

"Mary's presence and coaching combine the elements of powerful, practical strategies with unfailing positive energy and REAL caring. When you start learning Mary's strategies to solving problems and achieving goals, you honestly understand HOW to get to where you want to be in your business. It's the first time I have ever been coached by someone who combines the academic mastery of the topic with the practical strategies that anyone can use to achieve their business goals."

-Caroline Brown, Durban, South Africa

If these tips and tricks resonate with you, are you ready to take the next step?

Enrolling your people in SURF school will empower your leaders to build and maintain productive, remote teams.

We have just announced SURF School, a new group program that takes all of the tools, templates, and tricks we have used over the years to help organizations make the successful transition to remote and hybrid teams.

SURF School starts on 11 January 2021 and goes through 19 February 2021. There will be live video calls twice a week as well as ongoing coaching and feedback throughout the program.

The Leadership Gap Analysis Workshop is included in the school enrollment and is intended to be completed before the class starts in January.

The cost per person will be $2500. However, if you want to have a group of leaders or change agents to go through as a group, we offer a significant discount for the third person on for a group of people with the same business email.

Between the live calls, individualized feedback, and one-on-one coaching, each participant will receive at least 80 hours of instruction throughout the six week program and will leave with everything they need to create productive remote teams in your organization.

IF YOU ARE INTERESTED IN SURF SCHOOL, CLICK HERE FOR MORE INFORMATION

WHY SURFING?
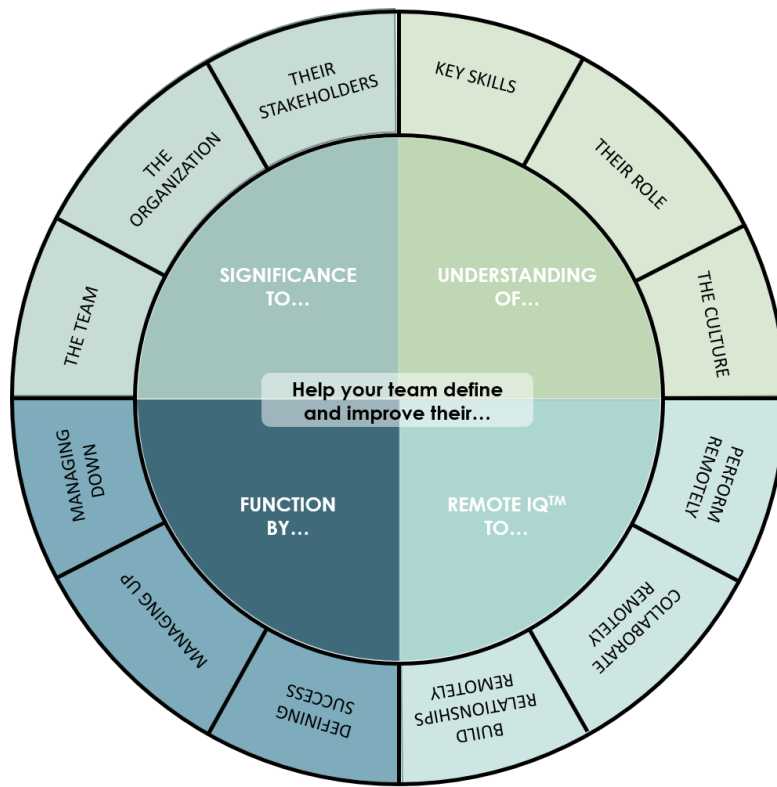
SURF is the acronym for our proprietary model for productive remote teams.

To have productive remote and hybrid teams, you must help your teams define and improve their:

SIGNIFICANCE to the team, the organization, and their stakeholders;

UNDERSTANDING of key skills, their role, and the culture;

REMOTE IQ to perform, collaborate, and build relationships remotely; and,

FUNCTION by defining success, managing up, and managing down.

As we look to implement this framework, we go through a four phase methodology.

PHASE 1: Check the Swell. This is the Gap Analysis that is typically completed through the Leadership Gap Analysis Workshop

PHASE 2: Paddle Out. This is the focus of SURF School where we build a customized plan, based on the information from phase 1.

PHASE 3: Surf the Wave. This is where the implementation and institutionalization of desired behaviors occurs.

PHASE 4: Practice Makes Perfect. This is the evaluate and adjust phase so the changes stick.

IF YOU ARE INTERESTED IN SURF SCHOOL, CLICK HERE FOR MORE INFORMATION
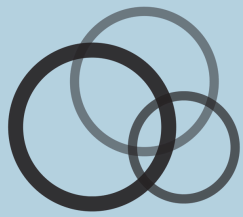
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GOT ANY QUESTIONS?

DON'T BE SHY!

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