FRANCES ROBINSON: Hello, everyone,

welcome to today's Creative

Connections, our hybrid future - a

guide to flexible remote and online

working with Kate Larsen.

My name is Frances and I am delighted to be your host for today.

Before

we begin I would like to acknowledge

the traditional owners of the many countries

throughout Australia and from where many of you are joining us today.

I acknowledge

the Gadigal people of the Eora

nation. The traditional Custodians of the lands and waters upon which I am lucky enough to live, work and play here in Sydney.

I pay my deep respects to

their elders, past, present and

future, and extend that respect to

any Aboriginal and Torres Strait

Islander people joining us today.

If

you would like, I'd encourage you to

share where you're joining us from

in the chat.

Currently on screen now

is a blue PowerPoint slide with a

gold semi-circle in the top right

corner.

There's system gold, orange

and white tox, and video boxes with

our Auslan interpreter Chevoy and

our guest speaker Kate.

I'm a woman

in my early 30s, with fair-skinned, blonde hair, blue eyes and wearing a

light-blue jumper.

In the back room

you can see some plants and photos

on the wall.

This is about

leadership, digital and arts practice

adaption.

Thank you for continuing

to join us in these webinars.

We

hope the recordings of these sessions are useful as we navigate

these changing times together.

Before I hand over to Kate, I just wanted

to bring your attention to some of

the new grant opportunities launched

at Australia Council for the Arts

last week.

Applications are now for

three grants program, arts projects

for individuals and groups for up to

$50,000, arts projects for

organisations up to $100,000.

And

fellowship grants to support professional development

for up to two years.

These grants

are open until 1 September.

There's

also a new translation fund

for literature and the applications

for this close on 24 November.

Please check out our website for more information on

these opportunities.

We'll post the

link in the chat now.

I know many of

you have attended our webinars now

so you may be familiar with the

housekeeping.

Live

captioning is available via zoom and

it can be toggled on or off using

the CC button below.

As always, use

the chat feature to engage with each

other today, share any links or

ideas you have from today's webinar.

Similarly, if you have a question,

please use the Q&A tab rather than

posting it in the chat to we don't

lose it as we go through.

We aim to

get through as many questions as we

can today.

Today we're joined by

Chevoy and Kylie, who are

Auslan-interpreting throughout.

And

finally, a recording of the

transcript will be available after

the session mid-next week which we

will send to you with a PowerPoint

in an email and any resources.

On

slide is a navy blue slide to

introduce our speaker.

There is a

title of Kate next to the head -

shot, a fair-skinned lady with dark

brown hair, wearing dark framed glasses, and smiling at the camera.

The image is

shot in black and white.

Kate is a

non-profit and cultural consultant,

arts manager and writer, and

trainer, with experience in the

not-for-profit sector here in Asia

and the UK.

You may know Kate as

previously CEO of Arts Australia,

and in 2012, she stepped down from

her position as CEO of Disability as

she didn't think she was fit for the

role as she didn't have a

disability.

Today, Kate is here to

unpack the tools and strategies to

working effectively in remote

environments, something we've become

accustomed to over the past four

months.

We will be covering

planning, communication, protocols

and how to balance productivity as

well how to access digital

inequality and team wellbeing.

Kate, thanks so much for being here with us today, I'll

hand over to Kate now.

>> KATE

LARSEN: Thanks, Frances, and thank

you, everyone.

I'm Kate and I'm

speaking from Gaurna country, which

is now Adelaide.

When we speak about

arts and culture, I never forget we

do so from one of the oldest living

cultures of the world. It really is quite an extraordinary privilege to be part of that conversations and particularly with some our First Nations colleagues joining us today.

It's also a

timely reminder that while we gather

online, we do so from land for which

sovereignty has never been ceded.

That's a reminder in terms of

responsibilities both in terms of

paying respect but also in terms of

paying the rent which I will make a

small contribution to today by

donating part of my session fee to

the National Aboriginal Culture

Institute here in South Australia.

As you know, this session is both

Auslan-interpreted and live

captioned.

I will read and share

everything on my screen.

I'm a

light-skinned woman in my mid-40s,

and dark-rimmed gathers and thanks

to ISO techniques much shorter hair

than my profile picture.

I'm in my

home office with a very plain wall

behind me.

I'm wearing a polka-dot

jacket, a "choose art" badge, and

bright red lipstick.

I'll also speak

at a pace that is accessible and

clear for everybody.

But when that

public, even one that is online, I

do get very excited and sometimes my

speech is unintelligible so please

feel free to heckle me gently in

this chat.

I'm really thrilled to be

part of this credit connections

program for a number of reasons but

one of them is specifically because

of the way it's provided our

Secretary with a working example of

-- sector with a working example of

best practice digital access during

this time.

I would like to

acknowledge our digital providers

and also the Australia Council for

the Arts for this webinar.

But I

would also like to acknowledge our Deaf, disabled, and our regional colleagues who are the

primary beneficiaries of the move to

online arts accessible and online

delivery and workplaces we'll be

talking about later in the session.

I'd normally start a session like

this by acknowledging those who

weren't able to join us for health

or access reasons.

So it's actually

quite a joy to know that some of

those barriers have been removed in

making this an accessible digital

program and I do encourage the rest

of you to live tweet or share

anything that you find useful from

today's session for those who can't

be with us.

Yes, in answer to this

question, this session will be

recorded in order to help us do

that.

So, COVID-19 has

obviously plunged the world into

online and remote working faster

than any of us could have imagined.

In addition to all of the headaches

and the heartaches that that has

caused, and continues to cause, it

has also immediately made art sector

employment and engagement more

accessible, more flexible or even

more possible for many.

Though, that

has happened in a way that has been

frustrating for many deaf, disabled

and regional people in particular,

and their allies, in which I include

myself, in that the world suddenly a

whole lot more eligible in the way

that city-based, non-disabled people

needed it to.

Because it happened in

such a rush, we also weren't as able

to be as specific about those

changes as perhaps we would have

liked which means that our digital

workplaces and programs might be

more accessible and flexibility than

they were but that doesn't yet mean

that they're accessible enough or

that they'll necessarily stay that

way once we're all able to go back

to aur -- our offices and venues.

Even though I think it is worth

taking a Olympian to think about

what our workplaces and, in fact,

what the world has achieved in such

a short period of time and in such

difficult circumstances, in some

ways it's actually quite incredible.

Conversations and processes that

might have taken years before, if

they'd got off the ground in the

first place, were pretty much

implemented overnight.

Organisations

that never had even had a

work-from-home policy are now

working clearly from home and

communicating with other

organisations doing exactly the same

thing.

It's not surprising then that

has led to a lot of

reverse-engineering, a lot of

working it out on the job.

It's also

not surprising that it's led to a

lot of us getting things wrong.

But

it's still completely revolutionised

the way that we work in the arts in

Australia, and that is pretty

incredible.

Also is incredible is

all of the excuses that arts and

other employers used to use to tell

staff that we couldn't work from

home, let alone from a different

town or state, were completely blown

out of the water.

I've been asking

around about the reasons that people

have had work-from-home requests

refused in the past, if you have had

in addition to my list, pop them in

the chat.

They range from "we need

you in the office" with no

further explanation that given.

"Communications will suffer"

"We need

to be able to talk in person."

"The

conversations at the water-cooler

help you be creative."

"To more

technical excuses like the security

of our data is too important."

"Our

network won't support everyone

accessing it directly" which is the

big one that seems to have been

tested and proved to not be true.

"We

can't control your health and safety

at home for your insurance."

It's

just easier that way.

Or, my

favourite, "Everyone will want to do

it if we make an exception for you."

I'm not saying that some of these

things are obviously still harder in

a remote or online working

environment but none of them turned

out to be the dead-ends they were

made to be in the past.

While it's

real why great to have exploded some

of those myths, to be fair, most of

our experiences with remote and

online working over the past few

months have been far from perfect.

From my discussions and work around

the sector, it feels like most of us

are sitting somewhere in the middle.

In that, we've found both good and

bad things about working online and

when we start to break them down, a

lot of those bad things can either

be blamed on the context that led to

this remote work revolution in the

first place, or the speed at which

we had to put those remote work

environments at place, rather than

the actual nature of remote working itself. That context is important.

As a friend of

mine in Adelaide said recently,

everything is a lot right now.

So

much is changing.

It's changing

really fast.

Many of us are working

from home for the very first time

or, at least, working from home in

different ways.

Some of us are

reopening our offices, while others

are in the process of going back or

are already back into lockdown.

When

I first spoke to the Australia

Council about this session, we had

really hoped that we'd be able to

focus entirely on what comes after

lockdown, on new and hybrid ways of

working, moving forward.

But

obviously, some of you are now deep

in shock and also in the weight of

the disappointment of that still

feeling quite a long way away.

I'm

really sorry for you, all of those

of you, who now find yourselves at

the brunt of the pointy end of what

was already a very challenging

situation.

We are - all of us -

dealing with an extraordinary number

of crisis and changes all at the

same time and we are doing so while,

increasingly, exhausted and fragile,

and while cut off from many of the

interactions that social, cultural,

creative interactions, that are

important or have been in the past

for keeping us connected and happy,

an Everything is harder right now.

The move to remote working has also

seen a huge increase in everybody's

email traffic and in the amount of

time we're spending in online

meetings, in particular.

Which are,

more exhausting than the meetings we

used to have in person.

Both because

we're all still learning about the

different skills needed to do those

meetings effectively, and also we

have to work harder to understand

than we used to on understanding the

social cues if we had have been in

the room with other people.

On top of all that as if that wasn't enough, situations of behavior that might have been

smaller

issues have been exacerbated now, in

terms of how we deal with them, and

dealing with them on the phone or

online makes them that little bit

harder again.

This is so far from

business-as-usual, but even if it's

just a temporary new normal, it's

definitely one we can improve.

Both

by using this moment to revisit the

logistics and the culture of remote

workings to find ways to make it

better, for those still working

exclusively online, and to start for

that new, and hopefully better,

hybrid future, both on and offline.

Before I go much further though I'd

like to know a bit more about where

you're all sitting on that spectrum.

I'd ask you to take a look at the

poll that is about to pop up on your

screen and let me know where you fit

on this scale.

Which is whether you

want to return to work on site in

exactly the way you did before.

Whether you want to return to work

differently, maybe through a

combination of onsite and online.

Or

whether you want to keep working

online.

I'll give you all a minute

to think about and I'll come back to

the results in a moment.

I'm not

going to go into the technology side

of that hybrid future but more about

how we use that technology which is

I think just about as important if

not more than the different

platforms we're using.

By that I

mean having a look at the logistics,

the protocols and behaviours of

managing our working teams remotely

in ways that are not just effective

but hopefully, also, enjoyable.

As

we all know by now, remote work

isn't just an online version of our

offline workplaces.

Getting it right

isn't as simple as copying and

pasting our existing media schedules

on to a different platform or even

using different platforms to do

exactly what we did before.

Or even

just something we have to put up

with until the world goes back to

normal.

Remote work really is a

discrete form of team and workload

management.

So it makes sense that

it needs a discrete set of skills

and behaveours to do well --

behaviours to do well.

The exciting

thing, the thing I find most

exciting, is that investing in those

skills now can help our

organisations evolve and survive,

and thrive into the future, not just

during C-19.

Let's see how our poll

results have gone.

We can pop that

up.

Interestingly, we had absolutely

no-one said they wanted to work

exactly the way they did before.

10%

of you say you want to keep working

online.

And 90% of you say you want

to return differently.

A combination

of onsite and online work, which is

really consistent, from the answers

and responses I'm seeing across all

sectors.

It's really fas --

fascinating that as we start to what

feels like this intermable middle

phase to a new normal, that it is

becoming clearer and clearer that we

don't want to go back to what it was

before, which in many ways was less

flexible, less productive and

certainly less compatible with many

areas of our lives.

Onlike

working and online programs can also

have other benefits like obviously,

increasing our regional, national,

international reach.

Reaching more

non-traditional arts audiences, in

particular.

And potentially

diversifying our income as a result.

As well as making our offices less

crowded and more physically

accessible if people, different

people, start working on different

days.

Allowing us to recruit staff

and board members from a much

broader area, including regionally

and nationally.

And even starting to

have an impact on reducing overhead

costs.

For example, if we start to

shrink or share, or sublet spaces

that aren't needed when more people

work, at least, partly from home.

So

how do we keep the things that we

like about remote working fix some

of the things that we don't, while

we start to transition back into

new, hybrid workplaces that work

better for more people?

I'm just

going to share my screen.

Hopefully

that's online now.

Sorry, one

second.

There we go.

On screen at

the moment is the picture of a

yellow highlighter which will be on

every page.

The title "Our Hybrid Future Tip No. 1 - Take

stock." It also has my email address and social media handles that I will read out at the end.

Regardless

of whether you'll be staying online

for a while longer. (Phone rings) Sorry about that! or already starting to transition back to the

office, it can be really helpful to

pause, to take

stock, to revisit the situation

where you are at the moment and

where you can improve.

By which I

mean by checking in with your teams

about how online working is going

for them and whether they might need

to make it better particularly if it

is going to last longer term.

Ask

them how they would prefer to

continue working when they can have

a choice like totally online, totally on site or somewhere in the middle.

To give you the

information you need to work out

what you can and can't accommodate.

Talking about whether they need

additional equipment or support for

hybrid work environments, such

as having work chairs or monitors in

both locations, for example, rather

than having to lug them back and

forth between the two, or make

themselves less comfortable without

them.

Or things like matching them

with a remote work buddy to - so

they don't feel quite so cut off

from officlife.

And, importantly, if

you're either continuing an online

or hybrid work environment, to think

about - to not assume that all of

your team have access to or can

afford the equipment or data that

they need to work at home.

This

issue of digital inequality is one

that's been put in really sharp

relief through C-19, including

through the Creative Connections

session earlier this week from

Martin and Jodie at Access to Arts.

Some of our team members are sharing

devices or, at the very least,

fighting for band width with other

members of their households.

Some

may have previously used shared

equipment that they don't have

access to at the moment.

Some might,

simply, not be able to afford the

increase in their data plans,

especially if their work hours have

been reduced.

Of course, there's

more than two million Australians

who aren't online at all.

So, as you

have these conversations, be very

clear about who's going to pay for

what and try and make a safe and

non-judgemental space so that people

feel comfortable to tell you what

they can and they can't afford.

Tip number 2 is "don't default".

Once your

team members start to split between

home and the office it is also

important not to default to the way

things were before.

This could

include things like continuing to

have staff meetings and external

meetings online even when some of

you are back on-site.

Try to avoid

slipping back into the habit of

having team meetings in the

boardroom and asking those who work

from home to beam in, you know,

which usually happens on a single

screen for multiple people, and

instead, ask your office space team

members to dial in from their

individual workplaces, which is more

accessible, it's more equitable, it

helps to support social distancing

while we're still in a transition

phase, and it can really reduce that

feeling of us versus them and

hopefully mean that the

worker-from-homers are less likely

to feel left out.

Tip no.

3 is

Meetings Review.

One of the

questions I've been asked a lot

recently is whether we should be

having more or fewer meetings when

we work online as opposed to when we

work in an office.

The answer to

both, confusingly, and annoyingly,

is "yes".

So, remote work requires

us to communicate more often, more

effectively and in more and

different ways.

And online meetings

are obviously an important part of

that.

However, for some - some of

us, taking time to review and reduce

our existing meetings, and think

about new ones more strategically

can help us make those meetings

better, can help us avoid meetings

that happen out of habit, or

meetings that happen simply because

we don't have time to think about

doing them differently.

The golden

rule is, of course, that there is no

golden rule, but we might want to

take some time to make some time and

aim for some of the - something like

the list currently on screen.

So

fewer but better workload meetings.

Fewer mandatory meetings.

Many of us

have put daily stand-ups in our team

calendars which can be a really

great way to stay connected and just

to observe how everyone's going.

However, if we insist that they

attend them, we can actually reduce

flexibility at a time when most of

us need that flexibility more.

More

welfare check-ins, one-on-ones and

team social interactions, which

includes, kind of, formally

designing how we used to communicate

informally.

And, of course, more

time to actually get work done.

To

reduce that meetings, though, we

have to first increase their

quality, which we can do so using

the four areas now on screen as a

kind of a filter to think about,

firstly, being clear about our

purpose - so, asking, "Does the

meeting need to happen?

Why?

What is

it that it needs to achieve?"

Trying

to be very specific or specific as

possible about what that purpose is.

And trying not to do too many things

at once.

And if we can't, if we

struggle to articulate that clear

purpose, thinking about whether we

need to go ahead at all.

Secondly,

"choosing the right platform".

Which

may or may not be a meeting.

Third,

streamlining the process.

So if we

do decide that an online meeting is

the best way to go, thinking about

how we can make it better.

So,

reducing the meeting time, for

example, reducing the meeting

frequency, starting late and finish

inning early, but keeping the full

period blocked out in your calendar

to give you time to prepare and time

to follow-up on actions afterwards.

Creating clear agendas for meetings

with timings to make sure everybody

is very clear about what it needs to

achieve.

Why it's happening, but

also how participants will be

expected to interact so that they

can prepare, and, of course, sending

that out in advance.

And finally,

and perhaps most importantly,

testing the premise.

Particularly

around what will happen, what will

need to happen, if someone is unable

to make that meeting.

So, ask

ourselves, "How will they catch up

or contribute if they can't be there

at the time?"

It's all and good to

be recording all of our meetings or

for somebody to be taking minutes,

but when we're all busier than we've

ever been, does someone have the

time to read or watch that

documentation, or will you or the

chairperson have the time to go

around and update everybody who want

able to be there.

(PAUSE) -- Tip number 4 is team

interactions review.

There are no

short cuts when it comes to remote

location and team management, and

balancing the need to check in with

our teams more often with the extra

time that it takes those check-ins

to happen, again, while we're all

busier than we've been in the past,

means we have to be both more

proactive and more strategic.

So

this includes finding time to check

in with everyone individually and

putting thought into the type of

team and social interactions that

can offset what we

lose from those office-based

interactions that have kept us

connected and informed but also is a

part that many of us enjoy.

So

scheduling recurring one-on-one

video meetings with all our direct

reports.

One-on-one times seems to

be one of the biggest casualties of

the move to remote working.

But it

is really important - in fact, more

important than ever.

It fosters

trust, and makes our team members

feel supported.

It gives them a safe

space to share things that they

might not be comfortable doing in

those daily stand-ups, or other

meetings, which could just include

an honest answer to "how are you

doing?"

When I say this to managers,

in particular at the moment a lot of

people getting very panicked, a

panicked look in their eyes, about

how are they going to reincorporate

regular one-on-ones with all of

their team members, but frequency is

as much as important as consistency

here.

It might not be weekly

meetings but it could be

fortnightly, monthly or bi-monthly,

whatever works in your particular

situation.

It's just about making

sure they're in diary, as is making

every effort not to cancel them.

So

postponing them is fine, but

cancelling them, especially if it

happens regularly, is a key way to

build resentment and reduce

productivity in the best of times

and, as we know, everything is

exacerbated in these not best of

times.

Another tip is to focus on

outcomes not hours.

Not being able

to watch our teams at work often can

make some managers doubt those

teams.

That loss of visual

accountability can, usually unfairly

in most cases, lead to a lack of

trust which, in turn, leads to

micromanagement, which nobody's got

time for.

So using that one-on-one

time to try to reset workloads and

expectations based on outcomes and

goals rather than hours or days

worked, and talking about how that

could be measured different ways as

opposed to just being visibly at

work from 9 to 5 or whatever.

Paying

attention to who's contributing in

group meetings is important.

It's

quite easy to show up without

showing up at the moment and that

leads to people lurking in the

background, feeling ignored.

So a

good trick is to keep a list of your

team or the meeting attendees handy

and just kind of tick people off

when they speak, which is a kind of

a quick and easy way to see, to be

able to tell who or hasn't

contributed and to call on them

directly if anyone is lurking in the

background.

Finally, scheduling team

interactions that aren't about

workload and being a bit thought ful

and strategic about that to make

sure that people can participate in

those regularly depending on their

working days.

So having a Friday

afternoon virtual drinks is all well

and good but that means that your

people who don't work on Friday are

going to always miss out.

So setting

up a social chat on a text-based

platform is a good way to keep

people connected but to also, it can

help avoid keeping social non-work

conversations out of those workload

meetings to make those workload

meetings more effective.

And

scheduling virtual coffees, or

launches, or drinks, or those kind

of activities but putting them on

different days and times so that

everyone has the opportunity to

participate in them regularly,

regardless of their working days.

And

asking team members to suggest their

own activities as well.

Tip no.

5 is

"online Meeting Protocols".

This is

another useful tool that we can put

in place which is to agree, amongst

our teams, some remote meeting

protocols and ask them to use them

internally, whether they're internal

or external clients, and even

sharing them at the beginning of a

call.

This could include things

currently listed on the screen.

Turning the video on if you can.

Using video is still super awkward -

we all know this by now - but it's

important.

It helps keeps us

focused.

It helps us avoid

multitasking and it helps us read

those non-verbal cues I talked about

earlier.

Unless you have access or connection issues

try to use video as

much as possible.

That said,

connection issues are real but it's

good to try to at least start

meeting with your video on even if

you don't end that way.

And access

issues are real too.

Which is why

it's important to not make video use

mandatory, and to create a safe

space where people aren't hassled if

they don't or aren't - don't feel

comfortable or aren't in a position,

for access reasons, to use it.

Asking people to check their

lighting and camera position, asking

them to blur or use a background

image, especially if they've got

lots of activity going on behind

them.

Obviously a background image

that is work appropriate.

If they

have a excellent or a question, to

use the raise your hand or Q&A

function, or write it in the chat

box, and to note your preference.

If

it's difficult to keep an eye on

more than one thing, it's also

reminded me to thank the - we've got

some questions coming in on the Q&A

at the moment - thank you for them.

Keep them coming.

I'll

get to them at the end of the

session.

Asking for people to way

for the chairperson to call on them

rather than speaking over the top of

each other.

To speak directly to

camera and slightly slower than your

usual pace, which is also a good

reminder as I feel myself speeding

up.

If they share their screen at

any stage to not assume that

everybody can see or understand it.

So to read out all written content,

to describe the visual content.

Getting into that habit is an

encouraging tool to make people make

their slides and content more

simpler.

If connection issues do

occur, to act quickly.

Try to avoid

multiing tasking or, more than that,

be clear about whether multitasking

is or isn't appropriate within the

meeting.

In some cases like this

one, which is a low interaction

session, multitasking might be

completely encouraged.

In fact, it might be the only way

many of us are able to participate

doing several things at once.

But in

our usual worker load or external

stakeholder meetings, multitasking

can make those meetings

less effective, it can be

distracting to others if they notice

you doing it, or it can lead to

resentment or worse if that

multitasking is seen as disrespect.

Also be clear about whether gifts or

side-chat within the -- also be

clear about whether gifs or side

chats in the function is

appropriate.

For example, you might

want to keep gifs or side chats off

the chat until the end or at least

in between agenda items, if that

side chat is an important part of

encouraging people's interaction,

but keep it controlled so that the chair can keep control of the questions coming through.

Tip no.

6

is, "Onine Sharing

Protocols".

Many of us, most of us,

possibly, cringe at the thought of

taking on the role and the control

of a chairperson in online meetings

but competent and confident chairing

techniques are absolutely vital for

effective online meetings, and

particularly when things go wrong.

This could include some of the

things currently on screen,

including being clear about how to

manage your time and everyone

else's.

Such as, beginning each

meeting with a summary of what you

need it to achieve and using that

purpose to help you stick really

closely to the timings on your

agenda, pulling in the conversation

when it goes off track.

And giving

verbal warnings at a few minutes

before the end of each agenda time.

Avoid visual warnings, you see a lot

of scissor or wind-up symbols

happening at the moment but they're

not accessible to everyone, including people who might be dialing on the phone.

Manage turn taking, making sure everyone can contribute in meetings can be much harder online. questions.

That

can be managed by simply avoiding

asking open questions like, "How do

we all feel about that?

Or does

everyone have any updates?"

Which

leads to simultaneous answers and

then the following awkward silence

while everyone decides who goes

first.

And instead calling on people

directly.

As I said, keep a list of

attendees handy so you can see who

hasn't contributed.

Managing the

chat and the questions if you can't

manage it yourself, delegate to

somebody else to do so.

Managing tech issue, managing

access issues, similarly, such as if

somebody's audio is too low or their

background noise is too loud, if

their device is causing problems, if

their connection is causing

problems, if they need better

lighting to be able to see them and

understand them, similarly, you need

to call that out as quickly as

possible to make sure everybody in

the meeting can understand.

Also

avoiding the situation where

everybody needs to repeat themselves

entirely because you didn't tell

them about the issue early enough.

Just make sure everybody's access

needs are being met.

That might also

be feeling confident enough to mute

someone manually if they don't get

to it quickly enough themselves.

Managing social moments, if it's

appropriate, within the context and

the purpose of your meeting.

Of

course, managing difficult

situations, if the conversation gets

off topic or out of control,

addressing it as quickly and as

calmly as possible, which you could

do by parking the conversation to

the end, asking to take that

conversation offline and, of course,

making sure to follow up.

Or if

things get really bad, actually just

drawing a line, particularly if the

meeting is with multiple or external

shareholders.

This is where we need

our fast and firm chairing

techniques more than ever, to be

very clear about what's appropriate

or not, and cutting them off if you

absolutely have to.

It's also a good

lesson to remember, when we set up

our meetings, to do so with a

waiting room function turned on t

which means that if we do have to

disconnect somebody, that they can't

automatically log back in.

Tip no.

7

is Different Communication Methods,

which is another easy tip to simply

agree on using different ways of

sharing information in any one

meeting.

We all have different ways

of receiving, sharing, understanding

information.

Some are more verbal,

visual, or reading over spoken.

Some

prefer communication and facts.

Some

work better in groups or on their

own, or vice versa,

or any combination of those.

The

main thing we need to remember is

that one size doesn't fit all.

Your

preferred way of communicating might

not work for someone else.

In fact,

it might be someone else's idea of a

nightmare.

And assuming that we are

communicating clearly doesn't mean

that we are.

One of the things I

found most fascinating, recently, is

that a lot of our new remote and

online meetings use predominantly

our old delivery, so someone

speaking sometimes with video,

sometimes not, to a group of people

who are predominantly listening.

But

when you start asking people about

their preferences and learning

styles, it's actually really rare to

find an oral-only learner or

communicator.

So that feels like an

easy fix that we can address this by

simply asking people what works for

them.

Using multiple ways of sharing

information, not just speaking, be

that visual aids, diagrams, video

clips, PowerPoint slides, reading,

writing, statistics, stories, group

or independent exercises, maybe even

physical exercises for calensthectic

learns.

Try to avoid voice only delivery

not having any

kind of visual reference,

particularly for longer

conversations, makes it harder to

concentrate on - concentrate on and

understand what's being said.

It's

much harder to know how it's being

received and it's also much more

exhausting for everyone.

Or, again,

going back to the meeting review

process, and perhaps asking if a meeting

really is the best way to share that

information at all.

So I'm going to

up for questions in just a minute

but one of the things I've heard in

the past few months is that C-19 has

put a lot of our organisations in a

real catch-22 position in that we're

all too busy to think about what we

need to do to become less busy,

which brings us to tip no.

8,

co-design.

Given the absolute

whiplash pace of change at the

moment, most of us don't have time

to put a full co-design process in

place with our teams about how we

should be communicating with each

other and externally.

But remote

work really is a process.

It's not a

fixed end point.

We never reach the

finish line.

And the best remote

work solutions are really those that

have been developed by tachls --

teams working together to create

plans and protocols that are

specific to their situation.

Keep

talking to your teams to co-design

and update and evolve your online

communication protocols that work

for you specifically.

Maybe think

about designating a remote work

champion or champions, who can make

sure that those protocols are

implemented.

And keep talking about

the challenges, too, of working and

communicating online.

Be open about

the issues.

Ask your teams for

advice.

Crowd-source solutions

together and listen and respond.

It

will get better than it is right

now, I promise, and it might even

get better than the way it was

before.

In case they're useful I

also have a series of free resources

about remote and online workplaces

in particular at LarsenKeys.com.au.

And currently on the screen is my

email address kate@larsenkeys.com.au and you can find me on social media at

"Kate Larsen Keys".

>> FRANCES

ROBINSON: Thank you so much Kate, That was a brilliant

session, super practical with tips

people can hopefully implement in

their workplaces.

We've posted all

your details in the chat as well.

We

have a couple of great questions

come through.

We're running a little

over.

The first question comes from

Angela, she asks, "Monitoring

productivity is very difficult

remotely, especially when people are

working flexi hours to accommodate

for caring responsibilities for

children, ageing parents, et cetera.

Do you have any tips for

accountability in the context of

working from home".

>> KATE LARSEN:

I've never been more popular than I

have been this morning.

I am sorry

for these continued interruptions.

The trick is to try to find some -

make sure your flexible working

policies really are really flexible.

By

which I mean, being very clear about

that concept of monitoring outcomes

not hours.

If it is better for

somebody to work from 5 till 7 in

the morning and 3 till 8 at night,

if they are still achieving the list

of outcomes that you've agreed with

them, does it really matter when in

the day that happens?

So, yes, I

would go back to that, revisiting

that take stock question, to work

with everybody about what their task

outcomes are required on a weekly,

monthly, basis.

Howevering you want

to put that timeframe in place.

Be

clear, is there a common time window

when you expect people to be online

or available.

Obviously those who

have reception or other

responsibilities may need to be

across different time zones.

But is

there a common time we know for the

team.

Perhaps also thinking about

what our expectations around

response time to internal

communications to external

communications and being very clear

about what those are, and then

sharing that information.

So putting

on your email auto reply, "Thank you

for your inquiry.

My hours are 3 to

7, I will respond in three days", or

whatever it is you agree.

To

agreeing on what it is, and sharing.

>> FRANCES ROBINSON: Those

one-to-ones, you're right, it is one

of the first things that have

dropped off.

So keeping in touch

with people for sure.

Agnes asks,

"One challenge I have found in

remote working is training some knew

to the organisation.

The inability

to offer a guiding eye behind the

(SPEAKS INDISTINCTLY) consistently

and understand the challenges

experienced in learning."

I don't

have an answer to this one other an

approach to...

>> KATE LARSEN:

Onboarding is really challenging for

new-starters, those who started

before this dig ital revolution, but

particularly those being recruited

now, not just because of the formal

management but they really miss out

on the "over the cubicle

conversation", the asking questions

of their peers for which they don't

have relationships with or at a

comfort level to be able to ask

those questions.

So, yes, it is

challenging but we can put some

things in place to make that a bit

easier.

So, for example, when

somebody starts new in an

organisation, taking time to

introduce them in the meetings, not

just to their direct contacts team

but to others within the

organisation.

Setting up those

informal, non-workload

opportunities.

So whether it's just,

"We eat lunch togethers on ens --

"We eat lunch together Wednesdays

and Fridays", for those who are

available, it is about strategically creating

those opportunistic ways to build

those relationships.

As can matching

people with a remote work buddy.

So,

kind of giving people a one-on-one,

peer-to-peer relationship that's

slightly more formalised than just

saying - you know, they'll just talk

amongst themselves.

Actually

creating that strategically can give

them someone to tap on the virtual

shoulder in a way that they - it's

harder to do outside of an office

environment.

>> FRANCES ROBINSON:

That's really great.

Great tips,

actually.

All the questions coming

through are really great.

We'll take

one more I think because we're

running a little out of time.

But

this question asks, "Do you have any

advice for people working in teams

across different time zones?

I find

it really difficult to maintain

sleep routines as part of

self-care?"

>> KATE LARSEN: Time

zone is a real issue and especially,

you know, it's going to be more of

an issue as more of us do take up

the opportunity of recruiting from a

broader field.

I mean, obviously,

I'm assuming the sleep issue is from

a much broader time zone

differentiation than within

Australia.

But one of the things is,

certainly, to talk to people about

time zone bias, similar to when we

schedule remote work drinks on a

Friday, which means that our

non-Friday workers miss out, a lot

of meetings are set in a way that

obviously biases one particular time

zone over another.

So thinking about

how we can change regular meetings

so different people are preferenced

in different times, can really help

- really help with that.

The other

thing that we can think about

encouraging with our organisations

is that - is to think about doing -

trying to do more asynchronise

communication.

Synchronise

conversation is what happens when we

are having an immediate to and from

dialoguing like phone meetings or

phone calls, or water-cooler

conversations.

You have instant

input.

You take that back and you

continue.

Asynchronise conversations

can more like an email.

You send a

query out, you wait for it to come

back in but you don't have to stop

working until it happens.

So, that's

- so lots of organisations who work

across time zones and particularly

those who work across large time

zone areas, really focus on that

asynchronise communication.

Instead

of having a team meeting, how can we

set up a shared drive document that

asks the same questions and that

people can contribute to, log in and

contribute to in their own time.

It

often also means that they

contribute in better because they

have more time to think about it as

well as it being more appropriate

and accessible for them to

contribute when they can.

>> FRANCES

ROBINSON: Totally.

And that just

speaks to your piece around

different learning sometimes and

different ways of working as well.

It's allowing different spaces for

people to interact with those

meetings.

So thank you all so much

for joining us.

Unfortunately we've

run out of time but there's still

some questions coming through.

If

it's a burning question and you

still want Kate to answer it, please

second -- send it through us to at leadershipprogram@australiacouncil.gov.au

Thank you, again.

Before I go, I wanted to quickly run

through what's happening next week

on Creative Connections.

On

Wednesday, we'll hear from George Liacos

from Spark strategy, talking about

strategy through uncertainty.

Then

on Friday we'll be speaking with Dr

Carol Johnson from the University of Melbourne, who will encouraging

us to consider if you can teach

music online, then you're pretty

much ready for anything - effective

strategies for teaching music

online.

If you're a musician or that

way inclined,

please join us.

And remember to

please out our survey, to see how

we're tracking with these sessions

and if you have any ideas about how

to go forward.

We'll post that link

in the chat now.

Thank you, so much,

Kate, for a super practical session.

I think a lot of people will get a

lot out of this and the recordings

as well.

Thank you for being here.

To our live captioner, Maree, to

Chevoy and Kylie, our interpreters,

to my wonderful team behind the

scenes, and of course thank you to

all of you for being here.

We hope

to see you next time.

Bye for now.