CLIENT Module 1 agenda and activities – ABCs of Virtual Leadership

Module 1: Asynch Conference (to be completed prior to workshop)

Activity/topic	Purpose	Other
Make intros on line, including posting photo of self. Include a question that reveals a bit of the human dimension, such as: • **Describe the best meal you have eaten in the last 30 days, <u>or</u>** • **Name the best book you've read in the last three months**		
Ask: Please give us a brief summary of your background, experience in leading virtual teams		
Ask: What do you regard as some of your greatest challenges in leading virtual teams?		
Post job aid/quick reference guide to be printed in advance	Will be referenced during our workshop	1-3 pages in total
Post reference manual that covers all 3 virtual leadership modules	Participants may use this as reference manual for later	Not a prereq for these modules Not to exceed 20 pages total

Module 1 – Synchronous Workshop (90 minutes)

Time	Topic, format and contents	Format	Other
00:00 – 00:10 **10 min**	**Welcome!** • **Welcome to 1st of series of 3 modules** • Today's focus area/objectives • Roll call: As people join, ask them to enter the virtual conf room of they have not and respond to another "**social capital**" question – **explain rationale for asking these questions – benefits for team** • Ask people to **click on team slide** and note that it is under Materials to download, too • Ask people to have **team photo** somewhere visible, so they can imagine themselves all sitting around one table • **Note Job Aid** • Review agenda, process • Ground rules for today, and how they're different for VM meetings - **Say name before speaking, off mute, stay focused and ready to participate** **Introduce 3-part series** **Each has a little prework with it** Explain: • Focus for Mod 1: Accelerating Social Capital, Building Trust, Creating a Level Playing Field - 90 min	Review topics to be covered - show online agenda	Prior to workshop, we will have pushed out team photo to make sure people will open and print it prior to meeting

Time	Topic, format and contents	Format	Other
	• Mod 2: Norms/principles for successful virtual teams – 90 min • Mod 3: Managing performance from afar – do's and don'ts - 90 min		
00:10 – 00:25 15 min	**Quick verbal summary of what we learned about you from the pre-workshop virtual conference area**	Define virtual team – ask people for their responses first Verbally summarize types, locations of teams Show online prework responses - challenges	Probe challenges – ask for volunteers to name specifics

00:25 – 00:28
3 min
	ABCs of leading successful virtual teams
	
	• Why each is considered so fundamental for virtual teams, and why each is so challenging from afar
	• Define virtual teams
	• What do we mean by each term?
	• How the 3 elements work together
	    o Trust as underpinning for all else (and very tough to create virtually, without intention)
	    o Level playing field – between those near each other or near leader and among all participants
	    o Social capital – relationship-building that goes beyond the job, enabling people to know and understand each other
		Refer to ABC slide	

00:20 – 00:45 25 min	**Trust - Brainstorming Activity: What virtual team leader attitudes, behaviors and actions tend to build, or bust, trust?** **Click on both dialogue balloons and ask people to add an idea or two to each side. Build on others. (@2-3 minutes)**	Review responses and reflect as group - Start with trust busters – review a few ideas and comments – Nancy to comment with more ideas Go to trust builders – spend more time here – Nancy to review a ideas and comments Trust-builders – top tips – Nancy to highlight a few pertinent ones	Invite people to comment, give examples, volunteer more responses Show slide *Top 3 tips for building trusting relationships – refer to our job aid, which has a few more tips – remind them they can download from our conference area*

00:45 – 001:05 20 min	**Creating a level playing field:** Nancy to discuss -
	• What do we mean by level playing field?
	• Typical "yardsticks"
	   o E.g. does everyone get same info at same time?
	   o Is everyone able to fully participate in team calls (use of tech tools, time zones, etc.)
	   o Does everyone have = opportunity to shine?
	• What are some of the ways you may feel your virtual team lacks symmetry?
	• Implications for team? Leader?
		First, explain "level playing field"
		
		Show "playing field" slide and discuss key points – invite participation
		
		Then invite participation by asking people to type additional ideas into MS, and then pause to read and then discuss (@10 min for this section)
			Show "small steps – giant leaps) slide that gives a few tips for creating a level playing field (e.g. proximity to leader, other team members, power base; functions; seniority; tenure at company; experience; language mastery; etc.)

01:05 – 1:10 5 min	**Accelerating social capital:** Nancy to discuss - • Why so important to building relationships, garnering trust?	Ask participants the extent to which they do this on their virtual team – ask for a few volunteers	Show slide with watercooler front and center, with coffee and meal on either side, to remind

	• Why must be done at outset (and never stops!) • Takes time, careful choreography for virtual team leader to plan out • Needs to be done constantly, not just once or twice • Consider the many opportunities you can "chip away" at creating social capital, both virtually and in person (when you can)		people that virtual teams don't typically have the rich conversations that unfold serendipitously or over meals, in hallways, etc.
1:05 – 1:25 20 min	**Group discussion: Nancy to ask participants:** What are some ways you may have noticed that we created social capital in planning and running this workshop (e.g. asking personal questions, team photo, examples, etc.). What are some ways you do this for your team? Or would like to do for your team?	Have participants reflect on the value of the ways we helped create social capital – verbal responses Ask them to reflect ways they can help "lubricate relationships" by creating social capital, either virtually, or when FTF, or both Ask them to type in tips on bottom right of slide in chat box End this piece by highlighting a few tips from our "tips" slide	Roundtable verbal discussion, asking for volunteers, or – time permitting – doing a round-robin around the table Show slide Top Tips for Accelerating Social Capital @end of conversation
01:25 – 01:35 10 min	**Wrap up, lessons learned, prepare for next workshop** • Tip for social capital? • Reminder: Next session prework – conf area open for business in an hour or so • Final questions? • Thanks!	Model best practices for wrapping up virtual meeting Reinforce learnings for each participants Prepare for successful session next week	Show slide with wrap-up notes, next steps