Slide 1

Off washing our hands...will begin shortly

Welcome!

Please introduce yourself in the chat:
name, pronouns role, city

The
Management
Center Turning good intentions
into great results

1

Slide 2

Remote Management through COVID-19

Communities of Opportunity

The
Management
Center Turning good intentions
into great results

2

Slide 3

ACKNOWLEDGEMENTS

This [workshop/event/series] is supported by the Communities of Opportunity Learning Community.

Communities of Opportunity is an initiative that was catalyzed in 2014 by King County and the Seattle Foundation uniting with each other and with communities to address inequity; promote leadership; influence changes to institutions, systems, and policies; and seat the base of power within communities. The Learning Community creates spaces for communities and organizations to share their work and gain additional skills across sectors and geographic areas to advance impact across the region.

Visit http://www.coopartnerships.org to learn more.

COMMUNITIES OF OPPORTUNITY
LEARNING COMMUNITY

King County

SEATTLE FOUNDATION

The
Management
Center Turning good intentions
into great results

3

Slide 4

ABOUT US

Our mission is to help you deliver on *your* mission by learning how to manage in results-oriented, equitable, and sustainable ways

The
Management
Center Turning good intentions
into great results

4

Slide 5 — A BIT ABOUT ME

A BIT ABOUT ME

15 years experience providing training, facilitation and coaching
to leaders, orgs and coalitions across the country working on:

Adriana Barboza
[She/Her]

Elections, Organizing, Democracy, Immigration, Criminal Justice, Reproductive Rights, LGBTQ Rights and more

The Management Center
Turning good intentions into great results

5

Slide 6 — Building our Learning Community

Building our Learning Community

What I Can Offer	How You Can Support
Energy	Come on Screen
Practical Advice	Chime In
Tools	Use the Chat
Time for Questions	Ask Questions
Small Group Talk	Share Advice/Tips
Humor	Laugh/Breathe

The Management Center
Turning good intentions into great results

6

Slide 7 — MANAGING REMOTELY THROUGH COVID

MANAGING REMOTELY THROUGH COVID

BLOB TREE

HOW ARE YOU FEELING TODAY?

Which **number** best reflects how you are feeling right now?

www.blobtree.com

The Management Center
Turning good intentions into great results

7

Slide 8 — MANAGING REMOTELY THROUGH COVID

MANAGING REMOTELY THROUGH COVID

The Team

The Individual

The Assignment

TURN UP THE DIAL

on **CLARITY, CONNECTION, COMMUNICATION, & EQUITY FOCUS**

The Management Center
Turning good intentions into great results

8

Slide 9

MANAGING REMOTELY THROUGH COVID-19

The Individual

YOU

BREAKOUT (5 min):
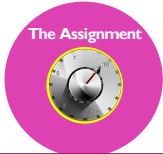- Introduce yourself and your role

- What strategies are helping you cope or adapt as a manager in this moment?

The Management Center
Turning good intentions into great results

9

Slide 10

MANAGING REMOTELY THROUGH COVID

The Assignment

TURN UP THE DIAL
on CLARITY, CONNECTION, COMMUNICATION, & EQUITY FOCUS

The Management Center
Turning good intentions into great results

10

Slide 11

WARM-UP

JOT DOWN:

What is a project or responsibility you are delegating now?
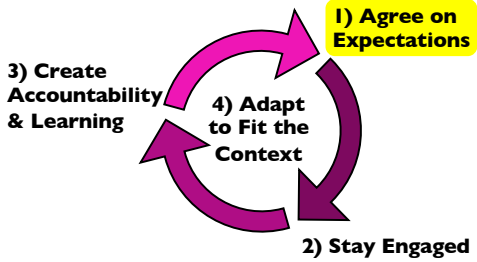
or

What is a project you delegated that needs to shift given the context?

The Management Center
Turning good intentions into great results

11

Slide 12

THE DELEGATION CYCLE

1) Agree on Expectations

3) Create Accountability & Learning

4) Adapt to Fit the Context

2) Stay Engaged

The Management Center
Turning good intentions into great results

12

3

Slide 13

THE DELEGATION CYCLE

I) Agree on Expectations (Make the Implicit Explicit)

WHO?
WHAT?
WHEN?
WHERE?
WHY?

**NEW TERRITORY?
QUALITATIVE METRICS ARE OKAY**

ONLINE LOBBY DAY

PREVIOUSLY:
70% of participants "Strongly Agree" that they felt prepared and their time was well-spent, with no gaps around identity.

RIGHT NOW:
Many participants praise its efficacy ("It was a good use of my/our org's time"), especially front-line groups and BIPOC-led orgs.

Managementcenter.org → Tools → Delegation → Delegation Worksheet

The Management Center — Turning good intentions into great results

13

Slide 14

THE DELEGATION CYCLE

I) Agree on Expectations (Make the Implicit Explicit)

WHO?
WHAT?
WHEN?
WHERE?
WHY?

"GOLD STAR" vs "GOOD ENOUGH"

BOARD MATERIALS

GOLD STAR:
Thorough, typo-free, complete financials, shared 2 days before meeting

GOOD ENOUGH:
Bullets on PPT, our best understanding of financials, shared during the meeting

Something's got to give: "good enough" is one way

managementcenter.org → Tools → Delegation → Delegation Worksheet

The Management Center — Turning good intentions into great results

14

Slide 15

THE DELEGATION CYCLE

I) Agree on Expectations (Make the Implicit Explicit)

WHO?
WHAT?
WHEN?
WHERE?
WHY?

Being clear on the WHAT allows you to:

MANAGE OUTCOMES, NOT HOURS!

The Management Center — Turning good intentions into great results

15

Slide 16

PRACTICE

If the project you identified…   Then…

…doesn't have to be "gold star"… → Identify what "good enough" means

…is so new you don't have a reference for quantitative metrics… → Describe success qualitatively

Choose one! (3 min)

The Management Center — Turning good intentions into great results

16

THE DELEGATION CYCLE

1) Agree on Expectations (Make the Implicit Explicit)

HOW?
WHAT?
WHEN?
WHERE?
WHY?

HOW?

Everyone is in triage mode, so don't hide the ball if you have thoughts on how to start or go about something

"This is your call, but I might contact the funders in this order…(because)…"

"Usually the design aspect of the materials is entirely in your hands, but to make turnaround on this simple for you, given everything on your plate, let's go ahead and reuse last month's design."

*What the HOW is NOT:

In order to get this done by the agreed upon deadline, I think you should plan to be at your computer by 9am.

The **Management** Center *Turning good intentions into great results*

17

THE DELEGATION CYCLE

1) Agree on Expectations

REPEAT-BACK

I really want to respect your time and make sure I've communicated clearly. **Can you say back to me what you're taking away?**

Sure. So the memo for the field volunteers should be my top priority because we want to give them clarity about how they fit our evolving digital organizing program. It should include a rationale for pivoting, and clear next steps for opting in. It should be one page and needs to be out the door on Friday—meaning I'll need to get you an outline tomorrow.
Anything I'm missing??

The **Management** Center *Turning good intentions into great results*
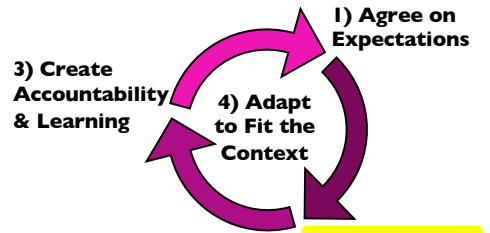
18

ASSIGNING RESPONSIBILITIES

MANAGER — Assigns responsibility to owner and holds owner accountable. Guides and intervenes if things are off-track.

OWNER — Has responsibility for the success or failure of the project. Ensures that all the work gets done (directly or via helpers) and that others are involved appropriately.

CONSULTED — Should be asked for input, or just kept in the loop.

HELPER(S) — Available to help do part of the work.

APPROVER — Signs off on decisions before they are final. May be the Owner or Manager. May also be the ED or board chair.

The **Management** Center *Turning good intentions into great results*

20

THE DELEGATION CYCLE

1) Agree on Expectations

3) Create Accountability & Learning

4) Adapt to Fit the Context

2) Stay Engaged
aka get your hands dirty
(and then wash them!!)

WASH HANDS

The **Management** Center *Turning good intentions into great results*

21

THE DELEGATION CYCLE

2) Stay Engaged

SLICES

Given how fast this campaign is moving, I'd love to see talking point bullets tomorrow and a draft press release by Thursday. Is that doable?

"Hey, can you do 3 slides or an outline of the training and run it by me to make sure we're on the same page?"

I'm really interested in seeing how the digital canvass unfolds and how our members feel about it. Can you invite me to the volunteer debrief as an observer?

The Management Center — Turning good intentions into great results

22

THE DELEGATION CYCLE

2) Stay Engaged

PROBING QUESTIONS

- Can we take one specific example and talk through how you're approaching it?
- What could go wrong?
- Have you thought about what you'll do if Y happens?
- Can we role-play what that might look like?
- What might the equity implications of this approach be?
- How are you thinking about the timeline here?
- How is this work impacting you / your other work?

The Management Center — Turning good intentions into great results

23

PRACTICE

Identify <u>2 slices</u>
that will help you track progress
on the project

OR
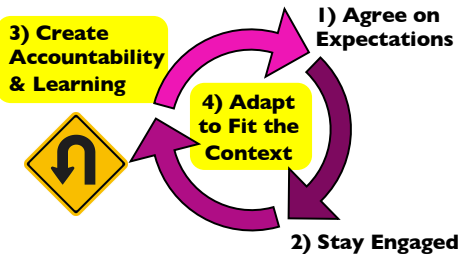
Identify <u>3 probing questions</u>
that will help you assess
how your team member is doing with/
thinking about the project

Choose one! (3 min)

The Management Center — Turning good intentions into great results

24

THE DELEGATION CYCLE

3) Create Accountability & Learning

1) Agree on Expectations

4) Adapt to Fit the Context

2) Stay Engaged

The Management Center — Turning good intentions into great results

25

THE DELEGATION CYCLE

4) Adapt to Fit the Context

Given how NEW so much of the work and context is, adapt your management by dialing up how "hands on" you are!

5:00

Skill & Will
Is the task something the employee has done before? Something they enjoy doing?

HIGH

	Relatively Hands-Off	**Hands-On**
LOW	**Hands-On**	**Very Hands-On**

LOW   HIGH

Importance & Difficulty
Is the task hard to do? How well does it need to be done?
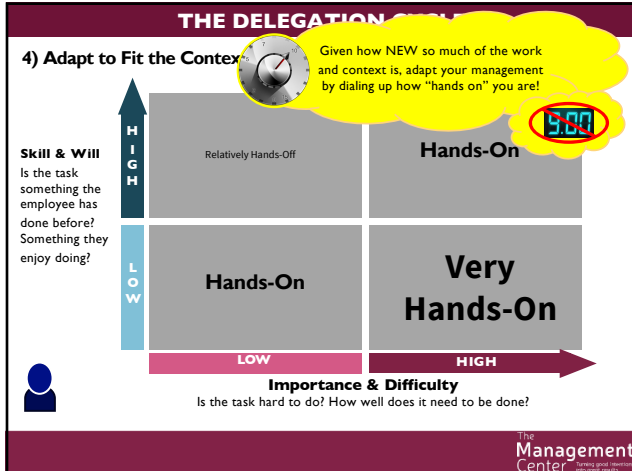
The Management Center — Turning good intentions into great results

26

REFLECTION

What "dialed up" practice(s) for managing work are you committed to using?

Potential Next Steps:

- Plan for upcoming delegation conversation (use 5 w's / repeat back / agree on slices)

- Plan to check in on shifted work (clarify timeline & expectations)

The Management Center — Turning good intentions into great results

27

MANAGING REMOTELY THROUGH COVID-19

The Individual

THE CHECK-IN

TURN UP THE DIAL
on CLARITY, CONNECTION, COMMUNICATION, & EQUITY FOCUS

The Management Center — Turning good intentions into great results

28

WARM-UP

BREAKOUT (5 MIN)

What do you notice about your check-ins with staff since COVID-19?
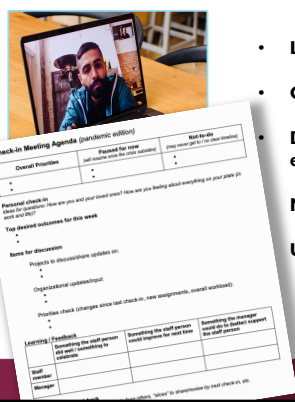(tone, frequency, clarity, preparedness, etc.)

Pick a notetaker to share out 1-2 strategies in the chat afterwards

The Management Center — Turning good intentions into great results

29

CHECK-INS
Tips for Better Check-Ins During COVID-19

- **Lead with humanity and grace**
- **Customize the cadence**
- **Don't leave anyone out: bring an equity lens**
- **Not everything has to be on video!**
- **Update/adapt your agenda**

31

DO THE PERSONAL PART (REALLY!)

Check-in Meeting Agenda *(pandemic edition)*

Overall Priorities	Paused for now *(will resume once the crisis subsides)*	Not-to-do *(may never get to / no clear timeline)*
•	•	•
•	•	•

Personal check-in
Ideas for questions: How are you and your loved ones? How are you feeling about everything on your plate (in work and life)?

Top desired outcomes for this week
- •
- •

Items for discussion

Projects to discuss/sha...

- •
- •

Organizational updates

- •
- •

Priorities check (changes since last check-in, new assignments, overall workload):

Learning / Feedback

	Something the staff person did well / something to celebrate	Something the staff person could improve for next time	Something the manager could do to (better) support the staff person

- • Create space, ask questions, really listen
- • Don't expect/demand disclosure
- • Model vulnerability, with balance

32

ENGAGE AROUND PRIORITIES

Check-in Meeting Agenda *(pandemic edition)*

Overall Priorities	Paused for now *(will resume once the crisis subsides)*	Not-to-do *(may never get to / no clear timeline)*
•	•	•

Personal check-in
Ideas for questions: How are y... work and life)?

Top desired outcomes for
- •
- •

Items for discussion

Projects to discuss/s...

Organizational updates/input:
- •
- •

Priorities check (changes since last check-in, new assignments, overall workload):
- •
- •

Learning / Feedback

	Something the staff person did well / something to celebrate	Something the staff person could improve for next time	Something the manager could do to (better) support the staff person

- • Use & review the not-to-do list
- • Normalize renegotiation with you
- • Make the implicit explicit about what's shifted in your expectations

33

ENGAGE AROUND PRIORITIES

Allow something(s) to give:

QUALITY (Gold Star vs Good Enough)	A 10-page booklet that's error-free and graphically designed, emailed out two days before the meeting	A 2-page document with bullet points, emailed on the morning of the meeting

34

8

Slide 35

ENGAGE AROUND PRIORITIES

Allow something(s) to give:

QUALITY
(Gold Star vs Good Enough)

QUANTITY
(Do Less or Add Capacity)

TECH FOR ONLINE LOBBY VISITS
*must be pretty perfect or the whole thing is a bust

| Plan fewer visits in order to have a tech support person on each. | Train and free up time for additional staff to do tech support. |

The Management Center — Turning good intentions into great results

35

Slide 36

ENGAGE AROUND PRIORITIES

Allow something(s) to give:

QUALITY
(Gold Star vs Good Enough)

QUANTITY
(Do Less or Add Capacity)

ADVISORY GROUP MEMBER 1:1s
*still need to engage all members, and the conversations must be in-depth

TIMELINE
(Slow it Down)

All meetings completed by June 15, rather than June 1, to accommodate for decreased capacity

The Management Center — Turning good intentions into great results

36

Slide 37

FOSTER LEARNING, REFLECTION, ACCOUNTABILITY

Ideas for questions: How are you and your loved ones? How are you feeling about everything on your plate (in work and life)?

Top desired outcomes for this week
-
-

Items for discussion

Projects to discuss/s
-

Organizational update
-

- Learning mode: Brainstorm, problem-solve, debrief
- Make room for feedback both ways
- See the slices of the work

Priorities check (changes since last check-in, new assignments, overall workload):
-
-

Learning / Feedback

	Something the staff person did well / something to celebrate	Something the staff person could improve for next time	Something the manager could do to (better) support the staff person
Staff member			
Manager			

Next steps / Repeat-back
Include: Follow-up needed, asks for help from others, "slices" to share/review by next check-in, etc.
-
-

The Management Center — Turning good intentions into great results

37

Slide 38

ENGAGE AROUND ORGANIZATIONAL UPDATES

Ideas for questions: How are you and your loved ones? How are you feeling about everything on your plate (in work and life)?

Top desired outcomes for this week
-
-

Items for discussion

Projects to discuss/share updates on:
-

Organizational updates/input:
-

Priorities check (changes since last check-in, new assignments, overall workload):
-
-

Learning / Feedback

	Something the staff p... did well / something to celebrate
Staff member	
Manager	

Share, follow up on, and receive input on organizational updates and support
- Don't assume the "all-staff email" was enough
- Bring an equity lens
- Normalize & encourage taking org support

Next steps / Repeat-back
Include: Follow-up needed, asks for help from others, "slices" to share/review by next check-in, etc.
-

The Management Center — Turning good intentions into great results

38

Slide 39

PRACTICE

Choose a member of your team.
Fill out the following portions for a check-in with that person.

PRIORITIES

Priorities	Paused for now *(will resume once the crisis subsides)*	Not-to-do *(may never get to / no clear timeline)*
• •	• •	• •

LEARNING/FEEDBACK

	Something the staff person did well / something to celebrate	Something the staff person could improve for next time	Something the manager could do to (better) support the staff person
Manager			

(5 min)

The Management Center — Turning good intentions into great results

39

Slide 40

DEVELOPING PEOPLE: FEEDBACK

Chat

What decreases employee engagement more?
A) Critical feedback or **B) No feedback?**

Receive Strength-Based Feedback — Engaged Employees

Receive Critical Feedback

Receive No Feedback — Disengaged Employees

Critical feedback is better than no feedback.

SOURCES: Harvard Business Review: http://bit.ly/2zT6BUK and http://bit.ly/2DDHTfs; Workboard: http://bit.ly/2K10TFh ; British Psychological Society: http://bit.ly/2zbUh2o

The Management Center — Turning good intentions into great results

40

Slide 41

FEEDBACK: THREE TYPES

POSITIVE REINFORCEMENT reinforces what you want to see and grow in the future.

You did such a great job with the workshop – your concepts were clear, and the audience was paying attention.

DEVELOPMENTAL SUGGESTIONS for growth. Shows what a good employee could do even better and take her impact to a higher level.

Overall you did a good job leading the meeting, the participants were really engaged and we accomplished our goal for the meeting – the only place for improvement I could see is avoiding the use of jargon.

COURSE CORRECTING FEEDBACK for things that must change for someone to meet your expectations.

I need you to be able to handle these meetings on your own. Let's talk about how we can get there…

The Management Center — Turning good intentions into great results

41

Slide 42

REFLECTION

What check-in adaptations are you committed to using?

Potential Next Steps:

- Revisit check-in frequency
  (Who do I need to check in more with? Less?)

- Revisit agenda
  (What parts of my agenda need to be adjusted?)

- Communicate
  (How can I share updated agenda–and the "why"?)

The Management Center — Turning good intentions into great results

42

HOW TO EFFECTIVELY SHARE FEEDBACK

Connect
- Talk about a shared value
- Refer back to prior conversation or shared experience

Share
- Share specific observations
- Avoid assumptions of negative intent
- Be explicit about impact on you/the work
- Share a pattern, if there is one

Ask
- Don't make people fight to explain – make space for it
- Be curious - get at what's below the surface
- LISTEN for their perspective, LISTEN for new learning
- Look for alternative paths/mitigations/solutions together

Wrap-up
- Make sure expectations are clear-this is especially important if the team member must make changes
- Repeat-back of next steps
- Schedule times to check-in for accountability and follow up

The Management Center
Turning good intentions into great results

43

CSAW TO SOMEONE YOU'RE MANAGING

Connect
I'd like to talk with you about the last community meeting – I know you care about hitting your goals on this…

Share a Specific Observation
7 people came to the last meeting. (or last few meetings)

(re)Share Expectations
The expectations were that 25 people come to each monthly meeting.

Share the Impact
These meetings firm up commitments and allow us to recruit new leaders – we're behind and I'm concerned.

Ask for Their Perspective
- What's your take on this?
- What would it take for you to be on track?
- Is there anything that I could be doing to help you be on track?

Wrap-Up on Their Ownership
- Just to make sure we're aligned on expectations, what we need is…
- What's your plan to make it to this goal?

Wrap-Up on Next Steps
- What are your next steps moving forward?
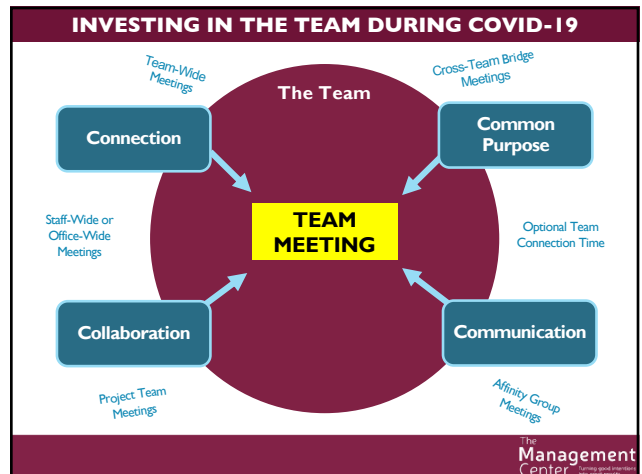- Here's how I am going to stay engaged…

The Management Center
Turning good intentions into great results

44

MANAGING REMOTELY THROUGH COVID

The Team

TURN UP THE DIAL
on CLARITY, CONNECTION, COMMUNICATION, & EQUITY FOCUS

The Management Center
Turning good intentions into great results

45

INVESTING IN THE TEAM DURING COVID-19

The Team

Team-Wide Meetings — **Connection**

Cross-Team Bridge Meetings — **Common Purpose**

Staff-Wide or Office-Wide Meetings

TEAM MEETING

Optional Team Connection Time

Project Team Meetings — **Collaboration**

Affinity Group Meetings — **Communication**

The Management Center
Turning good intentions into great results

46

11

TEAM MEETINGS DURING COVID-19

TIPS for Team Meetings

- Set the tone
- Do the personal part (really!)
- Model calibrated vulnerability
- Structure participation for equity and engagement
- Be flexible about participation

The Management Center
Turning good intentions into great results

47

INVESTING IN THE TEAM DURING COVID-19

Communication

Develop a team agreement:
- Best ways to reach each other
- How you'll stay coordinated
- What you do/don't need to be looped on

Share frequent updates

Double check internal communications for emotional tone and impact

"I'm going to be dialing up how hands-on I am on x and y projects--not out of lack of trust but because the work is both new and critical."

"I will ask project Owners for more and earlier slices, but I don't need (or want) to be on every project team email."

"I'm so proud of the way this team has valued connection, realness, and impact through these last weeks of the pandemic."
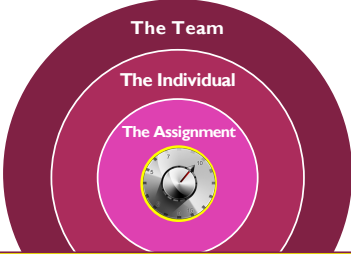
The Management Center
Turning good intentions into great results

48

REFLECTION

What meeting/communication practices are you committed to using with your team?

The Management Center
Turning good intentions into great results

49

MANAGING REMOTELY THROUGH COVID

The Team

The Individual

The Assignment

TURN UP THE DIAL

on CLARITY, CONNECTION, COMMUNICATION, & EQUITY FOCUS

The Management Center
Turning good intentions into great results

50

REMOTE MANAGEMENT THROUGH COVID-19

CHAT SHARE:

**What are you taking away
from this conversation?**

The
Management
Center
Turning good intentions
into great results

51

REMOTE MANAGEMENT THROUGH COVID-19

THANK YOU!

Please fill out a training survey:
t.managementcenter.org/adriana

You can reach me at adriana@managementcenter.org

Hotline: https://tmctraining.as.me/TMCHotlineCOO

Email us at knowledge@managementcenter.org to:
- share what you're doing that's working for you
- what you're struggling to decide
- any suggestions for how TMC can support you and your teams

The
Management
Center
Turning good intentions
into great results

52