Butler Street
Client & Talent Development. Perfected.®

May 12, 2021

Presented by: Mary Ann McLaughlin
Robert Reid

NALTO
The National Association of Locum Tenens Organizations

Lead Your Hybrid or Virtual Team

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We help companies and their people grow.®

About Butler Street

Butler Street, a consulting, training and research firm helping companies and their people grow by achieving lasting results in their two most challenging areas:

Client Development and Talent Development

Our team:

- CEOs, COOs, VPs of Strategic Account Sales, Operations and Marketing
- Proven sales, marketing and operations expertise

Mike Jacoutot
Founder & Managing Partner

Mary Ann McLaughlin
Managing Partner

Jeannie Bastos
Vice President, Operations

Robert Reid
Principal

Joel Schaffer
Principal

Susan Galloway
Director of Marketing

If we solve our customers' problems…
we'll solve our own.®

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Objectives

- Be Present When You're Not Physically Present
- Create Agreements to Eliminate Drama
- Coaching Tips to Drive Results
- Bonus: How an Improv exercise can make you a better leader!

We'd like to hear from you…

CHAT

What percentage of your team do you anticipate working remotely a majority of the time following the crisis?

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Virtual Sales & Management

Virtual Selling and Management
is here to stay…

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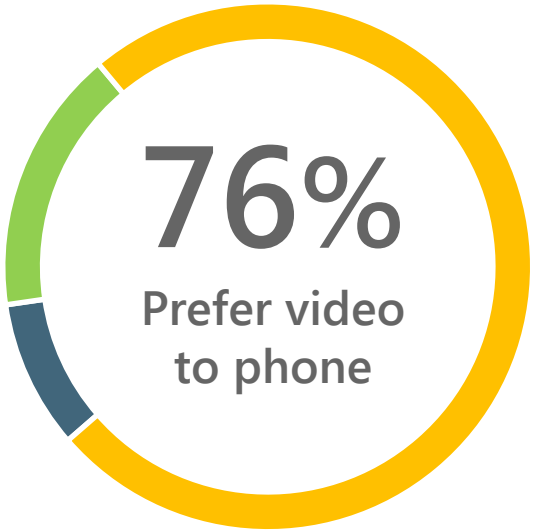
Gartner expects that by 2025…

80% of B2B sales interactions between suppliers and buyers will occur in digital channels

Video Calls - Preferred over Phone

Meeting with prospects



Meeting with vendors/suppliers

More Helpful Neutral Less Helpful

Question: How much more or less helpful is it to use video (Zoom, WebEx, Teams) vs phone only in the following situations

Source: McKinsey COVID-19 B2B Decision-Maker Pulse #3 7/27-8/11/2020

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Video Calls – Higher Win Rates

Win Rates Increase When Sellers Use Webcam

No Webcam

Active Webcam

94%

Higher

Source: Gong Labs 2020

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To prepare for what's ahead
first prepare yourself

Communicate as a leader
which is different than the crowd

Getting Through Changing Times

- Certainty

  Reality: Multiple Uncertainties: General anxiety and unknowns: What's going to happen? Health, finances, family, job security etc.

- Autonomy

  Reality: Where should I focus my efforts now? What's my new routine?

- Relatedness

  Reality: New ways to connect are necessary with the hybrid workforce

The Leader's Responsibility: Communication

Communication

Under Reacting	Adaptive	Overreacting
Say little to nothing	Empathize & uphold core values	Constantly reporting #'s
Business as usual	Help and prepare for the worst	Obsessed with everything bad
Minimal empathy	Help people focus on the bounce back	Creating panic
Downplay the situation	Communicate & reinforce regularly	
Don't want to be an alarmist		

Managing Change

Vision	+	Skills	+	Incentives	+	Resources	+	Action Plan	=	CHANGE
~~Vision~~	+	Skills	+	Incentives	+	Resources	+	Action Plan	=	CONFUSION
Vision	+	~~Skills~~	+	Incentives	+	Resources	+	Action Plan	=	ANXIETY
Vision	+	Skills	+	~~Incentives~~	+	Resources	+	Action Plan	=	RESISTANCE
Vision	+	Skills	+	Incentives	+	~~Resources~~	+	Action Plan	=	FRUSTRATION
Vision	+	Skills	+	Incentives	+	Resources	+	~~Action Plan~~	=	FALSE STARTS

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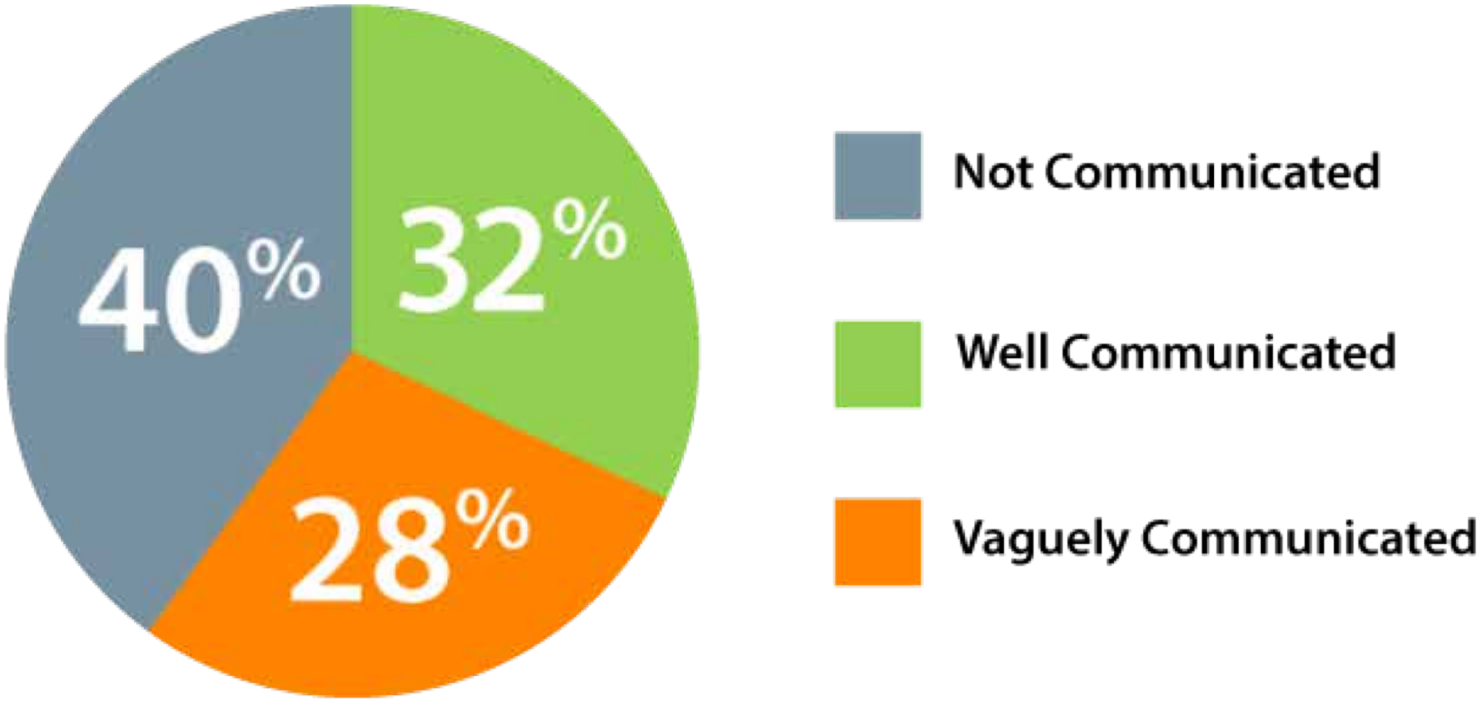
Most organizations have not clearly communicated a vision for postpandemic work.

Employees that report that their organization has communicated a post-pandemic vision,
% survey participants



Source: Reimagine Work: Employee Survey (Dec 2020-Jan 2021, n=5,043 full-time employees who work in corporate or government settings)

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Individuals who are not being communicated to are feeling anxious about the future.

The lack of clear vision or plan for postpandemic work is causing me concern or anxiety,
% survey participants

47% feel a lack of clear vision about the post-pandemic world is a cause for concern

Source: Reimagine Work: Employee Survey (Dec 2020–Jan 2021, n = 5,043 full-time employees who work in corporate or government settings)

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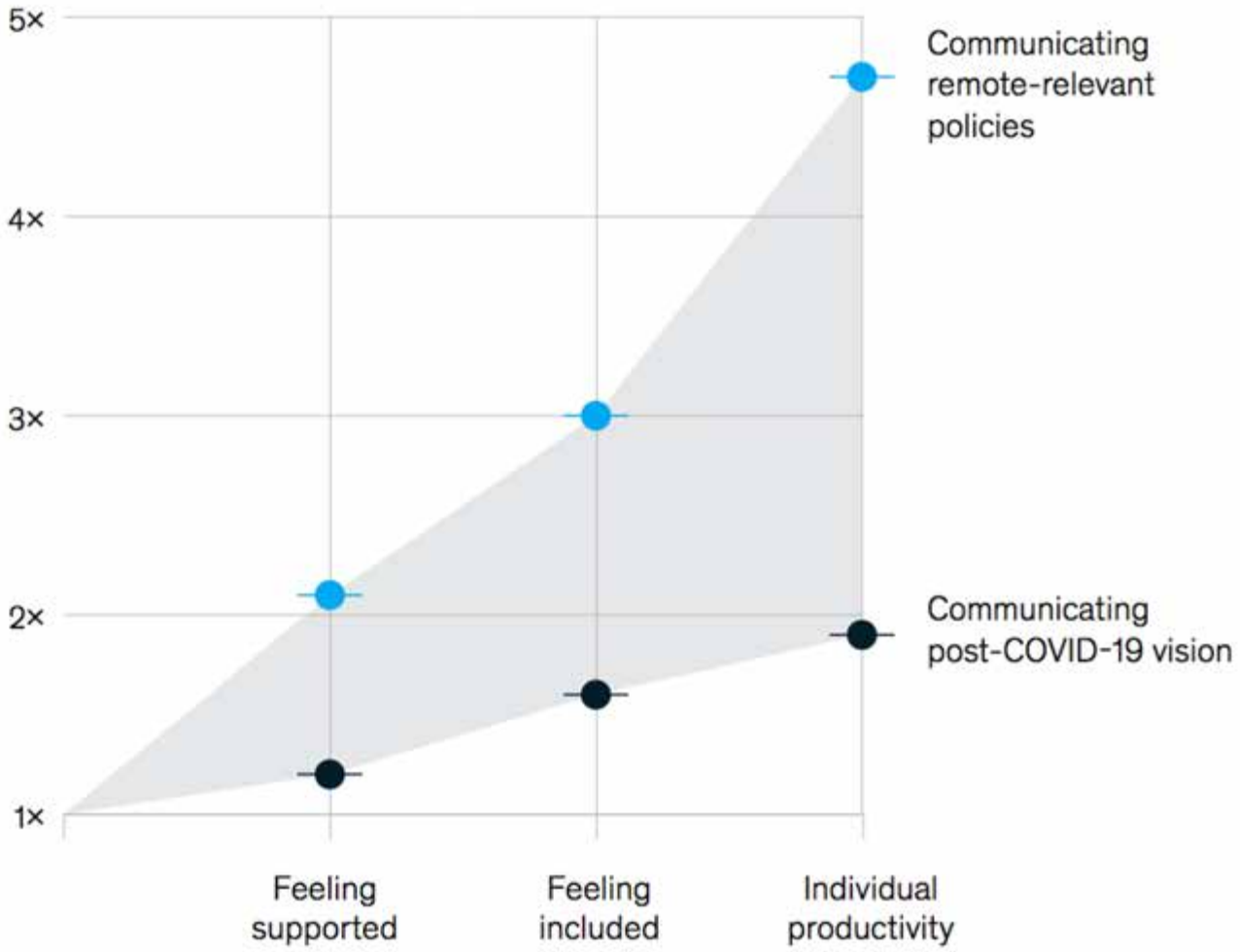
Organizations with clearer communication are seeing benefits to employee well-being and productivity.

Importance of communicating vision and policies on productivity, support, and inclusion, impact multiples



Note: All analyses conducted while controlling for all other predictors, region, industry, company size, job level, age, gender, and parental status (n = 4,854–5,043).
Source: Reimagine Work: Employee Survey (Dec 2020–Jan 2021, n = 5,043 full-time employees who work in corporate or government settings)

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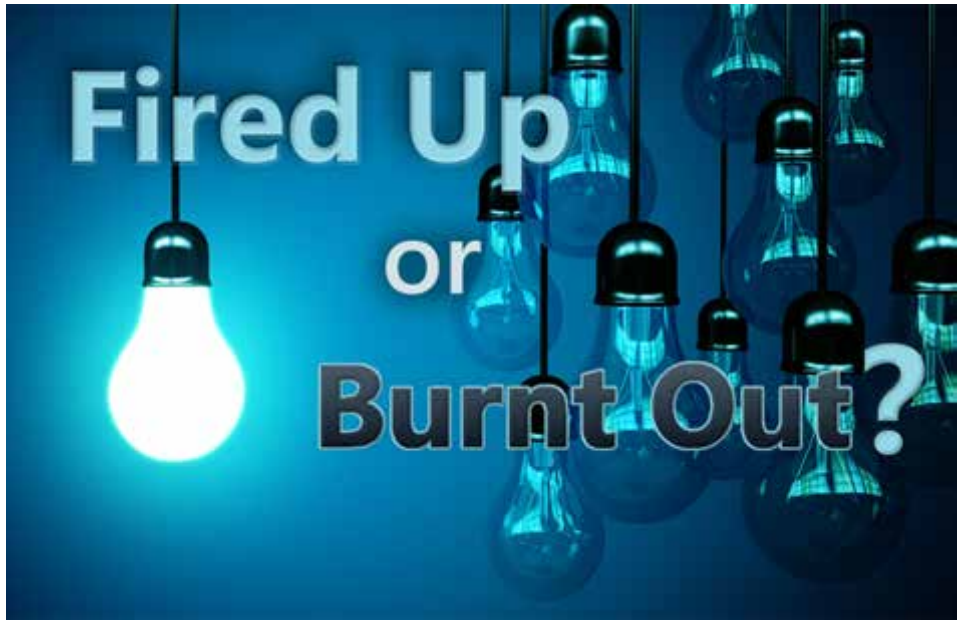
Communicate to Reduce Burnout

Burnout is especially pronounced for people feeling anxious due to a lack of organizational communication.

These employees were almost **three times more likely** to report feeling burned out.



McKinsey & Company, *What employees are saying about the future of remote work*, April 2021

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Operating Reality

Being able to see problems and opportunities as they appear through their eyes

- Expectations
- Training
- Purpose
- Growth
- Culture
- Team
- Recognition

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The Odds

2 to 1

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Breakout

Last Word Response

It's time for a little Improv!

Your facilitator will check in on you to answer any questions but do not hesitate to use the "Ask for Help" button if you have a question

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How do you put your people in position to be successful?

Structure. Process. Coaching.

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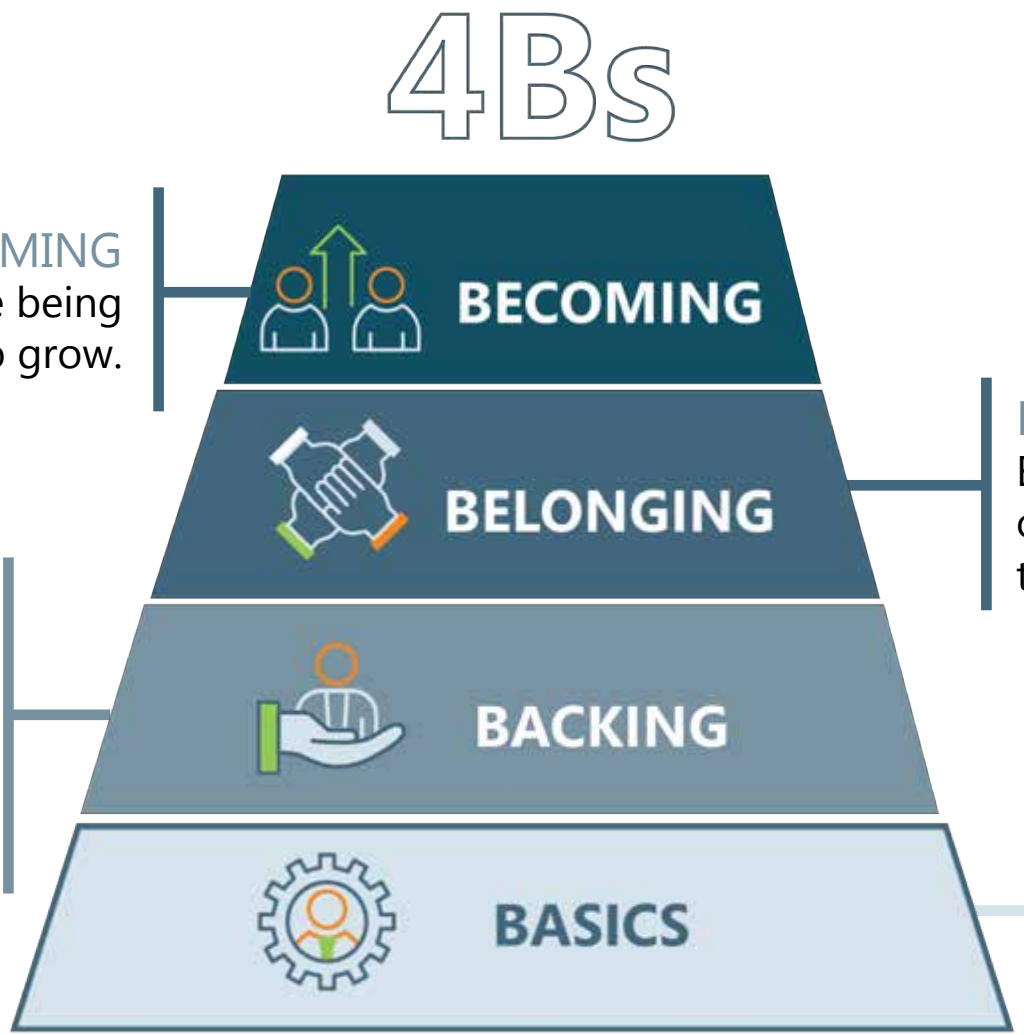
#1 Focus people on their work!

The 4B Engagement Model



BECOMING
Employees feel they are being given opportunities to grow.

BELONGING
Employees feel aligned with the organization or the people on their team.

BACKING
Employees feel like they have the support they need from their peers and management to be successful.

BASICS
Employees feel they have the items fundamental to their success such as understanding expectations and having tools and training to perform their work.

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When we asked about meetings in general,

42% of attendees have left a meeting without saying what was on their mind

Imagine how many things left unsaid were good ideas!

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What happens to those ideas?

1 in 3

office workers who couldn’t say what was on their minds said they’d left meetings thinking of getting another job

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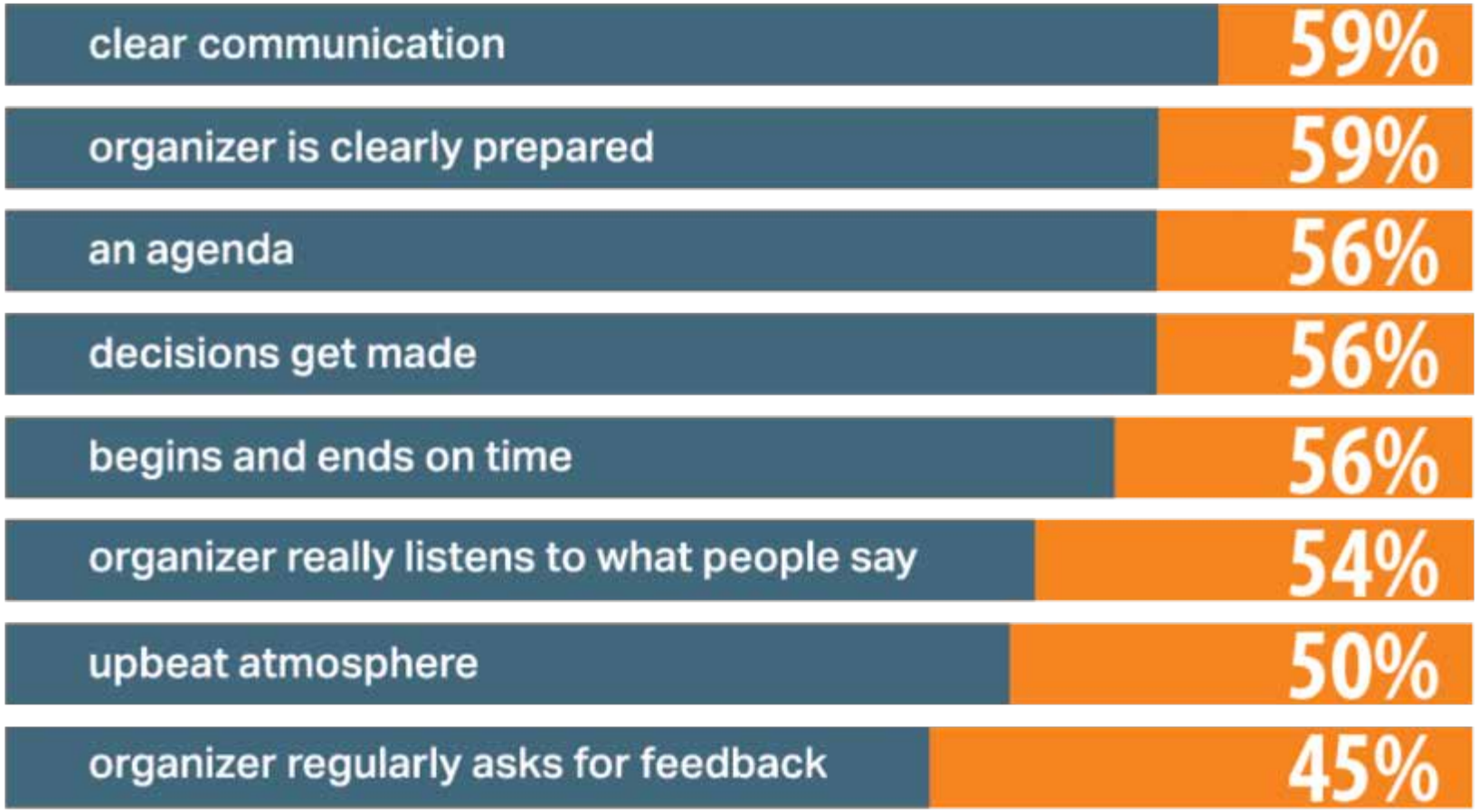
What makes a meeting engaging?



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Effective One-on-One Meetings

1. Establish weekly or bi-weekly
   - Not only calendared meetings
2. Specific agenda
3. Begin with questions:
   - *How are you feeling?*
   - *How are you doing with work/life balance?*
   - *How can I make things easier for you?*
4. Review
5. Discussions
   - Constructively coach
6. Recognition
   - Psychological paycheck
7. Action items & expectations

How Are You Doing?

- You will hear:
  - "I'm fine" or "I'm managing through it,"
- By inviting discussion, you may hear:
  - "I'm anxious, overwhelmed, and lonely,"
  - "I'm completely burned out,"
  - "I've lost my sense of optimism"
  - "I'm not sure how much longer I can keep going like this."

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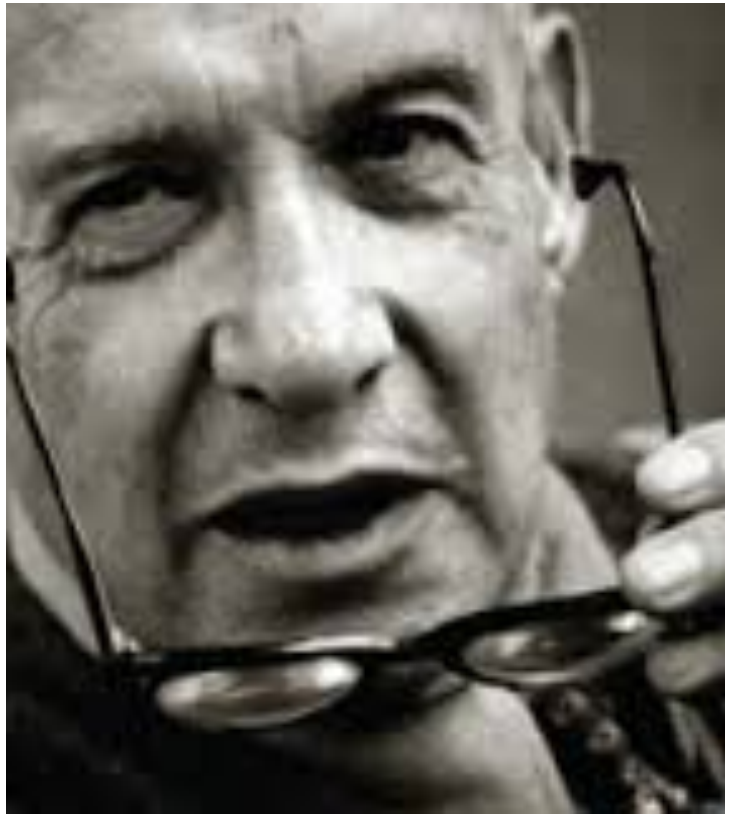
Words from a Management Guru…



"Culture eats strategy for breakfast"

- Peter Drucker

We manage agreements every day in our personal life

Why would this time be any different?

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How Do We Manage Agreements?

1. Define expectations
2. Ensure they are measurable
   - Activity
   - Outcome
   - Communication
   - Behavior
   - Process
   - Values
3. Commit to consistent coaching & review

No Flexibility – Risk Losing Talent

- More than a quarter of those surveyed reported that they would consider switching employers if their organization returned to fully on-site work.

- Of course, even employees who say they might depart could ultimately decide to remain, depending on the policies companies end up adopting, the availability of jobs at the same or better rates of pay, and the role of automation in shifting the tasks people do.

McKinsey & Company, *What employees are saying about the future of remote work*, April 2021

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Don’t Move The Foul Pole

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Personal Accountability

No socially-accepted excuses:

"I would be coaching if it wasn't for this remote/hybrid environment."

"I could coach my team on calls if we were in the office."

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Virtual Coaching

- Role-Practice
- Shadow

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Consider the 5 “Human” Elements

1. Facial Expressions
2. Body Movements/Posture
3. Gestures
4. Voice Tone/Inflection
5. Eye Contact

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Ask Better Questions

Leverage SIGN

Utilize SIGN questions to better understand their reality and uncover challenges

Active Listen

Remember to listen to the response after asking your questions.
People often ask a question and then begin thinking of their next question.

Don’t Interrupt

Take notes to reference later instead of interrupting someone mid-thought.
Train of thought is an important thing to maintain in responses.

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Second Session

- **Be Successful Selling Virtually**
- How to create trust and build relationship over video
- Planning interactive and engaging virtual meetings
- Opening effectively, setting a clear agenda and managing time
- Effectively identifying, and using, verbal and visual cues
- Bonus: how an improv exercise can make you a better seller

Get into your client's operating reality, find the gap, advance relationships and move them through the buying process – when you cannot be there in-person

Save the Date - June 9th @ 2pm CT

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Q & A

Please submit using Chat

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