

ISKO Singapore: Nancy Dixon on Virtual Meetings

April 15 2020

What's the best thing about working remotely?

and

What's the worst thing about working remotely?

What is *implicit* in leadership in face to face situations must be consciously *made explicit* in virtual situations.



Fun Fact: The "**fist bump**" or "pound" can be traced to boxers instructed to touch gloves at the start of a contest. The modern gesture may have arisen spontaneously on city basketball courts, and was popularized by basketball player Fred Carter in the 1970s.

Use a Video Rather than Audio to Increase Collaboration

- Visual cues establish empathy and trust
- Relationship building is an ongoing process

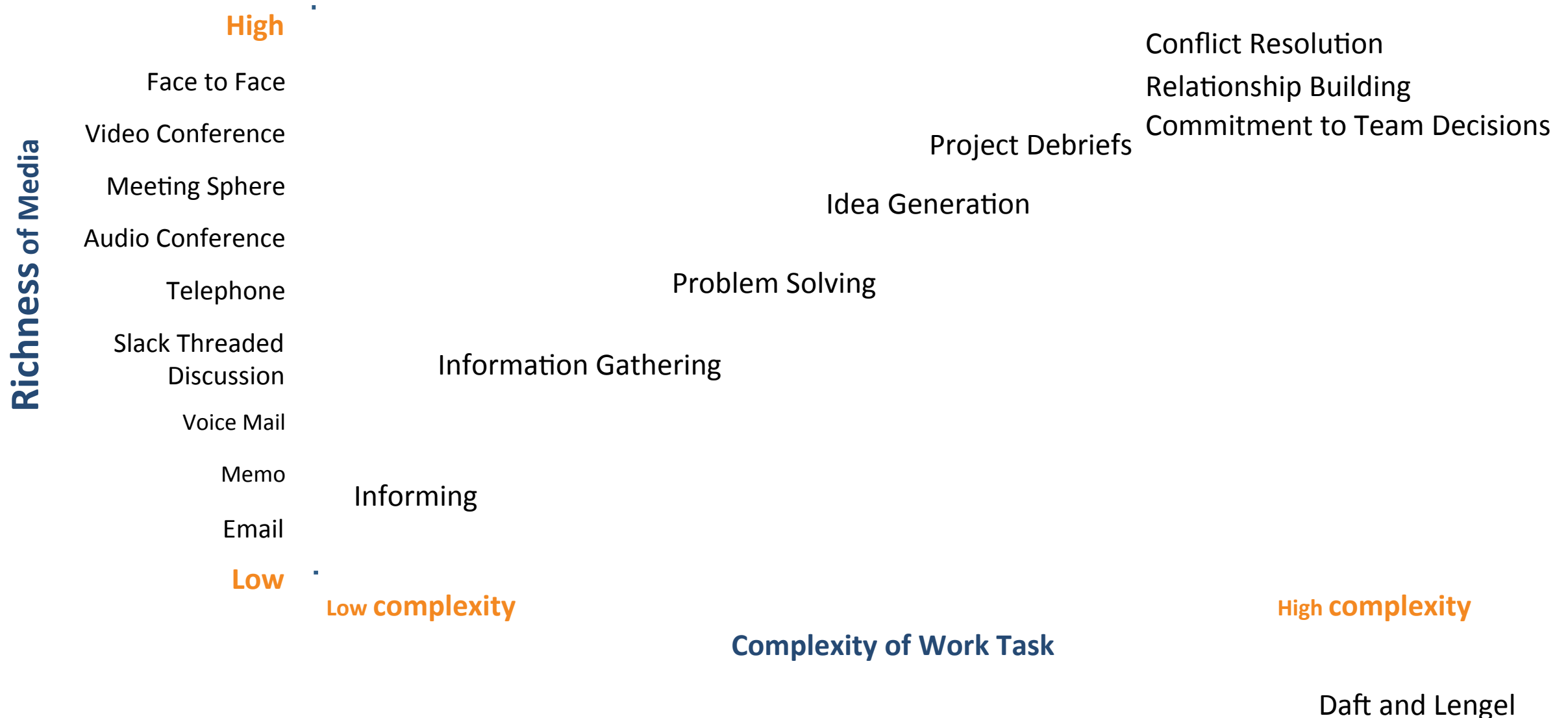
73% of meetings end faster, with better results when done over video

<https://zkresearch.com/>

Structure of Virtual Meetings

- **Virtual meetings are for team discussion – everything else can be done asynchronously!**
- **PP or document reviews limited to 5 min**
- **Leader sends video or documents ahead with 2-3 questions to be discussed in the meeting**
- **Ask team members to send in agenda items – “What do we need to talk through?”**
- **Have 2-3 facilitators – 1) leads the meeting 2) puts up polls, breakout groups, checks the chat, 3) technical troubleshooting**
- **Short, more frequent meetings – 30-90 min maximum**

Matching Task to the Appropriate Media



Sage on the Stage → Guide on the Side

Multi-tasking

82% of people admit to doing other things —from surfing the web to using the bathroom—during team calls.



Change What is Happening Every 7 Minutes

- Discussion
- Raise hands
- Thumbs down/up
- Yes/no poll
- Multiple choice poll
- One word/phase chat
- Chat
- Voting
- Go-arounds
- Breakout rooms
 - Pairs
 - Trios

80% Active

20% Passive

FACILITATION

- **Don't use the waiting room**
- **Keep mics open**
- **Start with a check in**
- **Recognize team and individual accomplishments**
- **Use breakout groups before asking for individual responses**
- **After you ask a question give a minute for everyone to make a note of their response**
- **Periodically check "Are we meeting our objectives for the meeting" use poll or chat box**
- **If there is disagreement, create a quick poll (anonymous)**
- **Do a check out "What could we have done better in this meeting?"**

Manager concerns about Remote Work

- 82% Reduced employee productivity
- 80% Whether they're getting work done
- 78% Lack of engagement and satisfaction
- 75% Reduced team cohesiveness
- 72% Employee's work-life conflict
- 71% Lack of opportunities for mentorship
- 70% Maintaining company culture

Remote Policy

Remote micromanagement at work

While you're working from home, you should:

- Respond within just a few minutes to a Slack or Google Hangout message from your colleagues. Let your manager know when you are taking a break, conducting an interview, in a meeting, or will otherwise be unavailable for a while.
- Make sure your cell-phone number is readily accessible -- in your email signature, in your Slack status, in Workday, etc.
- Keep your phone's ringer turned on and answer it when it rings. Now is not the time to screen calls.
- Turn on the camera during Google Hangouts, unless it weakens the connection to an unacceptable level.

Axos Financial Inc. from CEO Gregory Garrabrants

"We have seen individuals taking unfair advantage of flexible work arrangements' by essentially taking vacations [...]. If daily tasks aren't completed, workers 'will be subject to disciplinary action, up to and including termination."

An Axos spokesman explained: "the enhanced monitoring of at-home employees we implemented will ensure that those members of our workforce who work from home will continue to meet quality and productivity standards that are expected from all workers".

BASECAMP LETTER FROM THE CEO

This is especially tough on parents, and nearly half of us who work at Basecamp have young kids. Without schools or daycare, we're required to be full-time parents during the day. But we also have full-time jobs. We'll be stretched thin, under tension, and stress will build. Something has to give.

Work should give. Work will give. Family first.

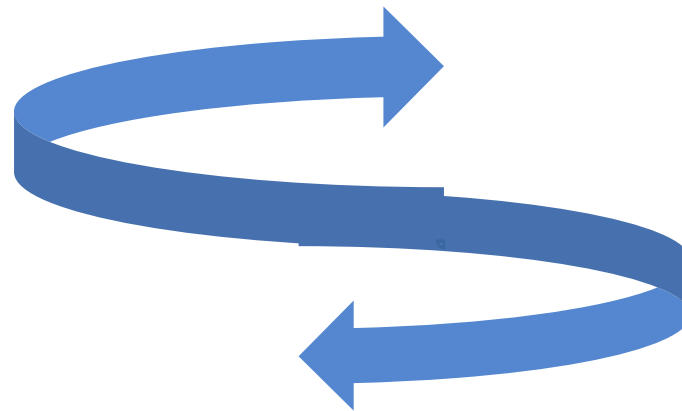
So forever how this lasts, for those with kids or other obligations at home (elderly parents, grandparents, at-risk relatives you need to care for, etc), all we ask is that you find a balance that works for you. *Whatever works for you works for us.*

If that means you can only find a few hours a day for work, that's fine. If some days you simply can't work, that's fine too. Just make your best effort and communicate your situation with your team. You're in charge of your time.

Everyone will still be paid their full-time salary, even if they can only put in half-time work. You don't need to worry about that. Everything's good there. You're covered. You don't need to use up personal days or vacation days. Pressure off.

The Oscillation Principle

Congregate to Collaborate



Separate to Concentrate



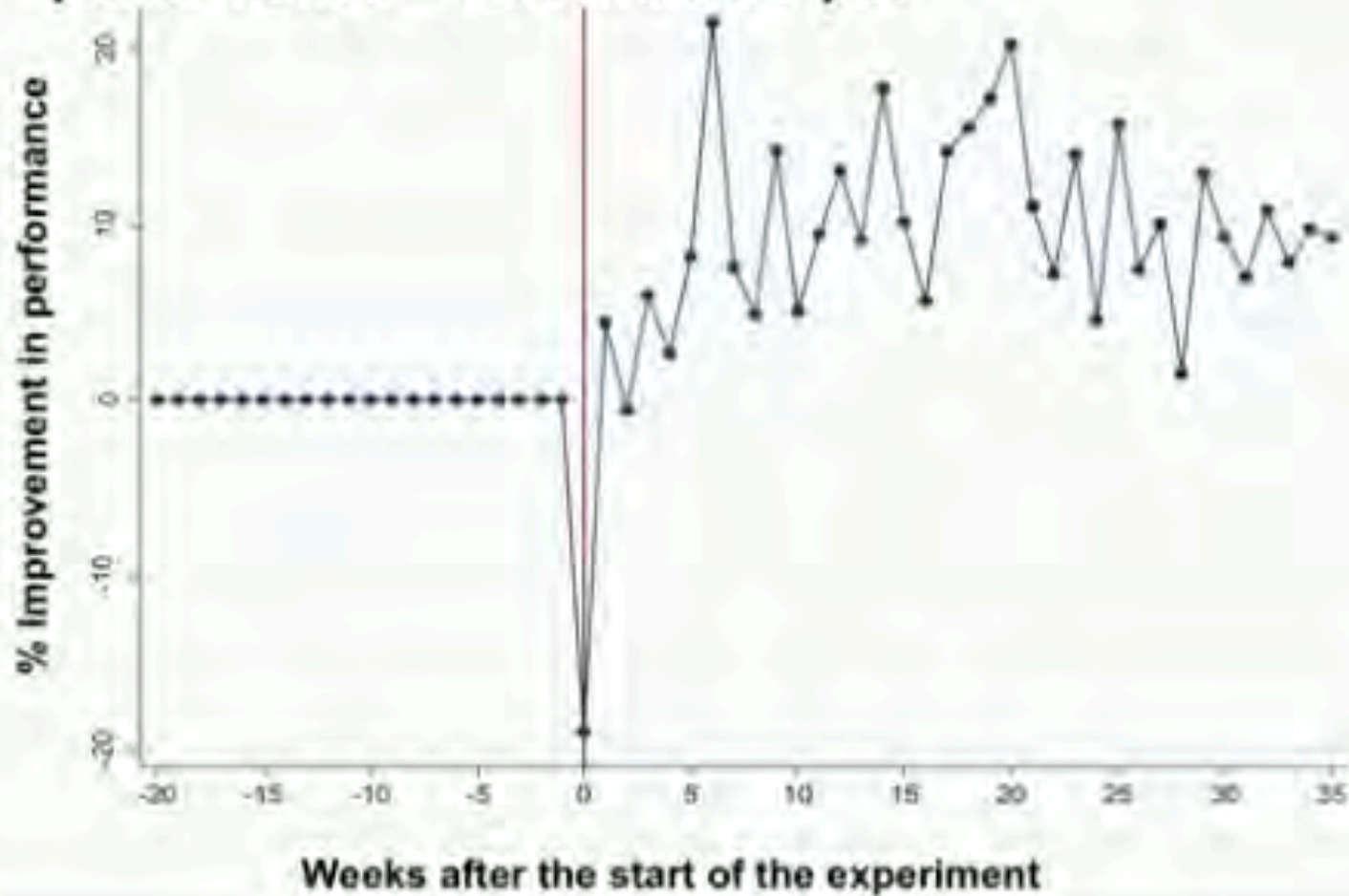
PRODUCTIVITY

CTrip increased profits by \$2,000 per employee working from home, and actively rolled this out



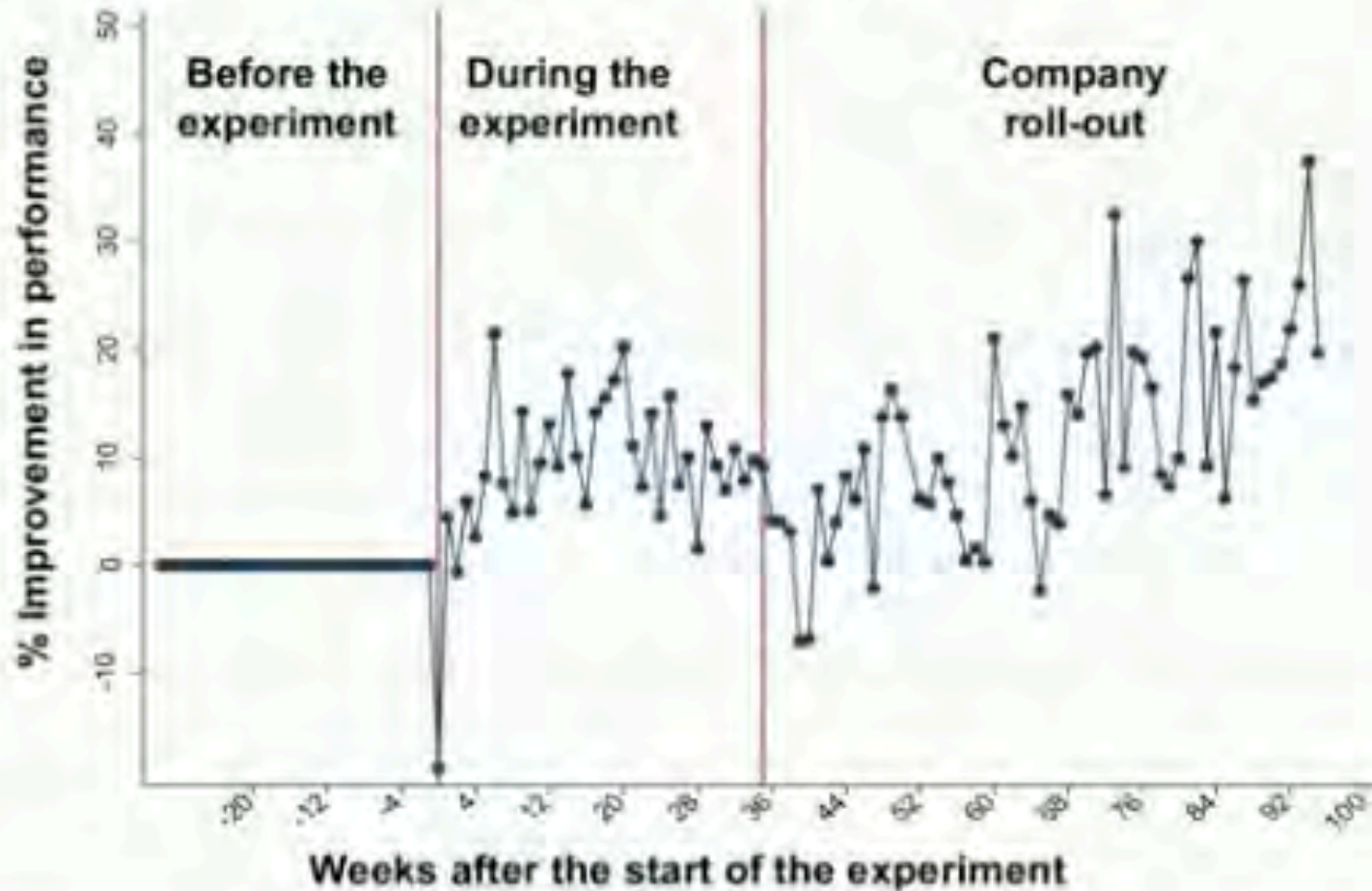
Ctrip 6 Month Study of Travel Agency Workers

First, found a massive improvement in performance – 13% more output



Ctrip 6 Month Study of Travel Agency Workers

Third, choice doubled the impact – after the experiment the firm let all employees choose



Ctrip 6 Month Study of Travel Agency Workers

Second, quit rates drop by 50%



Workplace Stress is Killing People

The top two sources of stress in the US are money and work.

- 25% of all adults report extreme levels of stress at work.
- 61% percent of those said that workplace stress made them physically sick,
- 7 % said they had been hospitalized because of workplace stress and its physiological effects.

(American Psychological Association Report, Stress in America 2015)

Black Monday Syndrome

More people have heart attacks on Monday morning than other times during the week.
Emergency rooms increase staff on Monday Morning

Studies have found that people with long commutes have higher obesity rates and high blood pressure because they spend more time sitting in the car than being physically active.

(Time 2014)