

Managing Uncertainty Virtually

Program Overview

Organizations are facing unprecedented business continuity challenges around employee productivity and customer service. Teams are rapidly adopting new, virtual working environments that present unique management dynamics. At the same time, teams must be agile and prepared for the unexpected. This 3-week program with Dorie Clark introduces cutting edge insights, practical tools, and valuable frameworks to develop the leaders organizations need to maintain business continuity and thrive long after the current crisis ends.

ASSESS YOUR DYNAMIC ENVIRONMENT

- Monitor your environment for signals
- Don't wed yourself to your assumptions
- Focus on knowns, not unknowns
- Build and maintain agility within your team

DELIVER AN ANXIETY-REDUCING MESSAGE

- Manage discomfort by amplifying positive emotions
- Understand effective communications channels
- Become a contributor to the conversation

CREATE COHESIVE VIRTUAL TEAMS

- Forge strong virtual relationships
- Navigate difficult conversations when in-person is not possible
- Drive alignment to rapidly evolving priorities



DORIE CLARK



No one asks for a crisis to lead through. Disruption is exactly that - disruptive - and it makes it harder for you to accomplish the goals you've worked hard to set out. But that's the situation you're in, and if you think about it the right way and truly take in the lessons, it can actually end up as a positive experience for you as a leader, because it will have made you stronger, more adaptable, and more resilient."

Dorie Clark is a bestselling author, HBR contributor, and respected leadership expert. She has been named a Top 50 Business Thinker in the World by Thinkers50, and is an ExecOnline expert on management.

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Curriculum: Week by Week

MODULE

One: Navigating Uncertainty

Video Lectures: 30 Minutes

Assignments: 40 Minutes

Live Virtual Event: 60 Minutes

Two: Managing Cohesive Virtual Teams

Video Lectures: 45 Minutes

Assignments: 85 Minutes

Three: Leading Virtually in a Dynamic Environment

Video Lectures: 35 Minutes

Assignments: 35 Minutes

Live Virtual Event: 60 Minutes

LECTURES [VIDEOS]

- What makes the current environment challenging
- Assessing your environment
- Monitoring signals and defining info channels
- Making space for the ripple effects of change
- Remaining agile and questioning your assumptions
- Handling it when you don't know the answers
- Building team cohesion during challenging times
- Team management and motivation during a budget reduction
- Encouraging your team to be more nimble

- Onboarding successfully in a virtual environment
- Communicating consistently with your team
- Helping your team cope with the pressures of responsiveness
- Maintaining productivity
- What to do when illness is a factor
- Handling difficult conversations
- Helping your team build strong relationships with each other
- Helping your team overcome challenges of working remotely
- Being an emotionally intelligent leader from remote

- Managing your team's anxiety
- Maintaining engagement and focus
- Setting and negotiating goals in the midst of change
- Balance new work with the existing workload
- Clarifying how your team will communicate
- Getting mindshare from senior leaders
- Advocating for your team when you aren't there

KEY LEARNING

Increased uncertainty often poses both new risks and new opportunities. Succeeding under uncertainty requires leaders to proactively seek out new information channels as well as establishing new ways of communicating to ensure their teams maintain cohesion while acting with agility.

Leading when more team members and other stakeholders are remote requires leaders to implement strategies to make up for the many touch points that would otherwise be afforded by physical interactions. Today's communication methods offer practical alternatives.

Winning in the face of uncertainty requires leaders to do more than just mobilize their teams to address new demands. Leaders must manage their teams' anxieties and navigate change when senior leaders may have limited bandwidth, all while maintaining momentum on the existing workload.

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Assignments

MODULE

ASSIGNMENT

Orientation

Pre-Work Assignment: Assess Your Environment

- Identify your team's "line of sight" to organizational priorities
- Identify risks that your business is currently facing in the near-to-medium term

Module One

Develop Agile Information Flows

- Prioritize one of the risks you identified and articulate your "team challenge"
- Define how your team would ideally respond to it
- Determine incoming information sources, including new and diverse sources.
- Plan the channels you'll leverage to share information, maintain visibility, and encourage agility

Module Two

Ensure Team Cohesion & Effectiveness

- Plan a communication strategy to reduce anxiety and maintain team cohesion and productivity
- Evaluate the current level of virtualization in your team and how you expect it to change in the near term
- Assess how your team's effectiveness might change if/as your identified risk emerges

Module Three

Build Your "Leadership Action Plan"

- Identify the critical actions you will take to manage team discomfort, drive alignment, and position your team to win given your "team challenge" and your team's cohesion and effectiveness
- Develop a Leadership Action Plan that builds upon your assignments throughout the program

