

# 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.

### 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]

- An Inside View of Team Anxiety
  - Assessing your environment
  - Monitoring the signals
  - Getting and sharing the right information
  - Make space for the ripple effects of change
  - How to handle it when you don't know the answers
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- Communicating during times of intense change
  - How to communicate consistently with your team
  - How to keep people productive when you can't look over their shoulder
  - Keeping up connections when you don't see each other every day
  - Helping your team build strong relationships with one other
  - Handling difficult conversations when you can't talk in person
  - Clarify how your team will communicate with each other
  - Helping your team cope with the pressures of responsiveness
  - Onboarding successfully in a virtual environment
  - Helping your team overcome the challenges of working from home when they aren't used to it
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- Manage your team's anxiety
  - Building team cohesion during challenging times
  - Keeping your team motivated during a budget reduction
  - Maintaining engagement and focus
  - Goal setting and negotiating goals when they might change at a moment's notice
  - How to encourage your team to be more nimble
  - Balancing new challenges and your team's existing workload
  - 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.

\* Module = 1 Week \*\*Live Events may be subject to change  
NOTE: Orientation Pre-Requisite Work (45-60 minutes).

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## Assignments

### MODULE

### ASSIGNMENT

#### Orientation

#### Pre-Work Assignment: Assess Your Environment

- Describe Your Line of Sight
- Identify Significant Potential Strategic Shifts

#### Module One

#### Develop Agile Information Flows

- Define Your Team Challenge
- Information You Want and Need
- Potential Sources of Information

#### Module Two

#### Ensure Team Cohesion & Effectiveness

- Review Your Team's "Virtualization" Status
- Identify Work Challenges
- Define a New Channel
- Your "Team Communications Rules" Document
- Select Tactics for Building Relationships and Reducing Anxiety

#### Module Three

#### Define Your Starter Steps

- Connecting with a Senior Leader
- Describe Your Starter Steps
- Assemble Your Leadership Action Plan (by consolidating previous deliverables)

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## Project Examples

NAME	DESCRIPTION	PROJECTED BUSINESS IMPACT
<b>eCommerce Acceleration</b>	A Marketing Director at a Food & Beverage Company is working to accelerate the digital transformation & eCommerce setup for launch in the company's key countries. This will affect almost all of the marketing team + extended teams in the organization internally as well as for external partners.	Increased Efficiency
<b>Work Life &amp; Wellness</b>	A Talent Development Program Lead at a social media company is focused on accelerating the company's support of remote and flexible working. Their team is shifting priorities to focus on remote and flexible working resources, best practices, and support. Individually, each member of the team is also figuring out how to work remotely full-time on their own. There is a need for balance between their individual needs and what they have to do for the company.	Improved Work-Life and Wellness Support
<b>Packaging Development</b>	An R&D Director at a Food & Beverage company is working to address the reality that retailers are reducing in-store displays to create space for social distancing. This means creating innovative displays and thinking of new ways to create awareness and implement trials at retail locations and online.	Increased Sales & Product Awareness
<b>Managing Changing Demand</b>	An SVP of Operations at a Construction Company is working to proactively manage a decline in demand and uncertain business levels. There has been an increase in workload for their team in order to revise processes or conduct extensive change projects as the business adjusts. Another priority is addressing team morale as there are continued cost reduction activities that will impact their workload and ability to conduct operations, as well as potential reduction in bonus and pay.	Increased Efficiency & Effective Change Management