COVID19: Driving Positive Change Through Adaptive Leadership

with Antonio Rios
IN ONE OF THE MOST TRANSFORMATIONAL TIMES

IN HUMAN HISTORY
Webinar Objectives

By the end of the webinar, you will be equipped to:

• Examine the impacts that COVID19 has had on you, professionally and personally, and its effects on your ability to lead.

• Assess the extent to which you have adapted to become a virtual leader, and its effects on your workforce.

• Emerge as a more effective leader by mastering your virtual presence and driving positive change throughout your organization.

Target Audience

• Team Leads
• Supervisors
• Managers
• Organizational Leaders/Senior Executives
• Departmental Agency Heads
Introductions First, Starting with You

Poll 1: Tell us about yourself

1. Gender
   - Male
   - Female

2. Employment
   - Public Servant
   - Private Sector

3. If Public Servant, GS/SES and Position
   - SES
   - GS14/15, Leader
   - GS13 or other

4. Relationship to American University
   - Key Student/Graduate
   - AU Faculty
   - Other
Objective 1
Examine the impacts that COVID19 has had on you, professionally and personally, and its effects on your ability to lead
Examine the impacts that COVID19 has had on you both professionally and personally

Poll 2

1. Has working remotely positively or negatively impacted your personal life?
   • Personal Life: Positively
   • Personal Life: Negatively
   • Personal Life: Unaffected

2. Has working remotely positively or negatively impacted your professional life?
   • Work Life: Positively
   • Work Life: Negatively
   • Work Life: Unaffected
Using the chat feature, share with us some examples of the frustrations you are experiencing as a result of having to work and lead remotely.

I have many, starting with.......
Objective 2: Organizational Assessment
(From a Technological Standpoint)

• Was your organization able to shift to 100% telework without skipping a beat?
  • If not, examine why and consider investing resources to get you back on track and mobile ready.
  • If you had a seamless transition, tell others how you did it and how valuable its been during a crisis, but also in regular times.

• Has your organization’s productivity suffered because everyone is working remotely?
  • If so, examine why and consider investing resources to get you back on track and mobile ready.
  • If not, tell others how you did it and how valuable its been during a crisis, but also in regular times.
1. Articulate What Your Organization Is Trying to Do
   The first goal of any leader should be articulating as clearly as possible the challenges your organization faces, what you are trying to accomplish, and how you intend to navigate the crisis.

2. Overcommunicate
   Successfully explaining your organization’s new path forward. Overcommunication doesn’t mean opening up this fire hose with a lot of noise, copying everyone on every single email ….efforts should focus on being exceptionally clear on the most mission-critical items you have identified.

https://insight.kellogg.northwestern.edu/article/how-to-lead-your-suddenly-virtual-team-through-crisis
3. Know When to Micromanage and When to Entrust to Your Team
Ordinarily, a CEO would not spend time thinking about cash collections or accounts receivable, but when half your revenue vanishes overnight, cashflow takes on a new urgency. The same principles apply to public service. And when everyone is working from home, you owe it to yourself and your team to be crystal clear about who has responsibility for existing and new projects, shift or restate which projects take priority, and tell them exactly when and how (IF) you want to be involved in any decisions.

4. Establish Ground Rules for this New Way of Communicating
Traditionally, most leaders (not all, I know that some of us love our technology), but the majority of Senior Leaders, Agency Executives, and highly influential Political Appointees are accustomed to email, people sending them a folder with whatever needs to be signed, and of course there has to be a well-traveled yellow grid containing everyone’s actual initials, proving to that executive that their underlings reviewed the document and cleared it, before it hit their desks.

https://insight.kellogg.northwestern.edu/article/how-to-lead-your-suddenly-virtual-team-through-crisis
5. Make Sure Your Workforce is (Physically) Set Up for Success

Everyone on your team should have a workspace in their home. Many of us are lucky to have a separate room or sectioned-off space where we can rest our laptops – that is our home office. “I can guarantee,” says Hyman, “that some of your team, if for example they live in a studio apartment, their ‘home office’ is sitting on their bed. That’s not how you can get work done.”

Hyman is 100% correct. The expense of paying for a cumulative micro-trauma injury as a result of sitting all day at some make-shift work space will cost much more than assessing the space where your staff will work. The U.S. government pays nearly $3 Billion annually on workers’ compensation claims. In order for us to telework, we must have a written telework agreement.

You know your organization’s budget best, but showing your staff that you are willing to invest in their well-being goes a long way. A wireless head-set, along with a wireless mouse and keyboard will make a HUGE improvement, all for less than $100 per person. If they need to borrow 1 monitor from the office, let them.

https://insight.kellogg.northwestern.edu/article/how-to-lead-your-suddenly-virtual-team-through-crisis
How to Lead Your (Suddenly Virtual) Team through a Crisis

Jeff Hyman, Kellogg School of Management

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WHAT MAKES AN EFFECTIVE DIGITAL LEADER?

Objective 3

Emerge a New Leader
1. Customer Centric: Focus on how your Primary Customer “experiences” the services you provide, and find ways to improve upon that Experience.

2. Tech Savvy: Delivering your services in a convenient and efficient manner will undoubtedly involve technology. If you understand how to integrate technology to enhance that Experience better, you will Lead more effectively.

3. Visionary: Have a strong vision and purpose, and convey it convincingly. Be a leader that people want to follow.


Embrace Communications Technology

Leaders before us embraced radio and television to reach larger audiences to articulate their vision and deliver their message. It is our time to leverage technology, and increase the virtual reach of our message. Through graphics and video, your audience can visualize and feel your organizational vision. If done right, your followers will understand that the benefits of any change effort you are leading will quickly outweigh the inconvenience and uncertainty during its transition.
• **Improve Your Talent Management and Recruitment**

After COVID19, the size and geographic make-up of your workforce will continue to change. To recruit top talent, you will need to offer workplace flexibilities, and to shrink your office space footprint and contain costs, this is the way of the future.

• **Global Economy, Travel Demands**

Video technology allows us to communicate our vision more effectively.
Technology is Crucial when Managing Remotely

- Instant Messaging
- Video Conferencing Multiple Parties
- Video Calling Individual People
- Remote Access and Desktop Sharing
  - Peer to Peer
  - Group Desktop Sharing
If you are ready to adapt and embrace this opportunity of a lifetime

Here are some useful tips on the various technologies available to most of us in government, and where they best fit when attempting to mimic or enhance existing practices.
Skype for Business:

An invaluable tool that greatly enhances routine, day-to-day communications with immediate staff.

Much better than email, provides for rich interaction with instant resolution of the immediate problem.
Skype Desktop Sharing:

This tool allows you to share with others what you are seeing on your desktop. Great for viewing or working on files as a group. Avoids back-and-forth emails trying to describe how you want to see an end product.
Skype Video Features:

Allows you to directly engage with the person, in a face-to-face setting.

Certain interactions require that personal touch.
Microsoft Teams

Best for Virtual Teams working on specific, long-term projects requiring permanent workspaces (aka channels).
Webinars: For Large Stakeholder Gatherings

Depending on your objectives, decide and plan ahead:

• Moderated or Unmoderated
• Should you hire a professional or utilize staff?
• Is Interactivity and input required by the participants?
• How important is records management if stakeholder input is provided?
• Is the meeting satisfying rulemaking requirements or designed to obtain a regulated community’s input prior to proposing regulations?

Advantages and Disadvantages
Training Your Workforce:

Integrate Rich Media Content with Learning Management Systems
Empower your customers to help themselves

Welcome to ECOMP
The Employees' Compensation Operations & Management Portal

Have you been hurt on the job?
If you are a Federal Employee or a Contractor and have sustained a work-related injury or illness, use ECOMP to report the incident to your supervisor.

Need to upload a document?
Stakeholders and interested parties can use ECOMP to upload documents to active FECA cases. You can upload letters, medical reports and other supporting documentation. You will need the official FECA Case Number and other identifying information to use this feature.

Sign In
Email or Username
Password
SIGN IN
Forgot password?

Track status of form or document
Enter EOV or DOC 
TRACK STATUS

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CONTACT THE OFFICE OF INSPECTOR GENERAL.

Build Tech-Based Solutions, Tools and Products
Are you Ready to Become a Virtual Leader?
LEADERSHIP MOTIVATION & GROWTH

BIG CHANGE