Let's Stop Guessing!
Exploring Personality Impacts on Distributed Workers, Leaders & Teams

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Work EvOHlution
Review Session Learning Objectives

1) Discover what attributes are key to distributed work success for employees, leaders, and teams.

2) Learn how assessing people’s attributes is a key component of effective change management in moving to distributed workplaces.

3) Gain insight into your own personality as it applies to distributed work.
Who We Are
Drs. Laura Hambley & Tom O’Neill

- 13+ years of research across industries in North America and Europe
- Team of Industrial/Organizational Psychologists developed suite of psychometric assessments around distributed workers, leaders and teams to help drive successful workplace change.
- Laura and Tom co-founded Work EvOHlution to help support and develop the human elements in distributed work environments.
What is Distributed Work?

- Distributed Work
  - WORKshift™
  - Agile or Flexible Work
  - Remote or Mobile Work
  - Dispersed or Virtual Teams
  - Telework
The People Side of Distributed Work

Leaders

Employees

Teams

Distributed Work Success
Where Do Organizations Focus?

- IT
- Space
- Legal
- Strategy
- People
Not assessing your people is like walking into the change blindfolded!
Employee Personality Fit

• Certain personality traits predict success
• Knowing these can help:
  – Select
  – Develop
  – Support workplace change
  – Save costly turnover & inefficiencies
Why Does Personality Fit Matter?

Some struggle to work remotely

Most can work remotely some of the time

Some can work remotely all the time
Sure I like my job. But I could do without the commute.
The Case of Charles the CFO
The Cost of Trial & Error

• You can’t afford to leave the human elements to chance.
• If you don’t support people through the transition and you lose them, it costs $30-$50K to replace each person.
Outcomes To Care About...

- Job Performance
- Work Engagement
- Work-Life Balance
- Job Satisfaction
- Focus

Distributed Work Success
Activity 1: Personality Fit

• Along the dimensions provided in your handout, place an X where you think you “fall” on each personality trait

• Questions:
  – What is one trait that you believe would help you succeed in a distributed work environment?
  – What is one trait that may be a challenge?
  – One idea for addressing this challenge?
Cautionary Fit

Competitive; Skeptical of others' motives; Trusts few people; Slow to forgive
Prefers proven methods; Relies on tried and true
Loses interest in tasks that are boring or challenging; May give up on tasks before finished
Tendency to become irritated, overwhelmed, stressed
May act on impulse, speak thoughts before thinking, become impatient
Cynical about impacting work situation; Credits luck or chance to successes
Prefers structure and guidance; Likes supervision
Pessimistic; Easily frustrated; Focuses on challenges/hurdles
Doubtful, timid, questions own capabilities
Prone to procrastinate; Finds it difficult to get started on tasks
Sociable; Outgoing; Comfortable around others

Moderate Fit

Agreeableness
Desire for Novelty
Diligence
Emotional Control
Impulse Control
Locus of Control
Need for Autonomy
Optimism
Task Confidence
Quick Starting
Introversion

High Fit

Cooperative, Trusting, Stays on good terms, Forgiving
Open to new experiences, seeks to improve methods
Follows through on commitments; Persistent
Calm; composed; relaxed; Not easily bothered
Resists temptations; Thinks before speaking; Patient
Believes in ability to control work situation; Effort not luck
Prefers independence; Likes making own decisions
Positive outlook; Hopeful; Focuses on the bright side
Confident; Assured; Believes in own ability
Gets started quickly on tasks; Has no difficulty initiating own work activity
Prefers alone time and own space; Drained by socializing
Distributed Worker Development

Create Awareness

Develop Strategies

Take Action
How to Use Personality

**Impulse Control**
- Have clear deliverables
- Make a plan the day before
- Block task time

**Emotional Control**
- Take a pause
- Write response but save for later
- Use empathy

**Optimism**
- Focus on the benefits
- Be solution focused
- Discuss concerns with others
Supervisor Companion Report

Jane’s Overall Distributed Work Success Score is Moderate

- Jane’s personality profile suggests that she would be most effective and satisfied with moderately frequent distributed work (1-2 days/week)
Why Does Distributed Leadership Matter?

• More distributed leaders than ever before:
  – Leading mobile workers in the same city
  – Managing team members located in offices across countries or continents

• Strong leadership is related to a host of business-level performance indicators:
  – Productivity & Profitability
  – Lower Turnover & Absenteeism
Leading in a Mobile World

- Skills are **similar & additional** to FTF leadership
- All of the skills required to lead FTF are necessary, but *not sufficient*
  - “It is much harder for the leader to create the conditions for success when leading from a distance” (Hackman)
- Poor leadership is amplified from a distance
Human Elements of Leading in a Mobile World

Skills + Attributes → Capabilities
Activity 2: What Makes a Great Leader of Distributed Workers?

• Brainstorm **human elements**, including:
  
  – Traits/Attributes
  
  – Skills
  
  – Behaviours
## Distributed Leader Capabilities

<table>
<thead>
<tr>
<th>Relationships</th>
<th>Flexibility</th>
<th>Productivity</th>
<th>Culture</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accessible and Supportive</td>
<td>Achieving Work-Life Balance</td>
<td>Driving High Performance</td>
<td>Cultural Awareness and Respect</td>
</tr>
<tr>
<td>Building Trusting and Respectful Relationships</td>
<td>Exploring and Learning Orientation</td>
<td>Managing Work and People</td>
<td>Cultural Communication</td>
</tr>
<tr>
<td>Creating Team Unity</td>
<td>Promoting Work-Life Balance</td>
<td>Strategic Alignment</td>
<td>Openness to Cultural Diversity</td>
</tr>
<tr>
<td>Fostering Collaboration</td>
<td>Versatile Communication</td>
<td></td>
<td></td>
</tr>
</tbody>
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Distributed Worker Success

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Skills

Communication Medium Match

Time-Zone Management

Communication Proficiency

Tech-Savvy

Meeting Management

Organization
Distributed Leader Profiler

- Certain attributes and skills predict distributed leader capabilities
- Knowing how a leader is predisposed to achieve certain capability levels is critical for:
  - Development and growth
  - Supporting change/transition
  - Leading high performing teams
- Saves costly turnover & inefficiencies
Distributed Leader Profiler

John’s Outcomes
Below, you will find a summary of your levels on the 6 leadership skills.

<table>
<thead>
<tr>
<th>Leadership Skill</th>
<th>Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication Medium Match</td>
<td>High</td>
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<tr>
<td>Communication Proficiency</td>
<td>Moderate</td>
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<tr>
<td>Meeting Management</td>
<td>Caution</td>
</tr>
<tr>
<td>Organization</td>
<td>Moderate</td>
</tr>
<tr>
<td>Tech-Savvy</td>
<td>High</td>
</tr>
<tr>
<td>Time-Zone Management</td>
<td>High</td>
</tr>
</tbody>
</table>
### John’s Customized Feedback for Growth and Development

<table>
<thead>
<tr>
<th>Relationships</th>
<th>Distributed Leader Development Area</th>
<th>What to do?</th>
<th>Try it!</th>
</tr>
</thead>
</table>

### Building Trusting and Respectful Relationships
Forms strong relationships with team members that are built on trust and rapport. Makes people feel important and valued. Communicates in a fair and consistent manner towards all employees and is present and focused during interactions.

**Jennifer’s score is Moderate**

Jennifer’s score on Building Trusting and Respectful Relationships is calculated using the following skills and attributes.

- **Relevant Skills**: Meeting Management, Time Zone Management
- **Relevant Attributes**: Empathy, Trust, Adaptability

### Recommendation #1: Be Present In Conversations

- An essential key to building trusting relationships is being fully present during conversations with dispersed team members. This means minimizing distraction and trying to avoid multitasking. For example, shut off your monitor or your email so you do not find yourself being distracted while on the phone with a remote employee. This will show the employee that you respect them and are dedicated to the present conversation and to their issues in particular.

- Practice active listening techniques by listening to a speaker without asking him/her questions or interrupting; really try to understand what he or she is explaining and avoid leading the conversation. Once the speaker has finished, then try to express what was said, allowing the speaker to correct any errors or misunderstandings and to clarify or add additional thoughts. This technique will help you better understand the message and will keep you from jumping to conclusions or steering the conversation too strongly.
Distributed Teams

- Interdependent individuals
- Shared purpose
- Communicate, coordinate, and collaborate through electronic media.
61% of employees have worked on virtual teams (VTs)

46% of U.S. orgs use VTs

72% of Canadian and U.S. orgs adopted VTs to cut costs

57% reported planning to use more in the future

66% said they would be more satisfied if they could work remotely part time
Virtual Team Challenges

- Difficulty establishing rapport and trust ← 81%
- Time differences as an obstacle ← 49%
- Distribution of work to be a challenge ← 32%
- Differences in cultural norms ← 26%

Distributed Teams

Creating the conditions for effective teamwork and collaboration a fundamental challenge of distributed teamwork

To improve, a framework is needed and feedback must be given and acted upon

Distributed Team Diagnostic

- Can diagnose overall team effectiveness through a “diagnostic assessment”
- Discover strengths and immediate areas for action
- Develop action plans
Distributed Team Model

- Leadership
- Coordination
- Collaboration
- Team Climate
  - Trusting
  - Committed
  - Accountable
  - Results Driven
  - Strategic
Example: Distributed Team Communication

Your distributed team’s communication is **moderate**

<table>
<thead>
<tr>
<th>Category</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication Medium Match</td>
<td>3.40</td>
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<tr>
<td>Proficiency with Communication Tools</td>
<td>2.00</td>
</tr>
<tr>
<td>Meeting Management</td>
<td>2.80</td>
</tr>
<tr>
<td>Overall Communication</td>
<td>2.73</td>
</tr>
</tbody>
</table>

The score ranges from Low (1.00) to High (4.00).
Activity 3: Assessing the Human Elements

• Take a moment to answer Yes/No/Unsure to the items on your handout

• Questions:
  – Which items were a “No” or “Unsure”?  
  – What do you feel is your top challenge from a people perspective?
  – What can you do to address this challenge?
Conclusion

- The **people aspects** of workplace change are often overlooked
- Arming your organization with data on employee/leader fit and team effectiveness saves time, $, and trial/error
- Assessing and developing the human elements should be a **key part** of any change management and ongoing mobile/distributed work program
- The good news: easy to implement and incredibly insightful!

To try an assessment contact: info@workevohlution.com
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You are eligible to receive Continuing Education Units and Certified Facility Manager® maintenance points for attending sessions at IFMA’s Facility Fusion.
To receive CEU points, you must add the US$15 processing fee to your registration.

To Receive 20 CFM Maintenance Points
Record your attendance for the three-day conference on your CFM Recertification Form in CAMP. At re-certification time, submit your completed CFM Recertification Form.

Managing CEUs:
• Log into the Attendee Service Center. http://tinyurl.com/FF16INDY
  Your log-in information was sent to you when you registered for the conference.
• Click “Start CEU Process” on the left-hand side.
• Click “Start” next to the session you attended.
• Complete the session evaluation.
• Click “Start Test” next to the session.
  After passing the test, your certificate will be available for download.

**If you wish to receive CEUs or LUs from other organizations, you must contact those organizations for instructions on reporting credit hours.
Your Feedback is Valued!

Please take the time to Evaluate Sessions

Log into the Attendee Service Center
http://tinyurl.com/FF16INDY
THANK YOU!

Be sure to evaluate the session online at the Attendee Service Center

http://tinyurl.com/FF16INDY