



# Mondays with Mike

## AULTCARE

### Leading a Remote Team

#### The 8 laws of effectively leading from a distance

As we continue to engage with more in-person activity in and around our office, school, and social settings, there will always be the need to connect with others in a remote manner. It is now a solid option in all leadership settings.

Scott Mautz has written a new book titled *Leading from the Middle*. He devotes a section of this book to the process of leading remotely. He calls this section *The 8 laws of effectively leading from a distance*. I think we all can benefit from his reminders, given that we will always have this type of engagement in play in our lives moving forward.

1. Remember that leading remotely is still leading. Much of what feels right as a leader still applies. The actions might take a different form, but much of the intent still remains.
2. Replicate the human need for face to face. We are a visual species. Only 7 percent of our communication is "felt" from the words we speak. Using video is an absolute requirement. Period. Allow for your video feed to capture more than just your face. Body language and hand gestures will enhance your engagement.
3. Treat communication like a strategy, not an activity. Establish a frequent video and audio meeting rhythm. Spend the amount of time and attention to detail on a communication plan that you would on a strategy.
4. Leading from a distance doesn't mean things have to feel distant. Remember, you are trying to replicate a culture and the human need for connection. Find ways to close the emotional distance through creativity and connection.
5. Don't create second class citizens. When you have a mixture of on-site and remote employees, all too often the out-of-sight employee and remote employees become out-of-mind employees. Be disciplined about everyone feeling equal.
6. Manage by objective, not observation. Avoid the concern of having to see employees to believe that they are working. Focus on outcomes. Trust them and give them space. Use the face time to emotionally connect, set clear expectations, and keep reinforcing the big picture.
7. Leverage just as much technology as you need. Get the technology right and stay with it. Do not chase the "next neat thing" in technology. Find what works and stay with it. Only add if you need it to be better at what you do.
8. Dial up your listening, asking and flexibility skills. Having employees in several environments at once demands these. Continually ask yourself how you think you are doing with these as you lead your teammates.

Let's keep these 8 laws near us and use them as a personal report card. As we put them into practice on a routine basis, we will be surprised at how our leadership impact and effectiveness connects remotely with them.

Have a great week!

