



Electronic Body Language: High Performance in Today's 24/7 Global Environment

Introduction



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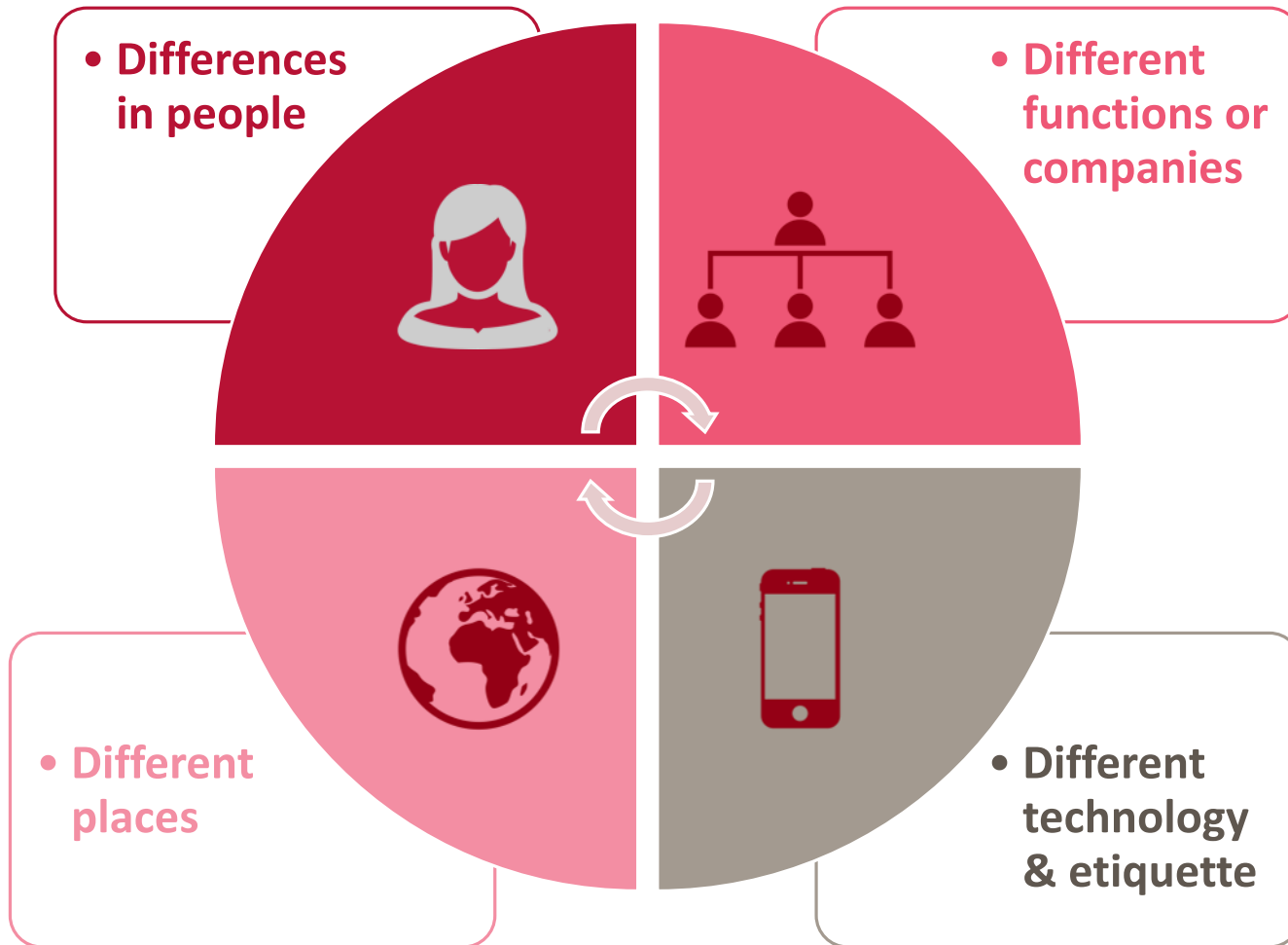
Partner, Bridging Distance



Overview

- **Introduction**
- **Methodology:** The Distance Lens™
- **Problem:** How can I improve performance & job satisfaction?
- **Solution:** Electronic Body Language
- **How to:** Six Steps to Improve Electronic Body Language
- **Next steps and resources**





The Distance LensTM

A simple tool for diagnosing root cause in digital workplace environments



Problem:

How can I improve my global,
virtual effectiveness,
and raise my job satisfaction?



Electronic body language behavioral model



Electronic Body Language

How our electronic actions and habits shape how we each appear to others

- our electronic footprint
- our virtual presence
- our “webutation”

It's the ***‘so what’*** of virtual etiquette

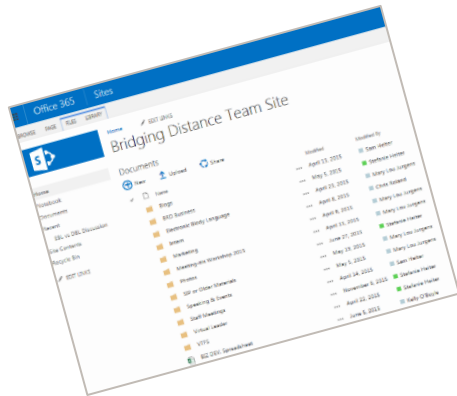


Electronic Body Language

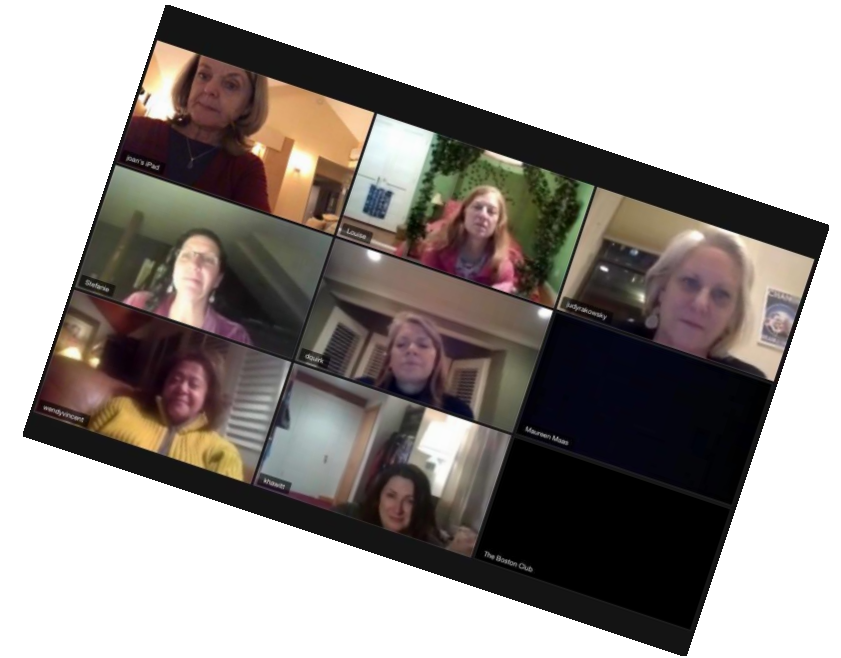


- Assumptions we make about others based on their electronic habits
- Impacts what we deem acceptable and unacceptable communication practices
- Most often unconscious perceptions and judgments
- Causes quick determinations on how we will work with others
- Compels us to act – or not

Digital Channel Options



- ✓ Visual Modalities
- ✓ Auditory Modalities
- ✓ Formal Written
- ✓ Informal Written



What did we discover on our journey?

✓ Main discernable aspects:

- Competence
- Emotion
- Professionalism

✓ Negative emotion more frequently interpreted

✓ Boomers more on co-located colleagues and more importance on electronic persona



Our Research Findings

Electronic Body Language correlations:

- Job satisfaction
- Workplace deviance and Cyber loafing
- Job performance



Human Nature

Awareness versus behaviors:

Often we know what the *right* thing to do is, but don't always do it!



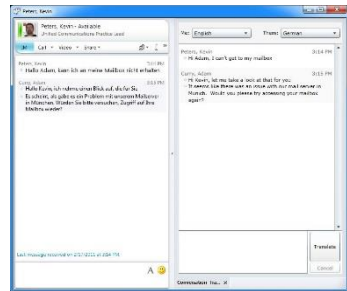


Sharing the Solution





Ensuring you use the best available digital modality to accomplish what needs to be done



Tip # 1

Matching technology to activity

Techneractions™: Right Modality

How do you decide which technology modality to use?

Techneractions™ = content versus interactions continuum

- Channels:

- Synchronous or real time
- Asynchronous or non-real time

- Two Factors:

- Presence
- Data Richness



Social Presence

Situations where a sense of 'being there' is important, where some amount of back and forth interchange is required, and/or where visual presence is helpful

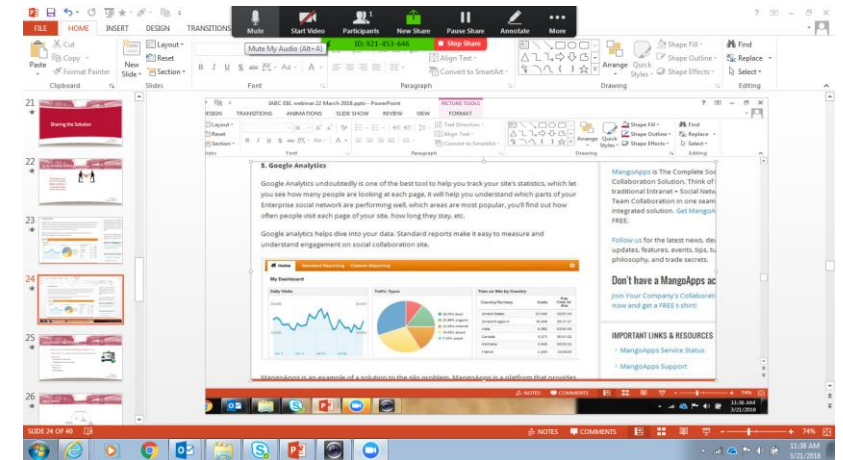
- ✓ Onboarding or when people don't know each other well yet
- ✓ Conflicts or disagreements
- ✓ Candid conversations
- ✓ Highly diverse groups
- ✓ Non-native speakers
- ✓ Energizing and aligning efforts
- ✓ Decision-making
- ✓ Brainstorming or innovating
- ✓ Soliciting ideas that may be unique
- ✓ Creating belonging



Information Richness

Situations where individuals are giving or sharing detailed information with each other

- ✓ Sharing a high volume of information
- ✓ Sharing highly detailed information
- ✓ Sharing complex information
- ✓ Co-authoring documents
- ✓ Data gathering
- ✓ Designing something together
- ✓ Assigning or delegating complex tasks



- Make people *aware* that they differ
- Help them to *know* how they differ
- Teach *skills* and give *tools* to communicate more effectively



Tip # 2

Cross-Cultural Journey

Power Distance

Means:

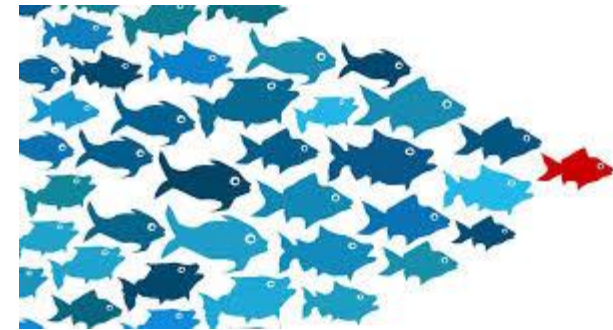
The extent to which the less powerful members of organizations expect and accept that power is distributed equally

- degree of inequality expected and accepted
- how people deal with this inequality



Large Power Distance

- Independent behavior not encouraged
- Respect for elders basic value
- Power to centralized to a few
- Subordinates expect to be told what to do
- Superiors entitled to privileges
- Leaders are not followers
- Most decisions made by those in charge, with little input from subordinates



Small Power Distance



- Children allowed to contradict elders
- Ideal of independence
- Privileges for seniors undesirable
- Bosses expected to resourceful democrats – to share
- Subordinates expect to be consulted about decisions

Correlaries

Power Distance is related to wealth:

- a larger power distance is easier to maintain in situations of limited resources
- **increased wealth = decreased power distance**
- accounts for some of changing and generational differences in some countries



Large Power Distance Countries

- Eastern European
- Many Latin cultures
- Many Asian cultures
- India
- Most African cultures



Small Power Distance Countries

- United States
- Canada
- Northern Europe
- Australia



Individualism versus Collectivism

Means:

The strength and nature of ties between people

- **Individualistic societies** = ties between people are loose
- **Collectivistic societies** = people are integrated into strong, cohesive groups



Individualistic Cultures

- People expected to **look after only themselves** and immediate family
- People want the freedom to take individual approaches to work
- Management is **management of individuals**
- Hiring and promotion based on skills and rules
- **Task prevails over relationship**
- People may feel lonely and isolated



Collective Societies

- Identities based on the group to which you belong
- Put group needs above own
- Relationship prevails over task
- Prefer not to be singled out for praise or reward
- Harmony maintained and confrontation avoided
- Hiring and promotion take employees 'group' into account
- People repress their individual identities



Individualism versus Collectivism



- Wealthier countries more individualistic, poorer more collective
- Wealth makes it easier to take care of ourselves
- Collectivism can be a way of coping with limited resources

Individualistic Cultures

- United States
- Canada
- Germany
- Most Western European countries

Collective Cultures

- India
- Most Asian cultures
- Many Latin cultures
- All African cultures

- Acceptable and unacceptable multi-tasking
- 'Show up' at meetings
- Use video or more synchronous technologies
- Clear availability: Set IM/Skype for Business, office hours



Tip # 3

Intentional Presence

Key behavior: digital communications

- People engage with me because we have a relationship that is valuable to us both
- People don't care about how much you know until they know how much you care about them



- Response time (email = 24 business hours; text/IM = 2 hours)
- Device signatures, spell and grammar checks
- Background noise and connectivity challenges
- Video attire and background



Tip # 4

Personal Standards

Pay Attention to Surroundings



"So what does everyone on the phone think?
Person with the barking dog, do you agree?
And John, are you on mute again?"

- How do **interruptions** affect the way others **perceive you**? (Electronic Body Language)
- Those **others do** and those **we do** to ourselves
- **Standards** for 'regular' times
- Explicit **availability** times – office hours
- In a **critical situation**, find me via.....



Tip # 5

Manage Interruptions

- Who actually has the accent?
- Who isn't saying anything?
- Share written materials
- How many 'reply all' and add/drop names before you change modality?



Tip # 6

Diffuse Potential
Misfires

Demographics on Video Conference Use

Feel comfortable on video conference camera:

Age

- Under 30 = 57%
- 35 – 54 = 32%
- 55 – 69 = 17%

▪ Gender:

- Men = 46%
- Women = 26%



Among younger respondents, 30% reported wearing pajamas during calls.



Top Takeaways: Behavior and Awareness

When you improve your Electronic Body Language, you establish credibility so people easily engage with you



Questions & random thoughts



Contact



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THANK You

A group of hands holding up large red letters spelling 'THANK You'. The letters are made of a thick, matte red material. The word 'THANK' is in all caps, and 'You' is in title case. The hands are of various skin tones and are positioned at the bottom of the frame, holding the letters up. The background is a solid, bright white.