



# Virtual Leadership:

## Managing the Workplace Evolution





# How to Lead, Adapt and Thrive

Now, more than ever before, we are required to work remotely — which, for many, also means leading in a virtual space. As workplaces evolve and people adapt to this new way of working, how do we rise to the unique challenges of managing a virtual team and how do we manage the relationships between virtual teams?

## Introducing our **VirtualLeadership Programme**

This programme will equip you to lead a virtual workforce efficiently and sustainably into the future. Share your remote working experiences with other participants in a supportive space guided by our organisational psychologists. Discuss the challenges and opportunities of remote working and develop behaviours to support remote and hybrid working into the future.

We will work with you to tailor this programme to the unique needs of your organisation and culture, giving you the skills and strategies to manage your team virtually. Unlock the tools and resources to support remote teams and connect with subject experts on a range of virtual work management topics.

Recent research has indicated that a hybrid model of team working, mixing digital and in-person interaction, is likely to prevail in the future – **is your organisation ready?** Organisations and leaders who equip themselves now with the necessary practices and mindset are the ones who will thrive and flourish in this rapidly evolving working environment.



## Who this Programme is for

Managers who want to develop strong and sustainable virtual working practices that are as effective as face-to-face methods.

Leaders who want to engage and inspire their virtual teams.

This programme is best suited to groups of 15-20 managers.



## Programme Objectives

- Explore key considerations when leading and managing teams virtually
- Communicate effectively in the remote or hybrid workplace
- Build virtual team engagement and manage performance
- Develop team cohesion and culture remotely
- Support team wellbeing and develop 'rules of engagement'
- Manage the transition to the hybrid workplace



Successful remote work is based on three core principles: communication, coordination, and culture //

HBR, 2018

# Programme Journey



## Organisational Assessment

The Remote Readiness Assessment will assess your organisation's preparedness for remote working under the core pillars of communication, culture and coordination.



## Expert Speakers

Each afternoon session will feature an in depth exploration of a specialised aspect of remote work and virtual leadership. Choose from digital agility, psychological contracting and the impact of change, hiring and inducting remotely, and a range of other topics. These interactive sessions will include a Q&A capturing the morning session.

### Remote readiness assessment



#### Workshop 1 Communications and Remote Team Management

##### MORNING SESSION:

- The Remote Mindset Shift
- Opportunities and Challenges in Communicating Remotely
- Key Considerations in Virtual Communication
- Establishing Communication Norms for Remote Teams

##### AFTERNOON SESSION:

- Role of Informal Communication in Remote Working
- Building Relationships Remotely: Tools and Techniques
- Building your Communications Stack



#### Workshop 2 Building Engagement and Performance in Remote Teams

##### MORNING SESSION:

- Opportunities and Challenges in building Engagement Remotely
- Engagement and Performance - the dialogue
- Role of Trust in Remote Teams
- Team Audit

##### AFTERNOON SESSION:

- Managing Underperformance on Remote Teams
- Handling difficult conversations Remotely
- Facilitating Psychological Safety on Remote Teams



#### Workshop 3 Managing Difference and Hiring Remotely

##### MORNING SESSION:

- Impact of individual differences on Remote Work Effectiveness
- Personality and Performance Remotely
- Building Team Cohesion Remotely
- Team Mapping/User Manual Creation

##### AFTERNOON SESSION:

- Integrating new team members onto existing teams and forming new teams remotely
- Tools and Case Studies on Remote Team Integration



#### Workshop 4 Supporting Wellbeing and Transition to a Hybrid Workplace

##### MORNING SESSION:

- Key Considerations for managers in Remote Wellbeing
- Boundary Management
- Space Management
- Time and Energy Management

##### AFTERNOON SESSION:

- Transitioning to a Hybrid Workplace
- Hybrid and Remote First models of working
- Building trust in remote and hybrid work environments



### Virtual leadership organisational toolkit



# Programme Director:



## Jennifer Dowling

Jennifer Dowling is a Chartered Work and Organisational Psychologist. She is a specialist in the delivery of Remote-First Training, Workshop Delivery, Coaching and Team Development.

Jennifer is a part-time Lecturer in University College Cork, where she has lectured on a range of programmes, including the Masters in Work and Organisational Psychology, Masters in Public Health and several programmes in the Cork University Business School.

Jennifer has designed and delivered training specific to Remote Working and Remote Team Leadership. She holds a certification in Virtual Classroom delivery and e-learning and instructional design. She is an Executive Coach with the Irish Management Institute working on the Professional Diplomas in Leadership, Management and Coaching.

Excited by how the workplace is evolving and the growth of ICT-enabled work, Jennifer can see both the challenges and the opportunities that are arising for individuals, organisations and communities. Her knowledge of Organisational Psychology, Leadership Development and Individual Differences, makes her ideally positioned to support organisations currently transitioning to new ways of working.

## Key Information:



### Programme Fees

The programme costs €25,000 for up to 20 managers.



### Programme Duration

The programme involves 4 workshops delivered over a 2 month period. Each workshop comprises 2 x 2.5 hour sessions over 1 day.



### Next Steps

To register your interest in the programme and discuss your organisational requirements, please contact Brian O'Mahony at [brian.omahony@imi.ie](mailto:brian.omahony@imi.ie)



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