

# LEADING AND MANAGING REMOTELY: HOW TO AVOID NEGATIVE HABITS THAT HURT YOUR TEAM



**Marshall Goldsmith**  
Stakeholder Centered Coaching®

Measurably Improving Leadership  
Around the World







# INTRODUCTION

Being a team leader is hard — however, being a remote team leader is an entirely different experience.

Managers around the world have been forced to shift to a new way of leading and working due to the pandemic. They were required to shift processes, workflows, and retrain their team on new technologies as almost every aspect of their work has become digitized over the past two years.

You would not be the only one to feel caught off guard. There are many great leaders out there who feel like they are now barely managing, are left questioning every decision they make, and are longing to go back to how things were previously.

In a crisis, it can be hard as a key player in any organization to take a breather and recognize when you have taken your eyes off the ball and have consequently hurt yourself and your team. Remote leadership has its good sides, but it also makes way for traps that catch unwary managers.

This booklet is a condensed version of the key takeaways, interesting anecdotes, and powerful quotes from our seasoned coaches and leaders during our webinar in May of 2022. Our purpose is to help you learn how to identify and eliminate harmful negative habits that you may have picked over the last few years.



# PANELISTS

## David Monro-Jones



United Kingdom  
Certified Coach & Mentor

David is a data-driven coach and mentor, certified in several world-class leadership methodologies. With his own practice, Perceptual Reality, he has helped leaders and teams from around the globe improve their behaviors and organizational effectiveness. David also plays a leadership role at IAPC&M, contributing to its growth.

---

## Kimberly Gonsalves



United States  
Certified Coach (PCC)  
& Trainer

Kimberly is the Founder & CEO of Leadership State. Leveraging a decade of corporate banking experience and another 10 years of teaching communication and relational skills, she helps leaders to strengthen their leadership, influence, and relationships to deliver greater results.

---

## Sunil Deshmukh



India  
Leadership Coach &  
Strategic Consultant

Sunil is a leadership coach and C-Suite Executive with global experience. He has spent 30 years in various senior management roles with top multinational enterprises across Africa, Asia, and the Middle East. Recently, Sunil has been active as an Independent Director on the Board of Listed Companies and Tech Startups. Since 2020, he has trained and mentored with success more than 150 professionals in India and other countries.

---

## Raymond Chou



Malaysia  
Serial Entrepreneur

Ray is a serial entrepreneur who has founded/co-founded 10 multi-million dollar companies over the last 26 years all over Asia Pacific. Currently, he devotes himself to growing his F&B lifestyle chain of restaurants, serving as the Chief Growth Officer of an education and investment company, and is a public speaker on topics such as Leadership, Execution, Alignment and Delegation (LEAD), 10X Business Fast Track, Growth and Leading with Confidence, People Hacking Toolsets and Winning Pitches.

---

## Vijay Tirathrai



UAE & Malaysia  
Tech Startup Evangelist

Vijay is currently the Managing Director at Techstars, a Venture Capital firm known for being a major global platform for innovation and investment. He leads several global networks that help people connect to create impactful change for their lives and their communities. Frequently appearing at signature conferences to talk about early-stage investments and entrepreneurship, he also hosts weekly webcast shows on LAToken VCTV, Techstars The Line, and YPO Deal Network, whilst volunteering weekly to help mentor leaders.



## Brenda Bence



United States & Singapore  
Leadership Coach (MG 100)

This year, Brenda celebrates the 20th anniversary of her own leadership coaching practice with established offices in Singapore and the US. Over this period of time, she has mentored hundreds of C-suite leaders across 70 industries and 6 continents. She is an MG 100 member and was recognized by Thinkers50 as one of the Top 50 Leading Global Coaches. Brenda also holds an MBA from Harvard Business School and spent the first part of her career building mega brands for Fortune 100 companies. She is an expert in working remotely, and her business has thrived during the pandemic as she helped executives effectively lead and build strong team connections in a virtual work world.

## Emily Chipman



United States  
Master Certified Coach

Emily is a Master Certified Coach and an experienced HR professional. She helps executives and leaders optimize their development and make work-life more successful and less stressful while delivering greater results to the business. With the benefits of her two decades of experience working both internally and externally in organizations, and the Stakeholder Centered Coaching® methodology, 100% of her coaching clients have measurably improved as leaders. Emily has also been helping certify Stakeholder Centered Coaching® learners in North America.

## Dr. Richard Osibanjo



United States  
Leadership & Organizational  
Development Leader, Intel

Dr. Richard Osibanjo is a leading expert, author, executive coach, program facilitator, and keynote speaker on transformational leadership and senior team performance. In his current role at Intel, where he serves as Organizational Development Leader for the Datacenter, AI, and Network as a trusted leadership advisor. His works center on helping senior leaders energize their organization with bold, transformational strategies that unlock human potential and new market growth.

## Xiaomei Zhou



United States  
Diversity Advocate &  
Certified Coach (PCC)

Xiaomei Zhou is Vice President in the Network and Edge Group as well as Director of the Visual Cloud and Integration at Intel, where she leads a global software organization. As a passionate advocate for diversity and women's leadership development, Zhou is an iNEW (Intel Network of Executive Women) board member, ACL (Asian Leadership Council) member, and Shanghai WIN (Women at Intel Network) sponsor. In her capacity as an internal coach, she develops the next generation of leaders through Intel's Group Coaching program.

## Yamini Adya Goyal



India  
Human Resource Expert

Throughout her career at employee-centric companies, Adya has built expert knowledge in driving transformation for engaging the generational workforce and integrating cultural change to create unforgettable employee experiences. Currently the Head of Human Resources at Moët Hennessy India & Chandon Winery, she believes in growth through changing mindsets and creating disruptive innovation as her foundational principles. She also relentlessly places the cursor on corporate social responsibility, diversity, equity, and inclusion.

## MGSCC Co-Founder and Master Coach

Chris has worked alongside Marshall Goldsmith and Frank Wagner for over two decades. In 2021 alone, he trained and certified more than 250 coaches in the methodology and had over 1,800 learners join his "How I Sell SCC to C-Level Clients" eLearning program. With his prior background as an actor in Hollywood ("Dallas", "Knight Rider", etc.) and his important insights and applications for a behavioral approach to coaching, he is a sought-after speaker on leadership enablement and coach for top leaders at Fortune 500 companies.

## Chris Coffey



United States  
Master Coach & Co-Founder



## How Did The Past 2 Years of Remote Work Transform The Way You Manage Your Teams or Conduct Your Coaching Sessions with Leaders?



Leadership itself is tough, but it is a whole other thing entirely when you have to lead a team of people that you cannot talk to in person. The reality nowadays is that you need to schedule leadership. You cannot just talk to somebody at whatever time that you want. This constant and significant change has forced us to continuously innovate and re-innovate throughout the last few years to find a process that actually works.

Even the idea of leadership itself has evolved. Now we are used to having quick weekly and even daily virtual calls, as well as having collaborative participation among teams using tools and interactive platforms that provide constant seamless communication. When it comes to meetings, in an in-person corporate setting, you will have the CEO or team leader establish their authority by choosing where they are sitting at the table or the way they're dressed for an event. Virtual meetings equalize the whole experience.

In terms of productivity, you might suddenly realize that you can be far more productive by scheduling 10 to 15 Zoom calls in a day, as opposed to having two or three in-person meetings over coffee.

Leaders and managers are forced to convert themselves from digital immigrants into digital natives — and most leaders find it difficult to do so. In the office, you have a team of tech-savvy individuals ready to resolve any issues that arise by using and managing your gadgets and platforms. Now, suddenly you have to manage on your own and it can be overwhelming and stressful.

“

*There is no one size fit all approach. One needs to understand, take on, and embrace the idea that you may have to have a hybrid version of dealing with people.*

— Vijay Tirathrai

”

Along with the shift in communication and processes, there has also been a shift in priorities. Typically, leaders are focused on figuring out where the company is heading and the overall performance of the company. Now, the top priority of most leaders is how to improve engagement and build relationships virtually as it is highly challenging to maintain a strong emotional connection over virtual platforms.

Recognizing there has to be behavioral change once we start to work remotely is fundamental for leaders. What you are doing today is different from what you are going to be doing tomorrow. There is no one-size-fits-all approach. One needs to understand, be onboard with the idea, and embrace the fact that you may have to have a hybrid version of dealing with people.

Leaders needed to recognize that that is the case, not just for themselves but for their teams as well. You need the ability to take stock and then move into action and say, "What are we going to do differently? What needs to happen?" Look at it from all the different perspectives.

We noticed that leaders who were able to quickly transition into remote leadership were focused on purpose. According to a Harvard Business Review (HBR) article, 9 in 10 people said they would take a significant pay cut up to 25% if they found a job that had meaning. McKinsey also did a study and they said 70% of employees now demand purpose from work. So what does that mean?

Employees are now looking for meaning, not just activity. So as you can see, all the perks and all the lovely buildings were not enough. Leaders need to address questions such as Why do we do what we do as an organization? Why do I do what I do? Most importantly, they should be able to connect the dots together with their employees, encouraging and helping them to find their purpose as well.

“

*Hardware is your physical body.*

*Software is your mindset; how you cope and respond to the whole environment and the whole user experience.*

*The application is the purpose, why are you here for.*

*So, we need to take care of our hardware, software, and the application, the whole purpose.*

**— Xiaomei Zhou**

”

“

*Employees are now looking for meaning, not just activity.*

**— Dr. Richard Osibanjo**

”



**TIP:**

Ask yourself:  
Why do we do what we do as an organization?  
Why do I do what I do?



## Based On Research, Here Are The Top 5 Most Common Mistakes Made By Remote Leaders.



Keeping your team in the dark during uncertain times whilst lacking empathy



Trying to identically take an in-person work style into remote work



Thinking that remote work reduces performance and applies pressure instead



Not respecting your team's boundaries



Forgetting to manage yourself

## Have You Witnessed Any Of These Habits Since Moving To Remote Work And Meetings? What Kind Of Impact Does It Have On Your Team?

Two main things occurred during the pandemic. Most leaders and managers felt like they'd lost control and lost connection. Those two things, connection, and control were truly foundational.

In an effort to deal with the unprecedented change and pursue efficiency, a lot of people started focusing on simply getting tasks done, including leaders. As a result, remote leadership often became mainly transactional and we lost something paramount — relationships and connections.

We need to be aware of the fact that 80% of communication is nonverbal. Communicating via video conferencing limits our ability to read and demonstrate nonverbal cues. Additionally, when people are on a video conference, most are not actually looking at the faces of their audience — they are looking at themselves. That creates a disconnection.

We need to work on becoming more humanistic. Ask yourself, *how are you going to personally engage in this meeting to have a really good connection with people?*



### TIP:

When it comes to Zoom meetings, try to position yourself about one and a half arm's length away from your screen. You can see as much as you would naturally see if you were sitting across the table from someone in real life. It gives you the opportunity to demonstrate body language while you are communicating with your team whilst allowing more context into your message, and also provides connection.

In virtual meetings, it is easy to ignore that there are some people who may not have contributed to the discussion. If somebody's introverted or chooses not to speak, they might possibly be processing their thoughts with a lot more equity. You do not have to force everybody to speak at the same amount of time, as that is not equality. What you should focus on instead is the impact of their contribution versus quantity.

Therefore, leaders and facilitators should be mindful in ensuring that they create space for everyone, including the “quiet genius” in your team. These people have a lot of wonderful ideas, but they are not comfortable expressing their opinions in public.



### TIP:

Create space for every participant in your meetings, and be sure to accommodate for both extroverts and introverts. Ideas are based on quality not quantity.



“

*I think leadership has become very personal in the last two years; really very personal.*

*Every person wants to know they're unique and different and that they matter.*

*So I think that comes down to the power of the questions you ask. And I promise you, just that alone will be a shift in the way they approach the conversation.*

— **Brenda Bence**

”

Mindful leaders will be able to draw out different people's views without shining the spotlight on those people. During meetings, leaders are also facilitators and it is imperative to ensure that everyone has a voice. Leverage technology and different approaches to make virtual meetings more inclusive and engaging.

While there are things you can control, like the way you communicate with your team, executives also need to accept that there are also things that will be out of their control. When there is something going on, a lot of leaders often revert into “parent mode” where they keep a lot of pertinent information to themselves so as to not ‘worry’ their employees. When leaders take the place of parents and talk to their employees like children, it creates an imbalance. While leaders are trying to protect their team, employees feel confused and alienated. This creates a trust gap between employees and leaders/management.



#### TIP:

Avoid “parent mode”. Parent mode is to keep pertinent information about the company to yourself so as to not let the “children” (employees) worry about the state of the business.

This results in a **trust gap**.

“

*As a leader, when you are careful about making sure that you take into account everybody's opinion and everybody's viewpoint. You'll get collective wisdom versus just loudspeakers.*

— **Xiaomei Zhou**

”

On the flip side, leaders also develop trust issues with their employees, especially when they're not physically seen. In an effort to take control of the situation, managers may come down hard on their team, micro-managing their every action.

In reality, when faced with adversity, leaders should keep their eye on their organization's North Star (their big overarching goal) and where they are heading instead of the micro-actions and tasks of their team. They should be a cheerleader, the champion, the beacon of hope for the future, and the direction where you want to lead your team to.

“

*Trust comes on foot and  
leaves on horseback.*

**— Sunil Deshmukh**

”

“

*Predictability and Rhythms. If our teams are able to understand what they are required to work within, then they don't need to be micromanaged. They can also predict their time and manage it.*

**— Raymond Chou**

”

You will need to understand that everybody that comes into the workforce already has a lot of knowledge and has acquired relevant skills. You have to believe that you have hired smart people. If you cannot trust them, you have a problem with your hiring process. But more than that, you need to trust people to learn from their mistakes. Provide them anything they need to enhance their learning, empower them, and let them experiment.





## What Do I Need To Know About What's Going On In Your Life Right Now So That I Could Help You?



When you talk to your employees, focus more on checking in and taking care of their wellbeing versus micromanaging. Some leaders get presumptuous and assume that everyone is doing okay. In reality, that might not be the case. Now more than ever, you need to allocate the time to do one-on-one conversations and actually check in with your team members to ensure their well-being.

Whenever you assign a task, instead of focusing on the process, focus on results. Give your employees all the autonomy they need. They can do whatever, at any time, however they want to do, as long as results are delivered.

We all know that between point A and point B in any journey, there will be hurdles that we need to deal with in real-time. So find that balance of kindness and empathy and think about potential triggers or internal experiences that lead to negative behaviors and habits that may hurt your team and also, yourself.

“

*Create an environment of trust, empower your people, and provide them with autonomy*

**- Xiaomei Zhou**

”

## ***How can we reinforce positive remote behaviors and reduce or eliminate the negative ones?***



Humans are creatures of habit. The habits we have, whether it's in person or virtual, is based on our behaviors and how we interact with people. In today's virtual world, all of these negative behaviors can be multiplied and exacerbated. However, it is vital to not let remote leadership or management be an excuse for not having appropriate behavior. It's time for a mindset shift.

“

*If humans came with an owner's operating manual, there would be three key lines at the beginning, what you think drives how you feel, how you feel drives how you behave, and how you behave drives the outcomes you get.*

**— Brenda Bence**

”

When it comes to meetings or communication, there are people who need time to think and need time to prepare and brainstorm. But when your calendar is stacked back to back to back with virtual meetings, you are not actually building in the time they may need to think and come prepared to meetings. So what you can do is take a step back and block out time to figure out what is a good use of your time and your team's time. Therefore, you're not just getting on to the next meeting and the next meeting and the next meeting mindlessly.

People are talking about the great resignation. In reality, it's driven by a great disconnection. As human beings, we need that sentient connection to other people. Now, we are no longer getting micro meetings and connections we used to have in the hallways of our offices.

“

*Efficiency is the enemy of [emotional] connection.*

**— Brenda Bence**

”

So if you really want to drive performance and get the best out of your people, whether they're remote or local, give them specific, good, and positive feedback on what they are doing well and talk about it regularly. Your efficiency, your effectiveness, and your productivity are going to skyrocket. The leaders that are doing this are not experiencing the great resignation the way that other companies are.

This is as leadership has become very personal in the last two years. Every person wants to know and feel that they are different and that they matter. As servant leaders, you will need to learn how to embrace and appreciate differences and treat your employees the way they like to be treated. And it comes down to the power of the questions you ask and taking the time to understand the people you work with, whether it is your employees, partners, or your customers. Most of the time, people will tell you what they need. You do not have to guess.

“

*37% of people will work harder when they fear losing their job. 81% of people will work harder when they get praise from their boss. People need confirmation more than ever.*

**— Brenda Bence**

”



**TIP:**

The first thing that you need to do in a situation where you don't know what you need to do is communicate. Most of the time, people will tell you what they need. You don't have to guess.

The second thing is to make them part of the solution. Let them come up with the solution rather than trying to put all the pressure on the leader—on yourself—to find the solution. People love being part of the solution.

Third, which is most important, is action. Don't just listen and then forget. People love accountability. People like to see results. As long as we can go through these three steps in every situation, we will come out as successful.

**— Yamini Adya Goyal**

“Whatever you do not celebrate gets unrewarded. And whatever is unrewarded exits your life.” Providing recognition and rewards are important, but you need to do it in a way that people want to be appreciated and valued.

## ***Do you have cactuses or hydrangeas on your team?***

Hydrangeas need constant watering every day. However, cacti survive regardless of how infrequently you water it. Everyone is different and each person will require differing amounts of recognition. Leaders need to show their appreciation whilst being cognizant on varying levels of recognition.



“

*Give people specific, good, positive feedback of what they're doing well, and talk about it regularly.*

— **Brenda Bence**

”

Provide your employees with what they need to thrive by investing your time, effort, resources, and recognition strategically. Society, culture and generational gaps all play a part in the way employees receive appreciation.

Another thing to pay attention is being aware of our own unconscious biases. As human beings, we learn, and we gather a lot of unconscious biases when we go through our life. It is very important that — as Marshall

said, “what got you here won't get you there” — you have to be aware of how you are treating people based on what you know.

The key for being more mindful about our unconscious biases and behavior lies in looking at what's beneath. More often than not, we try to change what's on the outside rather than focusing on our core. Asking powerful questions to yourself and to your stakeholders makes a huge impact in shifting mindsets and in the connectivity with your team members. When you work on the inside job of leadership and you shift that, behaviors automatically improve as it is all linked. You really have to do the core work.

“

*If you think about what the real changes are...go to the core. Don't pick the symptoms.*

— **Emily Chipman**

”



#### **TIP:**

Set aside time somewhere between 1-4 hours to do the deep inner work. Think about where you are at, your strategy, your vision.

When it comes to scheduling things that matter, having rhythms and discipline are key. A good way to ensure that you or your team would not miss or come late to an important meeting is by setting a call at an odd time, like 09:08 AM. People are more likely to remember and be on time. Having clarity of vision, predictability, and fixed agendas provides a better structure.

It's your job as a leader to check up on your people. However, let them come to you in

their own time. Coach them when they approach you, ask them guided questions, and offer all the resources and support they need. Do not miss the opportunities to empower them by letting them make their own decisions and arrive at their own solutions. This will inspire them to become more independent and at the same time, establish their trust.

“

*Create an environment of trust, empower your people, and provide them with autonomy.*

— **Xiaomei Zhou**

”

“

*We cannot speak our way to trust. We have to behave our way to trust. That takes intentionality, that takes scheduling, that takes actually showing up and doing it — consistently, regularly, publicly, and visibly. So you can be recognized.*

**— Chris Coffey**

”

All we as humans do is think, feel, and behave. That is what we do. We do not control our feelings. There are all kinds of ambient thoughts going through your mind all day. What we must control is our behavior.

As a leader, you need to have the courage, the discipline, and the humility to say, “as good as I am, these are a couple of things I want to become more effective at. I’m interested in your suggestions on how I could do this.” Speak from adult to adult with your people. Communicate transparently and say what you know. Your job as a leader is to make this process pleasant, predictable, and safe for every one of those people who’s trusting you with honest feedback and feedforward.

Let your employees come up with solutions rather than shouldering all the pressure. People love being part of the solution. Build a plan, share it with your stakeholders, and then measure how people see you six months later. Over time, this will not only help improve your behavior but also help build trust.

Coaching is part of effective leadership. Everyone needs a coach. Access to the Stakeholder Centered Coaching® methodology brings a level of accessibility to people who might otherwise be left out of a leader’s orbit. Once people engage with the SCC® process, the feedforward comes regularly, it comes often, and you don’t have to chase it. That sort of engagement not only helps you (or your team) in working with the behaviors that have been identified but also increases aspects of motivation. It makes your stakeholders feel valued and appreciated — which is the key to building trust, connection, and stronger relationships.



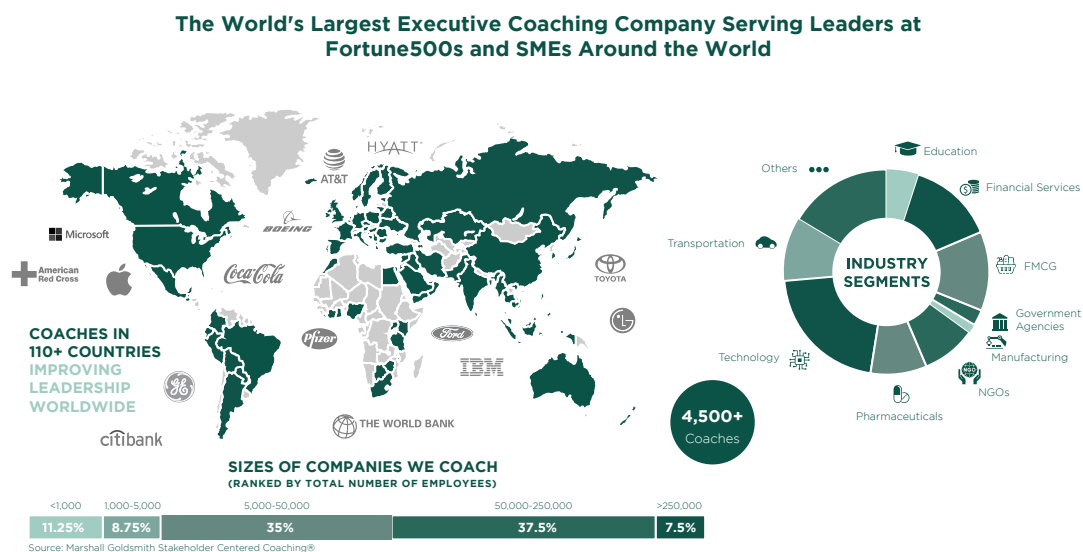
# The Best Way To Learn Is To Learn From The Best

In our era of rapid technological disruption and transformation, the only secure way to thrive is to quickly adapt to new solutions and approaches. Equip yourself with solid tools for the next phase of your journey, and start anticipating the next revolution in the landscape.

Stakeholder Centered Coaching® is a unique program, designed by the world's #1 leadership thinker, Marshall Goldsmith, for professionals who are interested in transitioning to a coaching career, adding on executive coaching skills as well as for existing coaches who want to deliver measurable results for their coaching clients as he does. Set yourself up for success with this proven and world-renowned methodology.

To pursue your training and conduct your coaching sessions entirely online, even when it comes to involving stakeholders. Everything was crafted with remote leadership and coaching in mind:

1. All-in-one Coach's Portal and E-Learning Dashboard
2. Online Mentorship Program and 7 Skill Practice Sessions with world-renowned coaches
3. Online Founders Q&A every month
4. Session recording for skill refinement
5. Supportive coaching community and peer-to-peer learning groups



Become a certified member of the world's largest executive coach network with over 4,500 coaches around the globe. Fueled with the world's most accoladed executive coaching program, your affiliation will reinforce your coach profile and visibility, and much more!

Take your first step today. Learn more about our program by:  
Downloading our brochure [here](#)  
Getting in touch with a program advisor [here](#)

Watch the full recording of both sessions of the "Leading and managing remotely – How to avoid negative habits that hurt your team" webinars [here](#)



# START YOUR COACHING JOURNEY WITH MGSCC® TODAY

Our dedicated Program Advisors are ready to answer any questions you have and help determine the best course of action for you

[Schedule an Advisory Call](#)

Got any questions? Reach out to us today.

Email : [contact@mgsc.net](mailto:contact@mgsc.net)  
Website : [www.mgsc.net](http://www.mgsc.net)

