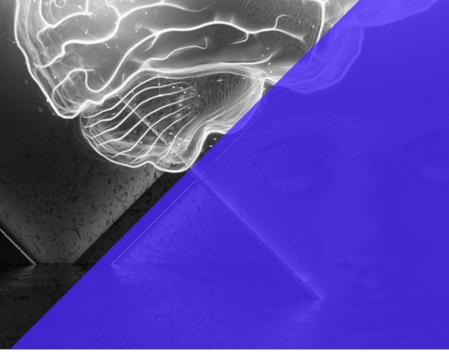"THE NEW NORMAL"

#HRDay

How to modify your
behaviour
to communicate effectively
with remote teams

Claudina Whisken, PDA International Canada

How effective communication can help Managers with remote teams?

SELF AWARENESS

What is my preferred behavioural style?

What is my impact on others?

What are my personal strengths and challenges?

Am I engaging with others optimally?

How do I interact with others?

How effective communication can help Managers with remote teams?

UNDERSTANDING TEAM MEMBERS

What are the team's behavioural profile?

Are we aligned on purpose?

Valuing strengths and diversity on our team.

Action items to move us closer to our strategy or goals.

Developing strategies for working with the team.

In three weeks, the percentage of employees working from home doubled, from **31% to 62%.** Some jobs had to transition quickly and completely from 0% to 100% remote.

It's worth noting, however, that this percentage has dropped from **62% to 53%** as employees have had the daily experience of working from home.

Gallup research finds the percentages that prefer continuing to work from home are highest in technology, insurance, arts, entertainment, media, finance and professional services.
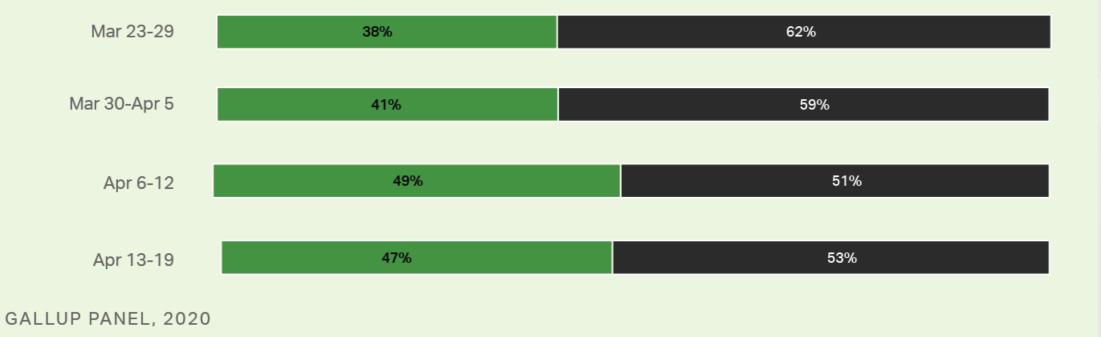
Statistics

When we look at all the tips, advice, what to do and what not to do for managing remote teams, on every list is …..

COMMUNICATION

So how do we ensure that we are communicating effectively with our teams?

Are you hoping that everyone will respond to the same leadership style?

Do you know how to modify your behaviour effectively?
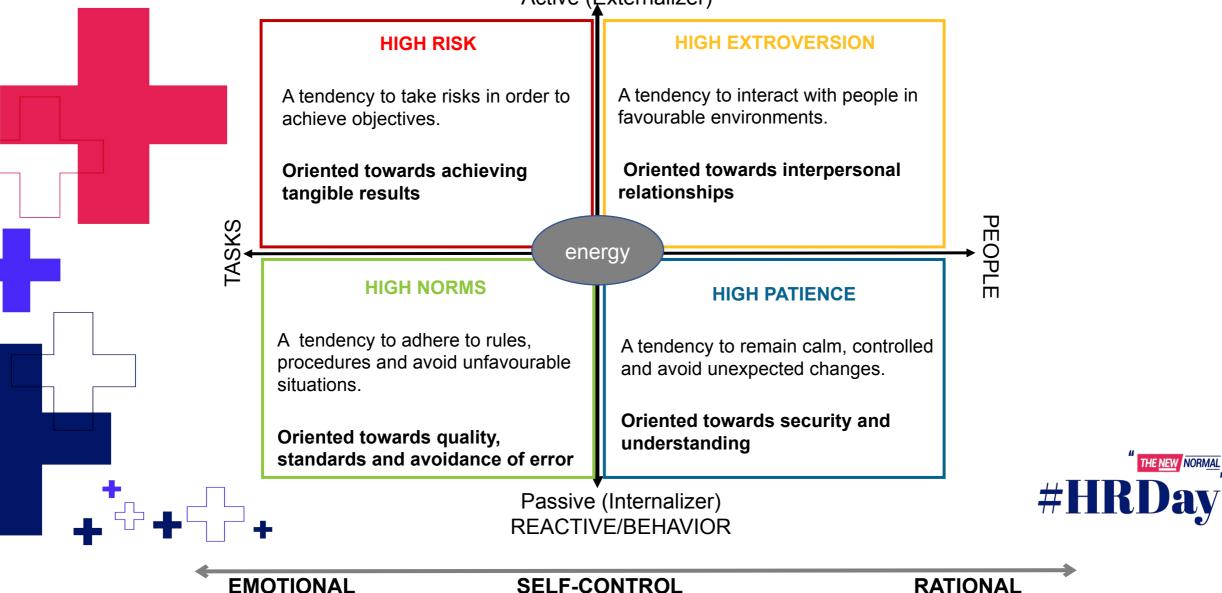
How to use the PDA assessment to help with communication strategies?
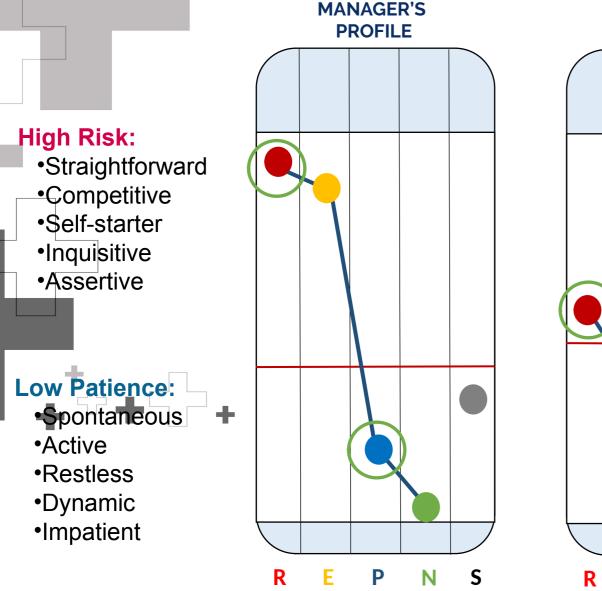
PDA based on DISC Behavioural Model (Dr Marston, Harvard)
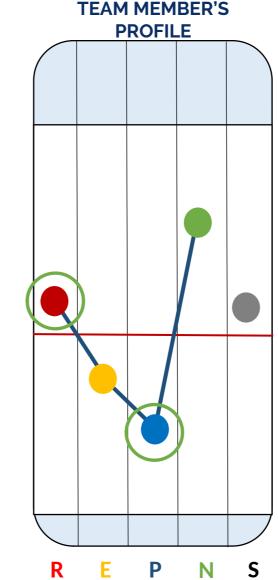
PROACTIVE/BEHAVIOR
Active (Externalizer)

TASKS

PEOPLE

HIGH RISK

A tendency to take risks in order to achieve objectives.

Oriented towards achieving tangible results

HIGH EXTROVERSION

A tendency to interact with people in favourable environments.

Oriented towards interpersonal relationships

energy

HIGH NORMS

A tendency to adhere to rules, procedures and avoid unfavourable situations.

Oriented towards quality, standards and avoidance of error

HIGH PATIENCE

A tendency to remain calm, controlled and avoid unexpected changes.

Oriented towards security and understanding

Passive (Internalizer)
REACTIVE/BEHAVIOR

EMOTIONAL   **SELF-CONTROL**   **RATIONAL**

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Coping strategies to modify behaviour - Risk

MANAGER'S PROFILE

TEAM MEMBER'S PROFILE

High Risk:
- Straightforward
- Competitive
- Self-starter
- Inquisitive
- Assertive

Low Patience:
- Spontaneous
- Active
- Restless
- Dynamic
- Impatient

+

R   E   P   N   S

R   E   P   N   S

Managing a High Risk:

- Remember that you are both quite competitive so seek out opportunities to join forces, but avoid competing against each other.

- Avoid unnecessary arguments and confrontations.

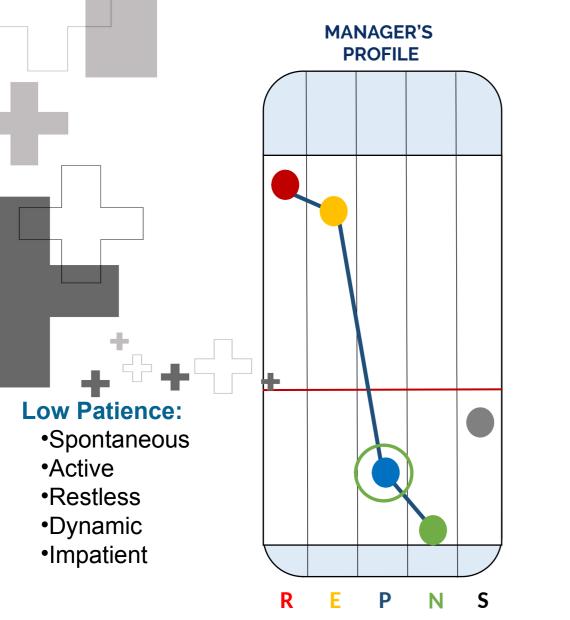- Don't interrupt each other. Both of you should share your thoughts on the situation and propose actions, but always let the other person offer their opinion too.

- Be open and accepting if they disagree with you.

- Don't display or exhibit superiority when communicating. Treat them with respect and expect the same in return.

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Coping strategies to modify behaviour - Patience

MANAGER'S PROFILE

TEAM MEMBER'S PROFILE

Low Patience:
- Spontaneous
- Active
- Restless
- Dynamic
- Impatient

R E P N S

R E P N S

Managing a Low Patience:
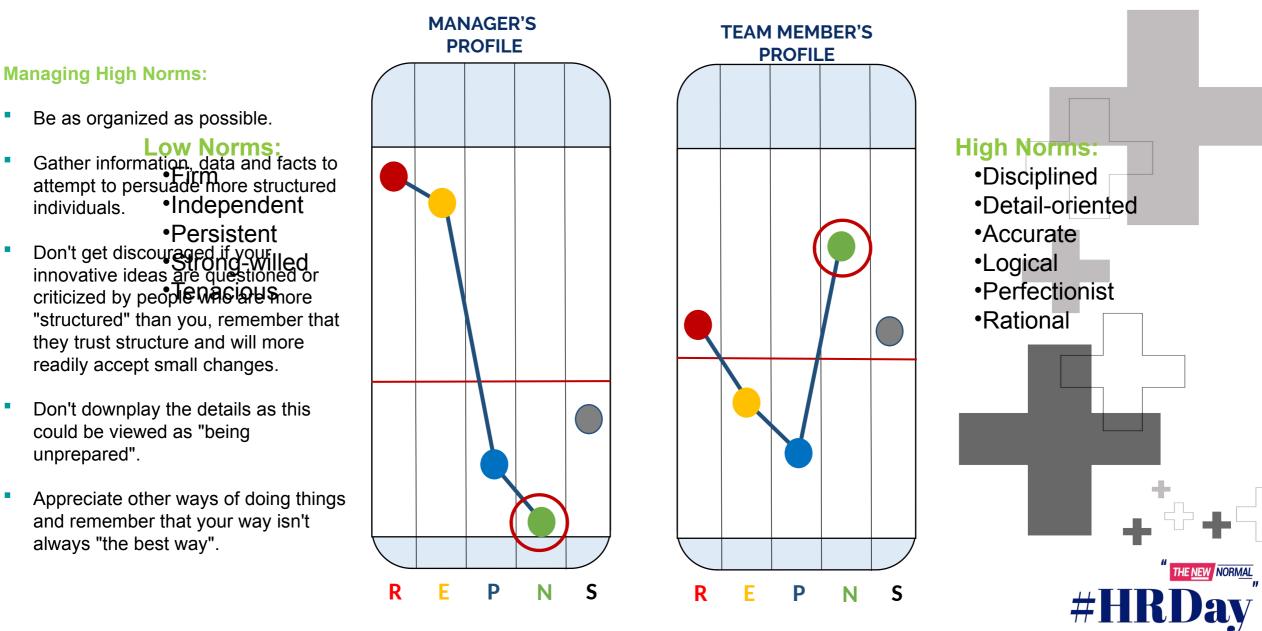
- Remember that you are both restless and action-oriented.

- Try not get overly excited and jump the gun when working on projects.

- From time to time, remind yourself to slow down and wait until the timing is right to make decisions.

- Don't become overly impatient with each other. You are both quick to react.

- Immediately jot down any conclusions or actions you define.

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Coping strategies to modify behaviour - Extroversion

MANAGER'S PROFILE
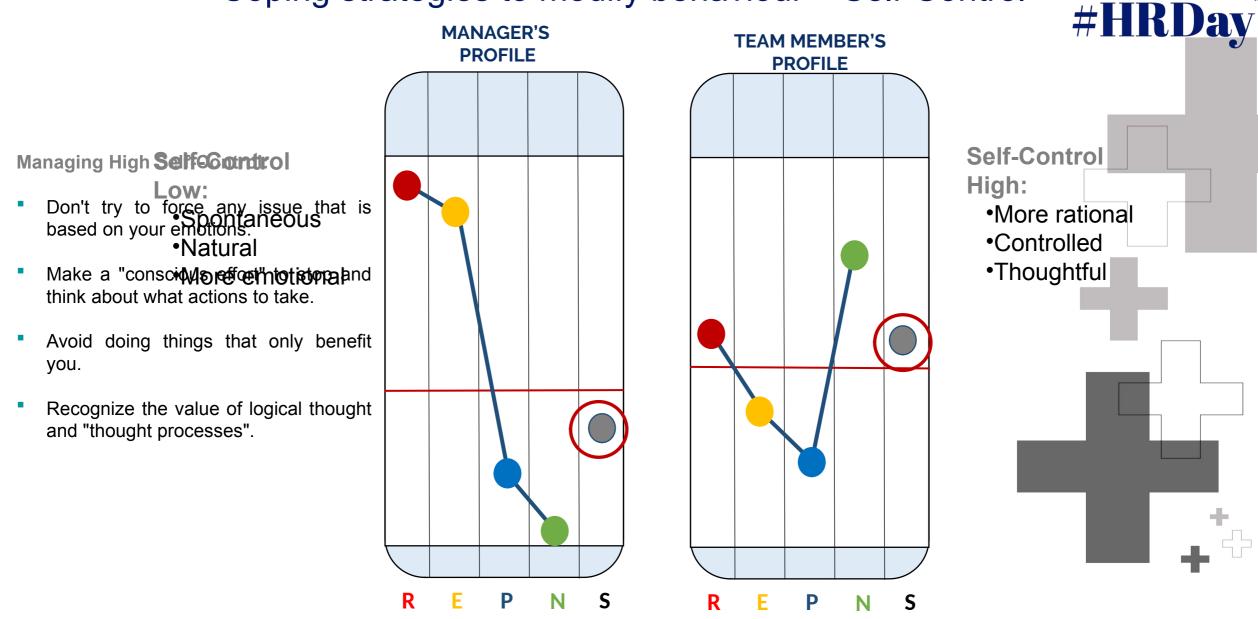
TEAM MEMBER'S PROFILE

Managing Low Extroversion:

- Listen to the other person and encourage them, show interest in what they're saying.

- Don't interrupt them or talk over them.

- Help them out by asking open-ended questions.

- Before getting excited about the topic at hand, first listen to them intently, giving them your full attention.

- Avoid coming off as overly "friendly" if you don't know the other person very well.

- Be mindful of the other person's need for quiet time.

High Extroversion:
- •Communicative
- •Persuasive
- •Friendly
- •Positive
- •Influential

Low Extroversion:
- •Factual
- •Reflective
- •Logical
- •Probing
- •Serious
- •Quiet

R   E   P   N   S

R   E   P   N   S

Coping strategies to modify behaviour - Norms

Managing High Norms:

- Be as organized as possible.

Low Norms:
- Firm
- Independent
- Persistent
- Strong-willed
- Tenacious

- Gather information, data and facts to attempt to persuade more structured individuals.

- Don't get discouraged if your innovative ideas are questioned or criticized by people who are more "structured" than you, remember that they trust structure and will more readily accept small changes.

- Don't downplay the details as this could be viewed as "being unprepared".

- Appreciate other ways of doing things and remember that your way isn't always "the best way".

MANAGER'S PROFILE

TEAM MEMBER'S PROFILE

R E P N S

R E P N S

High Norms:
- Disciplined
- Detail-oriented
- Accurate
- Logical
- Perfectionist
- Rational

Coping strategies to modify behaviour – Self-Control

MANAGER'S PROFILE

TEAM MEMBER'S PROFILE

Managing High Self-Control

- Don't try to force any issue that is based on your emotions.

- Make a "conscious effort" to stop and think about what actions to take.

- Avoid doing things that only benefit you.

- Recognize the value of logical thought and "thought processes".

Self-Control Low:
- •Spontaneous
- •Natural
- •More emotional

Self-Control High:
- •More rational
- •Controlled
- •Thoughtful

R E P N S

R E P N S
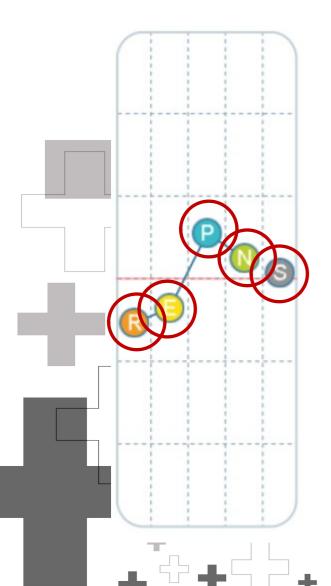
"THE NEW NORMAL"

#HRDay
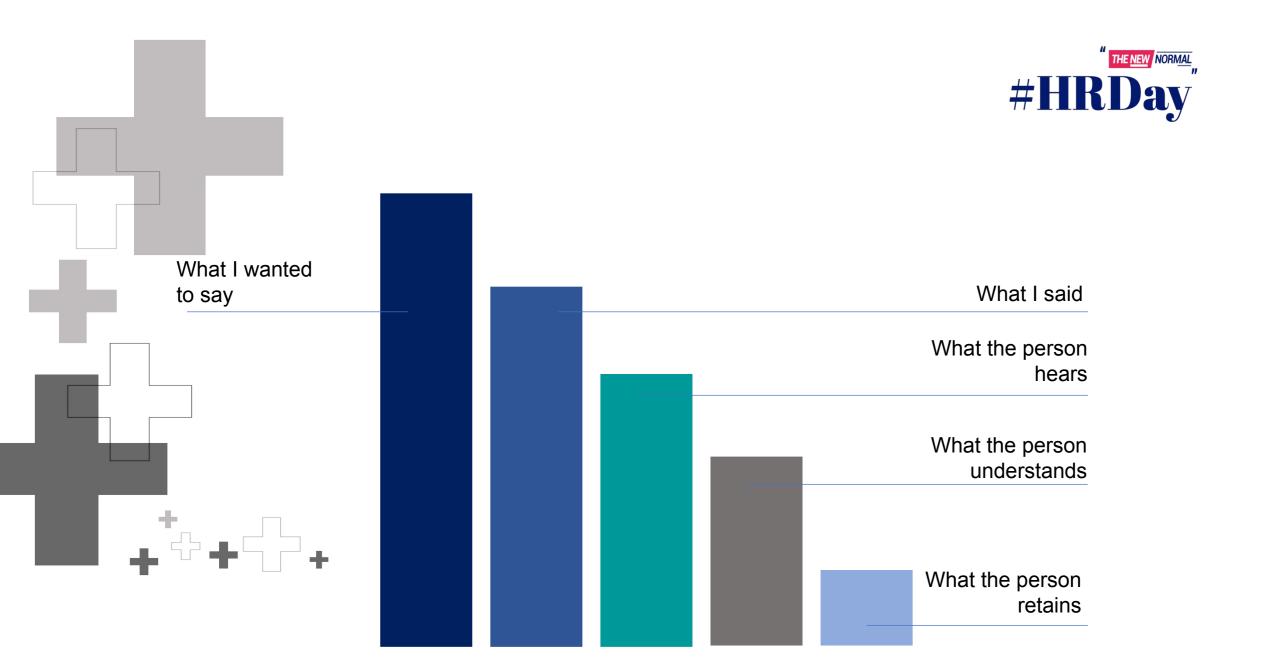
Let's look at an actual team and

how they differ from the Manager

Consolidated behavioural graph of a team's PDA results

High Patience:
- Patient
- Dependable
- Persistent
- Predictable
- Accommodating

High Norms:
- Disciplined
- Detail-oriented
- Accurate
- Logical
- Perfectionist
- Rational

Situational Self Control:
- Rational
- Controlled
- Thoughtful

- Spontaneous
- Emotional
- Natural

Low Risk:
- Careful
- Cautious
- Risk-averse
- Consultative
- Non-demanding

Low Extroversion:
- Factual
- Serious
- Logical
- Reserved
- Quiet

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TEAM'S PROFILE

MANAGER'S PROFILE

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Risk Axis

| | 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

Low ———————————— (R) ———————————— **High**

AM	DO	AH	
BM	JC	DG	
KR	SP	TS	PG
MT			JT
NC			DM
			JW
			MANAGER

Low Risk Behaviours

- Careful
- Cautious
- Modest
- Reserved
- Low risk-taker
- Kind
- Peaceful

Motivators

- Balanced situations, without pressure and confrontation.
- Feeling comfortable and at ease.
- Managing within a structure that offers direction and security.
- Avoiding risky situations as far as possible.
- Consistency and a firm tread.

High Risk Behaviours

- Straightforward
- Competitive
- Demanding
- Risk-taker
- Production/result-oriented
- Decisive

Motivators

- Challenging situations and commitments.
- Competing and winning, situations that offer the possibility of power and status.
- Acquiring material possessions, objects of monetary value.
- Having a degree of risk.
- Taking charge in important situations, with a high degree of responsibility.

Extroversion Axis

```
         0    10   20   30   40   50   60   70   80   90   100
Low                              E                                    High

     DG              AM        AH        BM        DD              TS          JT        MANAGER
     JC              MT        DM                                                KR
     PG                        DM                                                NC
                               Dawn                                              SP
                               JW
```

Low Extroversion behaviours

- Formal
- Serious
- Introspective
- Distant
- Analytical
- Skeptical

High Extroversion behaviours

- Perceptive
- Persuasive
- Extroverted
- Sociable
- Friendly
- Trusting

Motivators

- Working in small groups, with well-known people.
- Prefers to interact and relate with people he knows and trusts.
- Applying analysis to work on problem-solving.
- Work in privacy, without being forced or pressured.

Motivators

- Demonstrating skills and talents
- Interacting and relating with new and different people.
- Being up-to-date in terms of fashion, new trends, the latest.
- Social recognition, congratulations.
- Being liked, project an image of appeal and charm.

Patience Axis

	0	10	20	30	40	50	60	70	80	90	100

Low **(P)** High

MANAGER	DM	KR	JW		DG	AM	JC	AH
TS	JT	NC			PG	BM		DD
						MT		SP

Low Patience behaviours

- Dynamic
- Fidgety
- Spontaneous
- Sensitive
- Restless
- Impatient

High Patience behaviours

- Methodical
- Consistent
- Patient
- Calm
- Quiet
- Tolerant

Motivators

- Diversity, change and variety of situations and people.
- Constant travel.
- Time management, freedom from ties and commitments.
- Covering several subjects at the same time.
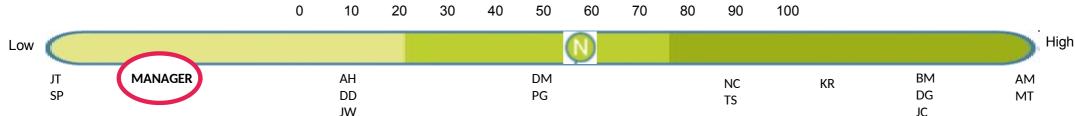- Opening simultaneous fronts.
- Fast pace and ambiguity.

Motivators

- Enjoyable and close relationships. Pleasant situations.
- Deep conversations and giving useful advice.
- Knowledge, protecting consistency and security.
- Have enough time to do things well.
- Being with family and loved ones. Sharing situations and having time for them.

Norms Axis

Low | 0 10 20 30 40 50 60 70 80 90 100 | High

JT
SP

MANAGER

AH
DD
JW

DM
PG

NC
TS

KR

BM
DG
JC

AM
MT

Trends

- Independent
- Secure
- Sees the full picture
- Own goals / objectives

Motivators

- Freedom to act on his own ideas and proposals.
- Having their own objectives and goals.
- Offering their opinions and acting without inhibitions, barriers or structures.
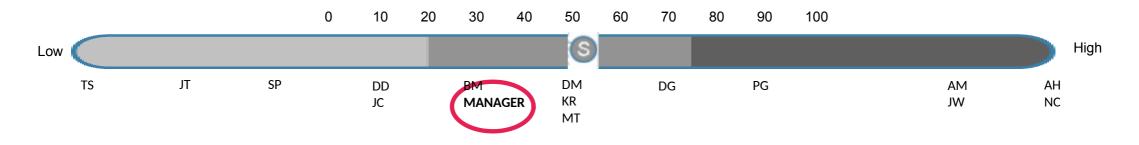- Being free and independent.

Trends

- Disciplined
- Helpful
- Detail-oriented
- Cooperative
- Dependent
- Obedient

Motivators

- Clear and consistent communication.
- Receiving an instruction with clear and consistent parameters and outlines.
- Doing things perfectly, in detail, avoiding mistakes.
- Managing within structure, an organization that provides security.
- Relying on detailed and accurate information to decide and proceed.
- Constant positive reinforcement and reassurances that things are well done.

Self Control Axis

The concept of Self-control, as in Axis Nº 5, is interpreted as the individual's ability to control himself: self-discipline, anticipating, ability to plan and the social meaning of responsibility. We can therefore conclude that:

Trends

• …the lesser the self-control, the less the Group will tend to think before acting, will remain less in control and achieve less planning in the responses to situations that might come up.

The Group will tend to be more spontaneous, natural and won't plan its responses and actions very much.

Trends

• …the greater the self-control, the more the Group will tend to think before acting, will remain more in control and achieve greater planning in the responses to situations that might come up.

The Group will tend to be more thoughtful, controlled, and rational.

Thank you

Claudina Whisken
PDA International Canada
cwhisken@pdainternational.net
Tel: 1 902 237-9095

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