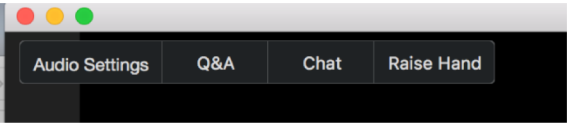




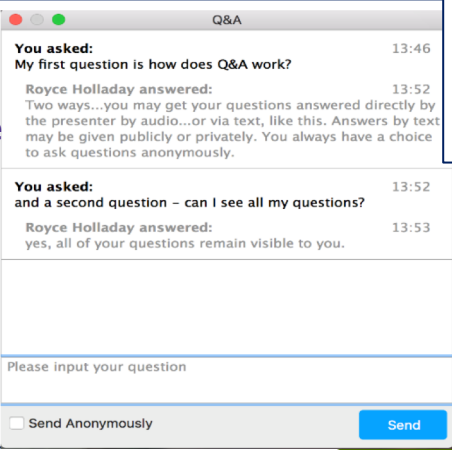
Welcome to our new webinar space!

You have four controls:



1 You can check your Audio (speaker) volume, *mics are only used by presenters, in general*

2 You can ask questions directly to the presenter or host



4
Or raise your hand!

3 You can chat with each other



Real Work in Virtual Teams

Create the Context for Communication

Live Virtual Workshop
March 1, 2018

Royce Holladay, HSDP

Nothing is intractable.



Today we will explore:

- ▶ What creates a context for powerful communication in virtual teams?
- ▶ So what are your options for creating the context?
- ▶ Now what can you do to set conditions for powerful communication?





What creates the
context for powerful
communications in
virtual teams?



Be a STAR – in virtual space

▶ **S**imilarities & Differences

▶ **T**alking & Listening

▶ **A**uthentic Work

▶ **R**eason for Being

Thanks to Brenda Zimmerman for creating the STAR Diagram



Similarities & Differences

high
similarity



high
difference

asset: strong relationships
deficit: easily stuck

asset: many ideas
deficit: lack of focus

balance:
everyone contributes
everyone recognizes and honors other's contributions



Talk & Listen

some never
talk



some never
listen

asset: more orderly
deficit: don't hear all ideas

asset: everyone gets a say
deficit: chaotic

balance:
team benefits from multiple,
valued perspectives



Authentic Work

no real
work to do



only busy
work to do

asset: creativity emerges
deficit: loss of interest

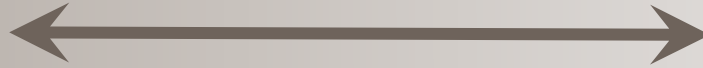
asset: keeps people
together
deficit: boredom

balance:
everyone contributes to work that is of
value to them and to the larger system



Reason for Being

no
reason



different
reasons

asset: space for creativity
deficit: confusion and
frustration

asset: anything's possible
deficit: anything's possible

balance:
clarity of purpose, agreement on work,
shared commitment to outcomes



So what does that
mean to my
virtual team?



high similarity * * * * * * * * * * high difference

some never talk * * * * * * * * * * some never listen

no real work * * * * * * * * * * only busy work

no reason * * * * * * * * * * different reasons



Similarities & Differences

high
similarity

* * * * *

high
difference

1. We value differences across the team.
2. We talk openly about your differences and contributions.
3. We each feel valued as a part of the team.
4. We make sure new members feel a part of the team.
5. We feel we can be ourselves as a part of this team.
6. We leverage the diversity of the team.
7. We resolve conflicts that emerge over time.
8. We share history of learning and work.
9. We know what's important here.



Talk & Listen

some never
talk

* * * * *

some never
listen

1. We each feel listened to on this team.
2. We each have a chance to speak and be heard.
3. We each usually understand what is said by other members.
4. We participate in shared conversation across the team.
5. We reflect on our work together.
6. We ask each other questions on this team.
7. We don't have to repeat ourselves to feel heard.
8. We share feedback well.



Authentic Work

no real
work

* * * * *

only busy
work

1. We share leadership across the team.
2. We know whom to ask when we need help from each other.
3. We have positive feelings about our work together.
4. We meet our shared expectations.
5. We are each clear about what is expected of us.
6. We get better across time.
7. We each do what we commit to do.
8. We stay on schedule.
9. We use resources wisely.



Reason for Being

no
reason

* * * * *

different
reasons

1. We know why we each participate in this team.
2. We have a shared vision of what needs to be done.
3. We have shared expectations about the tools and approaches we use.
4. We agree on logistics and procedures of our meetings.
5. We have shared reason for working together.
6. We know goals match individual personal goals.
7. We make progress toward our goals.



high similarity * * * * * * * * * * high difference

some never talk * * * * * * * * * * some never listen

no real work * * * * * * * * * * only busy work

no reason * * * * * * * * * * different reasons



Now what can we
do to strengthen
our virtual team?



Similarities & Differences

- ▶ Talk about how you are alike and different and what you each bring to the task at hand
- ▶ Find concrete and authentic ways to welcome new members
- ▶ Talk about how you can make the most of the differences on the team
- ▶ Identify and work through differences and tensions that can lead to conflict
- ▶ Share and celebrate history
- ▶ Else?



Talk & Listen

- ▶ Use tools and techniques to ensure that everyone's voice is heard
- ▶ Define common language to ensure shared understandings
- ▶ Use Adaptive Action for shared reflection
- ▶ Use routines of feedback for individuals and for the group
- ▶ Use conversational cues to be sure you are heard and that you listen to each other



Authentic Work

- ▶ Establish expectations and agreements for interactions and leadership roles
- ▶ Set goals for outcomes and progress
- ▶ Celebrate victories and milestones
- ▶ Use Adaptive Action for shared improvement
- ▶ Make explicit commitments to moving toward shared goals
- ▶ Else?



Reason for Being

- ▶ Clarify expectations for team participation and accomplishment
- ▶ Clarify expectations and agree to outcomes of your work
- ▶ Establish agreements about logistics and responsibilities for meetings and the work
- ▶ Agree on problem-solving and decision-making approaches
- ▶ Talk about how team goals support individual professional goals
- ▶ Else?



Now what will you
do to shape
conditions
for powerful
communication in
your virtual teams?



Use Adaptive Action

- ▶ Use HSD models and methods in your virtual teams to:
 - ▶ See patterns of powerful communication as you experience them
 - ▶ Understand the sources of difference between what you see and what you want
 - ▶ Take action to shift the patterns by shaping the conditions of your team's work together
- ▶ Apply this approach in all areas where teams work across space and time to accomplish shared goals
- ▶ Share what you learn with the community!



Thanks!



Join us for upcoming webinars:

Quarterly Virtual Mini-Conference *March 15*

Sipping from the Firehose:
Manage your Information Overload *April 5*

Culture Change:
Moment by Moment into the Future *May 3*

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Lead Complex Change: Health Professions Education	Feb - Mar	Online
Public Adaptive Action Labs	Mar: Conflict	Online
	Mar: Planning	Pretoria, South Africa
	Mar: Change	Pretoria, South Africa
	Apr: Planning	Online



*Thank
You!*