Business Smarts Webinar
Leading Remote Workers

Ian MacRae & Heather Stewart, Sage Transitions

25 June 2020

HIGH POTENTIAL

SECOND EDITION

How to Spot, Manage and Develop Talented People at Work

IAN MACRAE, ADRIAN FURNHAM & MARTIN REED

Bloomsbury

MOTIVATION AND PERFORMANCE

A GUIDE TO MOTIVATING A DIVERSE WORKFORCE

IAN MacRAE
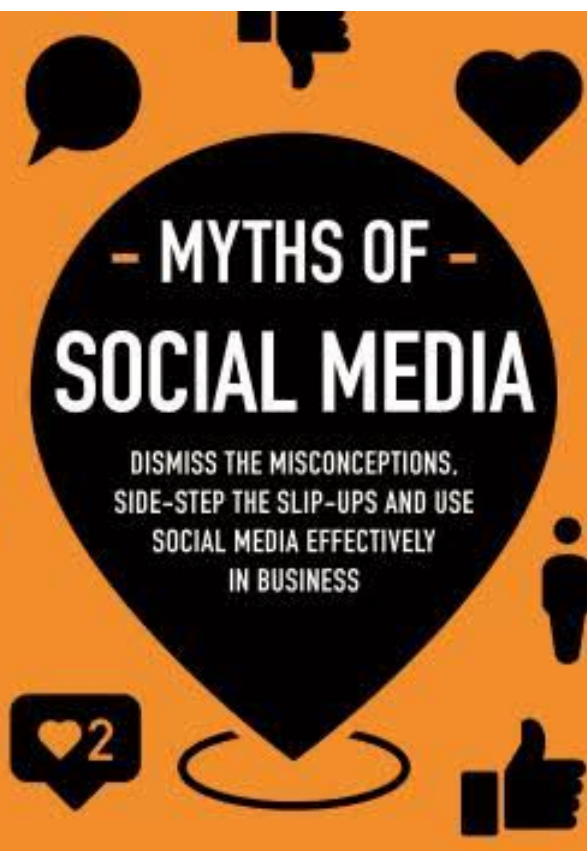ADRIAN FURNHAM

KoganPage

MYTHS OF WORK

THE STEREOTYPES AND ASSUMPTIONS HOLDING YOUR ORGANIZATION BACK

IAN MACRAE AND ADRIAN FURNHAM

KoganPage

MYTHS OF SOCIAL MEDIA

DISMISS THE MISCONCEPTIONS, SIDE-STEP THE SLIP-UPS AND USE SOCIAL MEDIA EFFECTIVELY IN BUSINESS

IAN MACRAE
MICHELLE CARVILL

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Session Outline

1. Workplace Personality

2. High Potential and Leadership

3. Personality and remote work

4. Managing remote workers

1. Remote Work

- Remote work was on the rise
  - Suddenly became the norm this year for many companies
  - Likely to continue
- Preferred option for many
- Varying levels (Eg. 2% - 100%)

1. Remote Work

- Different traits that make someone a successful remote worker
  - Conscientiousness
  - Adjustment
  - Curiosity

Personality and remote work

- Potential to do *what?*

- Clearly defined outcomes
  – Eg. Potential for success in a remote working environment

2. How does personality predict potential?

- Stable from early adulthood

- Linked to workplace outcomes

- Foundational dimension of potential

Personality Traits

Conscientiousness

Adjustment
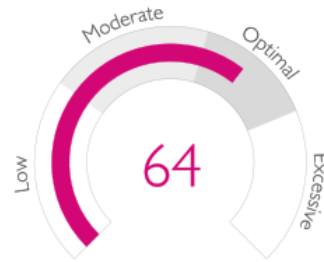
Curiosity

Risk Approach

Ambiguity Acceptance

Competitiveness

Personality Traits

Conscientiousness

Those who rate themselves as being highly conscientious tend to be focused on goals and how to reach them. They will usually be self-motivated. Those who score lower on this trait tend to be more easy-going, spontaneous and open to new insights.
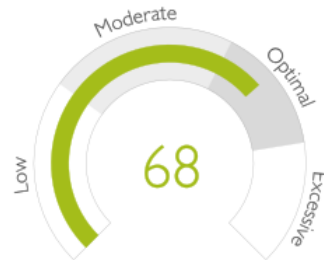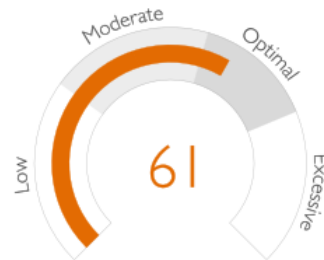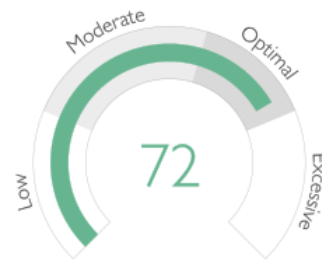
Adjustment

High adjustment scores suggest calmness under pressure and fewer feelings of stress. Those who report lower adjustment tend to experience more stress and worry.
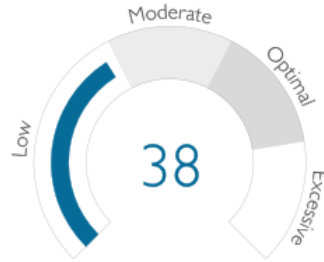
Curiosity

Those with high curiosity scores often like novelty, learning and variety. By contrast, lower curiosity suggests a liking for tried and tested methods and consistency.

64 (Conscientiousness — Moderate / Optimal / Excessive / Low)

38 (Adjustment — Moderate / Optimal / Excessive / Low)

72 (Curiosity — Moderate / Optimal / Excessive / Low)

61 (Risk Approach — Moderate / Optimal / Excessive / Low)

68 (Ambiguity Acceptance — Moderate / Optimal / Excessive / Low)

77 (Competitiveness — Moderate / Optimal / Excessive / Low)

Risk Approach

Those who score high on risk approach tend to bring a reasoned and rational approach to difficult situations and conversations. A lower risk approach characteristically indicates more instinctive or emotional decisions.

Ambiguity Acceptance

Those with high ambiguity acceptance usually thrive on uncertainty and complexity. Those who find it more difficult to cope with ambiguity may like situations where there are clear-cut answers and solutions.

Competitiveness

High competitiveness scores are typical of people who enjoy positions of power, influence and recognition. Less competitive people prefer cooperation and collaboration; they may dislike the spotlight.

Personality Traits Remote Workers
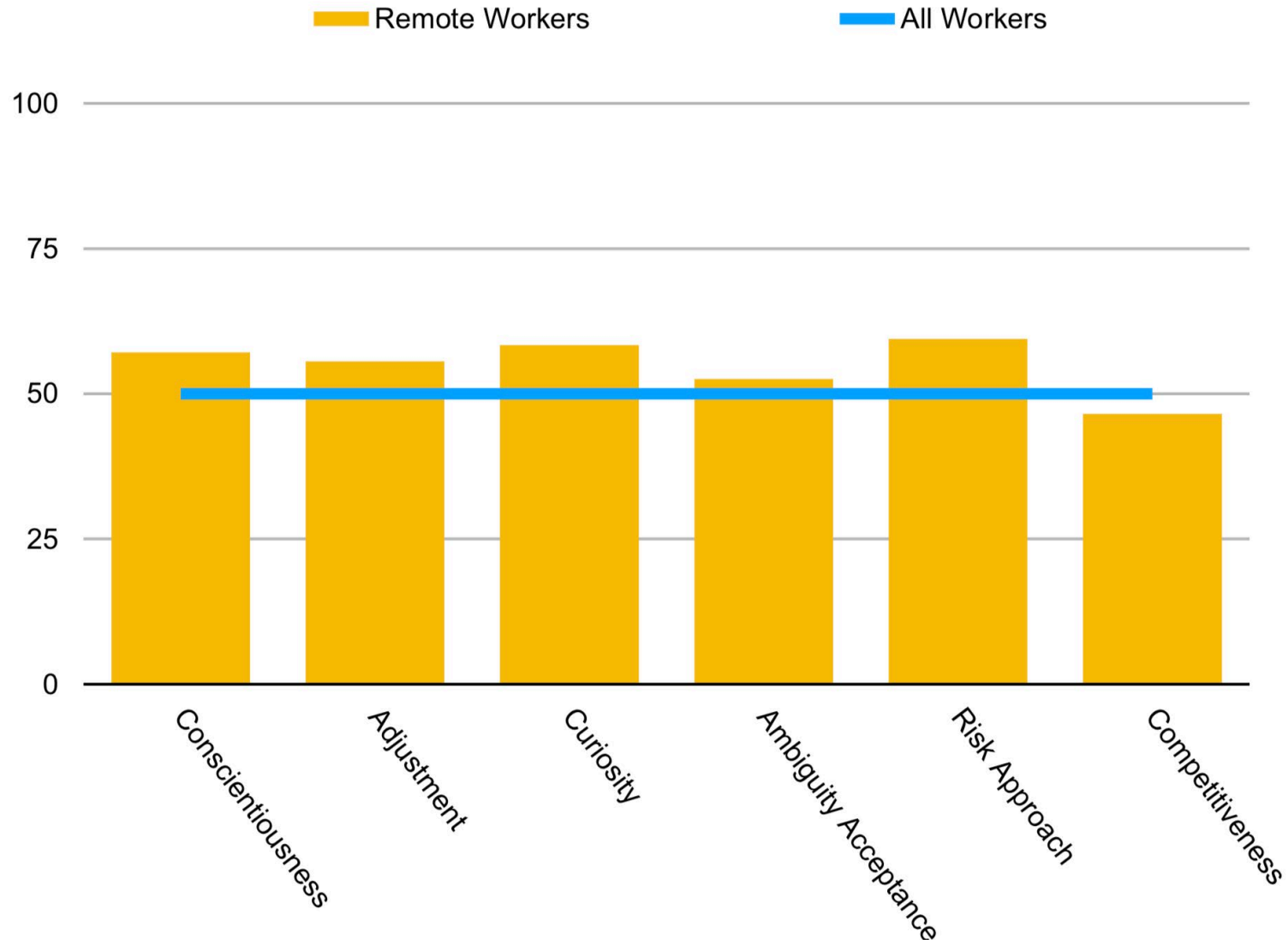
Conscientiousness and Remote Work

Lower Conscientiousness

Needs more external motivation

Has difficulty prioritising, tends to procrastinate

May require deadlines or incentives to perform to the best of their ability

Higher Conscientiousness

Good at self-motivating

Prone to workaholism

Better at setting own deadlines and managing schedules

Adjustment and Remote Work

Lower Adjustment

More prone to stress and frustration

May worry about getting less feedback, encouragement

May be seen as too needy

Higher Adjustment

More resilient

Less insecurity about abilities and performance

Can be too aloof, less worried about regular performance management

Curiosity and Remote Work

Lower Curiosity

Dependable and focused

Sticks to similar format, process or technique

Limited learning and development activities independently

Higher Curiosity

Embrace new ideas and enjoy exploring alternative solutions to problems

Adaptive, and good at finding new techniques and methods

Prioritises own learning and development

Risk Approach and Remote Work

Lower Risk Approach

Conflict averse, may have difficulty approaching and resolving problems

Supportive, cooperative, amenable

Doesn't work beyond own abilities

Higher Risk Approach

Likely to deal with conflict proactively and promptly

Sees risks as opportunities

Rises to a challenge

Ambiguity Acceptance and Remote Work

Lower Ambiguity Acceptance

Consistent and methodical

Needs clarity and direction at work

May come across as fussy or stubborn

Higher Ambiguity Acceptance

Embraces and thrives in unstructured or uncertain environments

Seeks complex information from a range of sources

Can be seen as indecisive or unclear

Competitiveness and Remote Work

Lower Competitiveness

Generally cooperative and accommodating

Will usually work better in a collaborative environment
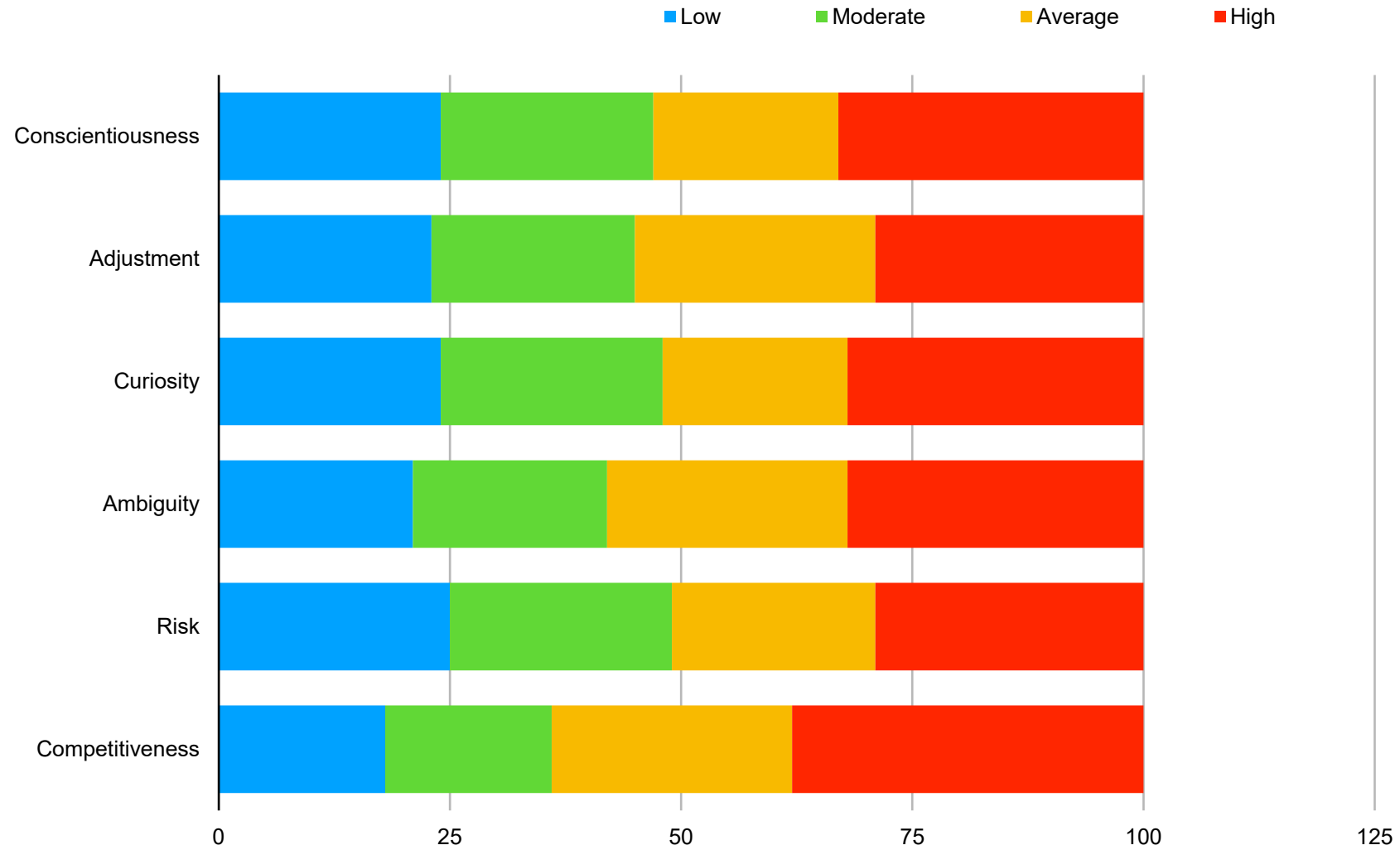
Less need for praise and recognition

Higher Competitiveness

Likes to be the "winner".

Driven by competition with others

Needs praise and recognition for work
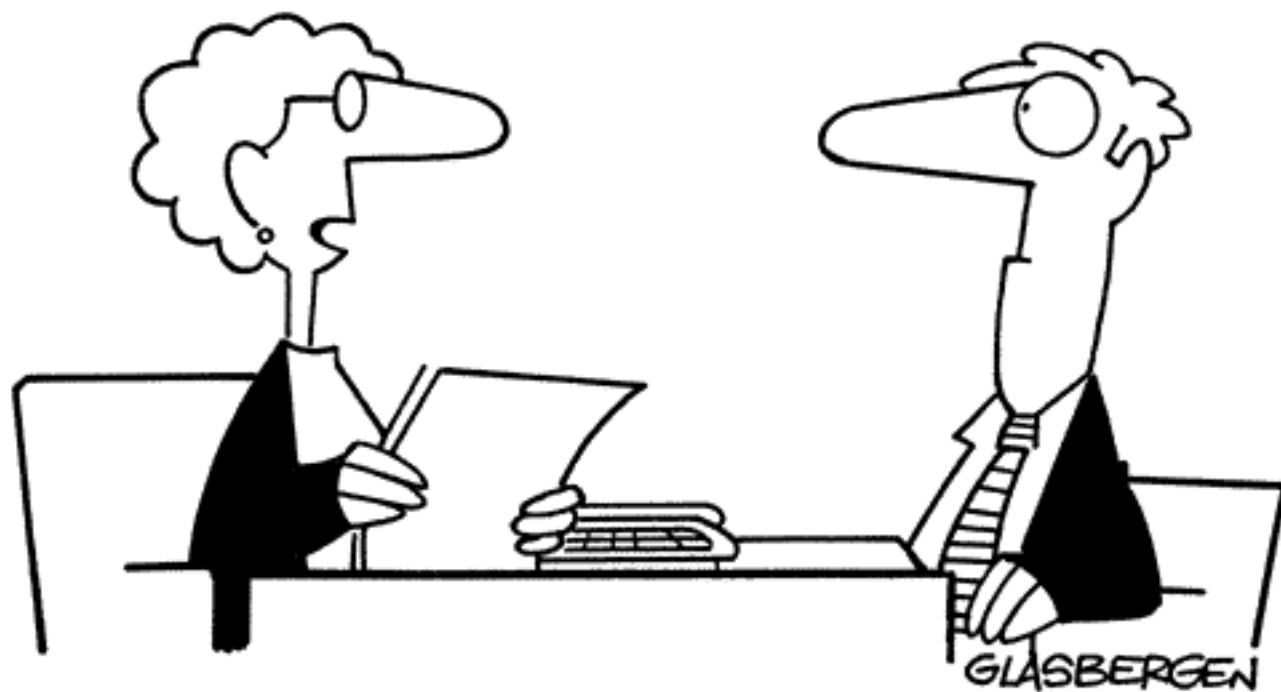
Research Results

Bright glimpses of the obvious (BGOs)

- Leaders need to change and adapt

- Consider your leadership traits and styles

- Situational leadership - different workers require different leadership

- Communicate, ask for and give feedback - listen

"According to your résumé, you were an Egyptian Pharaoh in a past life. Have you updated your leadership skills since then?"

Adjustment - managing stress and anxiety

- Self-care and awareness

  - understanding your stress and how to manage it

  - seeking support if you need it

- Asking remote workers about their stressors

Supporting workers

- It's been a difficult time for leaders and workers
- Stressful
    - Lots of change
    - Much uncertainty
    - Financial security issues

How do you manage your stress? How does it impact others?

Considering two of your personality traits

- Conscientiousness
  - managing workload
  - meeting deadlines and goals
- Curiosity
  - learning
  - adapting
  - asking and listening

Example: different workers need different leadership styles

A. High Conscientiousness and High Curiosity
   - highly motivated and interested workers that need stimulation - need new tasks and challenges or may get bored

B. High Conscientiousness and Low Curiosity
   - will be motivated to achieve goals, but will need tried and tested approaches, and dislike experimenting with new information and techniques

"My sources tell me you're not happy with your job. So we've decided to forget all about productivity and profits and start making your happiness our #1 priority."

And the happiness quotient - an important component

- Feeling satisfied and happy with their contribution

- Some require lots of validation

- Some don't

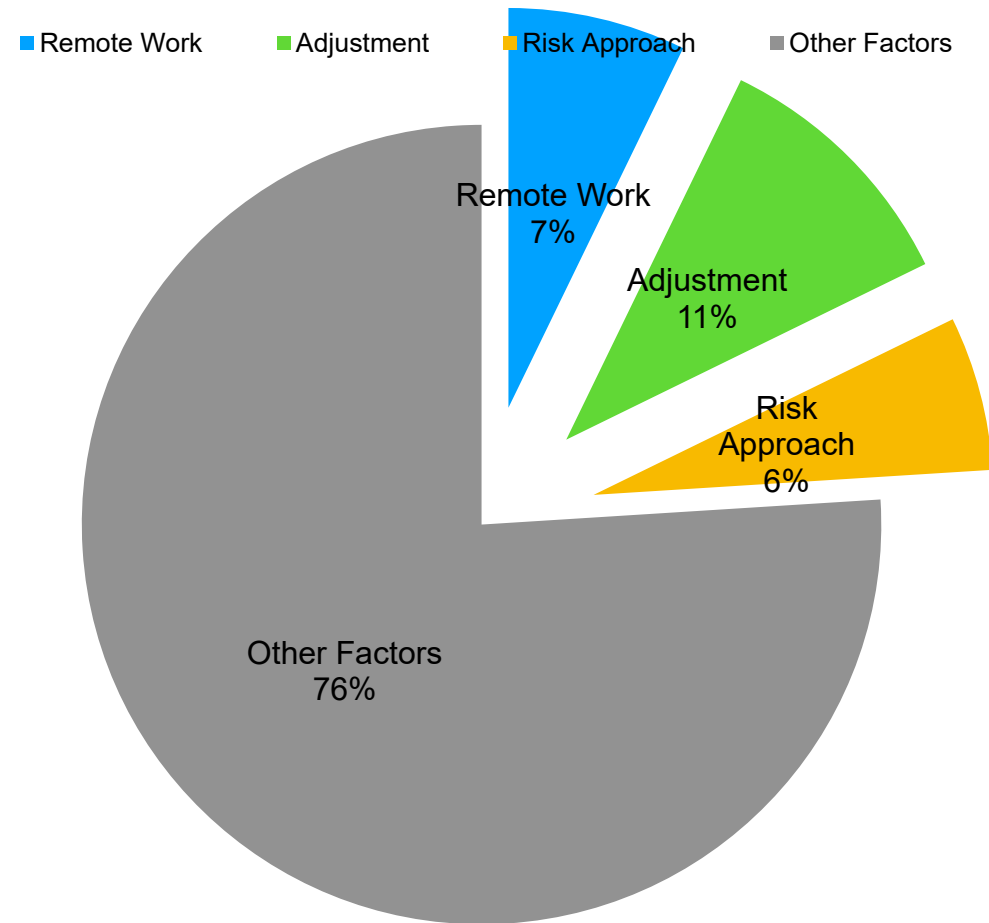- Others want feedback in writing

- Others don't

Supporting workers

- Active questioning and listening

- Performance feedback

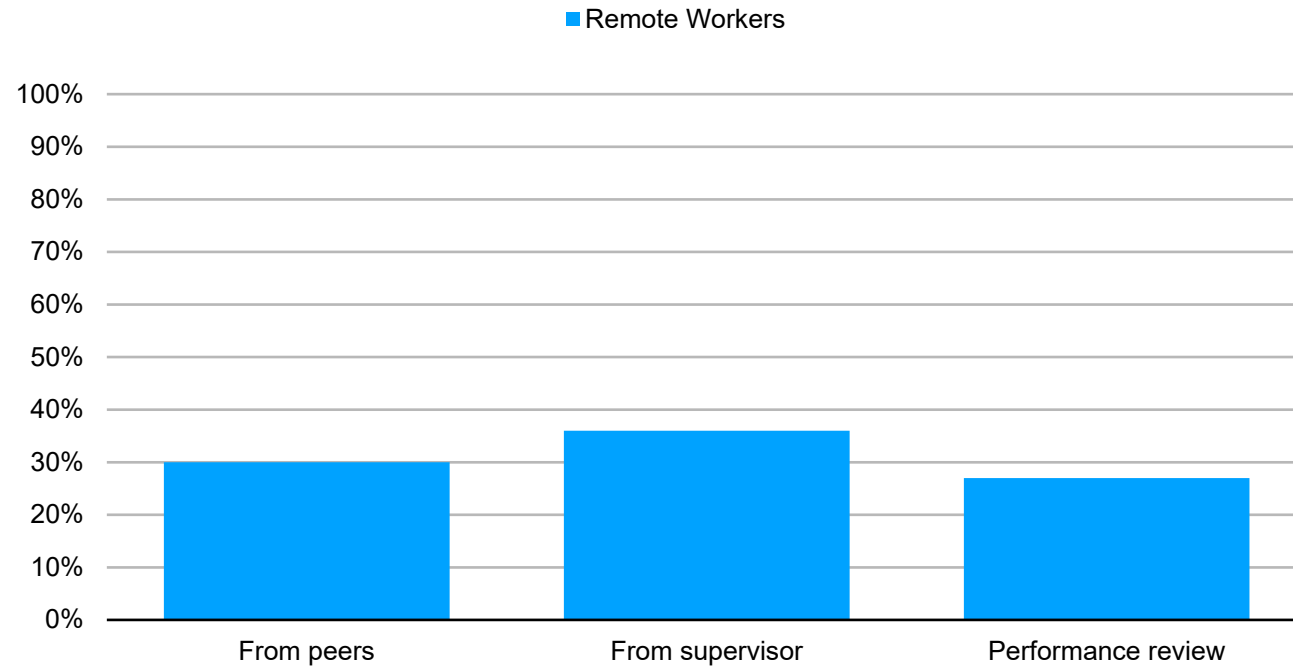- Employee connections

- Mental health supports if needed

Research Results

Job satisfaction and remote work

More frequent remote work

Higher adjustment

Lower risk approach

Satisfied with performance feedback (%)

Research Results

Preferred feedback method

Summary
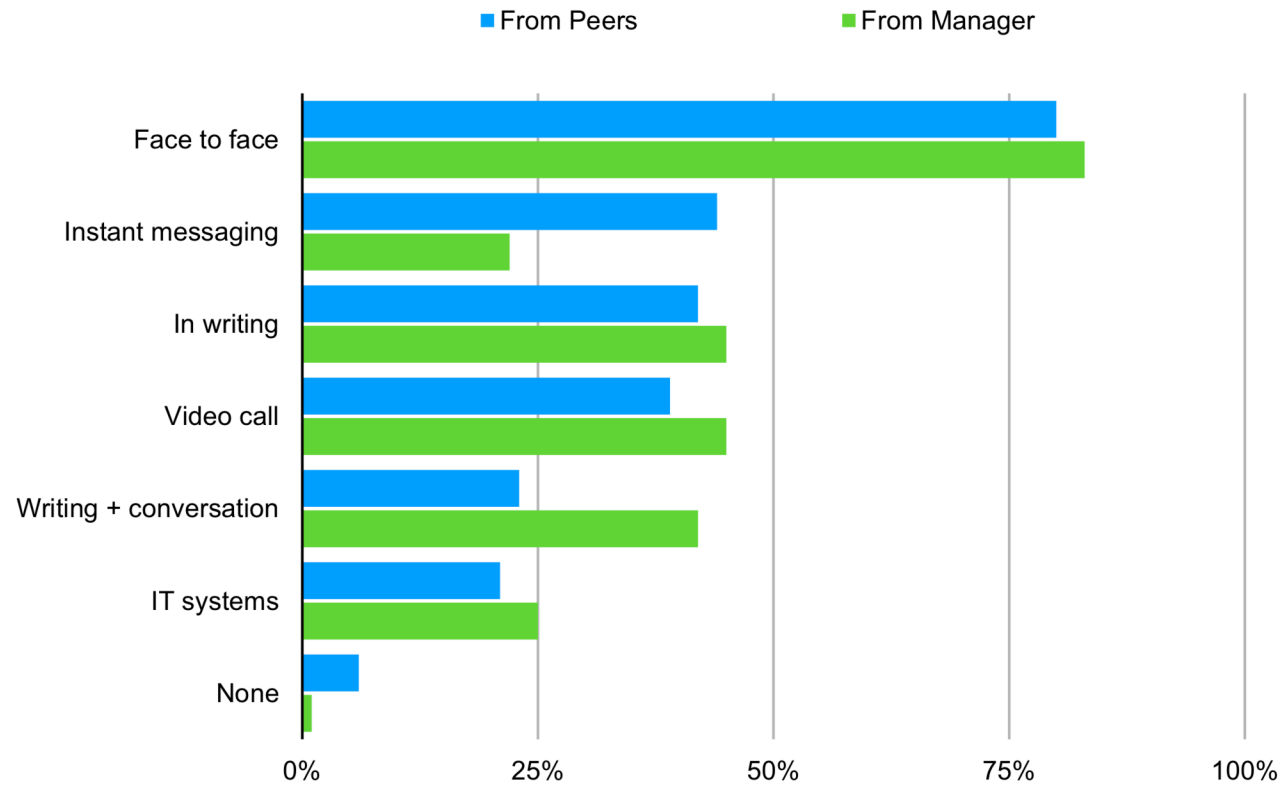
Key Messages:

Remote and flexible working is here to stay

Personality linked to success and working environment

Performance management, feedback still important to remote workers

Where to get more information

- sagetransitions.com
- heather@sagetransitions.com
- linkedin@heather-stewart

Book prize draws and HPTI offer

- Myths of Social Media: Dismiss the Misconceptions and Use Social Media Effectively in Business, Michelle Carver, Ian MacRae, Kogan Page, March 2020

- High Potential: How to Spot, Manage and Develop Talented People at Work, Ian MacRae, Adrian Furnham, Bloomsbury, 2nd edition, April 24, 2018

- 20% off one High Potential Trait Indicator (HPTI) report and online discussion for any webinar participant. Please contact Heather by July 10 via the contact page at our new web page sagetransitions.com

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