SWISS CHAMBER OF COMMERCE

STOCKHOLM SCHOOL OF ECONOMICS
HOUSE OF INNOVATION

SWITZERLAND GLOBAL ENTERPRISE

SWITCHING TO VIRTUAL TEAMS UNDER THE FACE OF COVID-19
LEADERSHIP CHALLENGES, OPPORTUNITIES AND EXPERIENCES

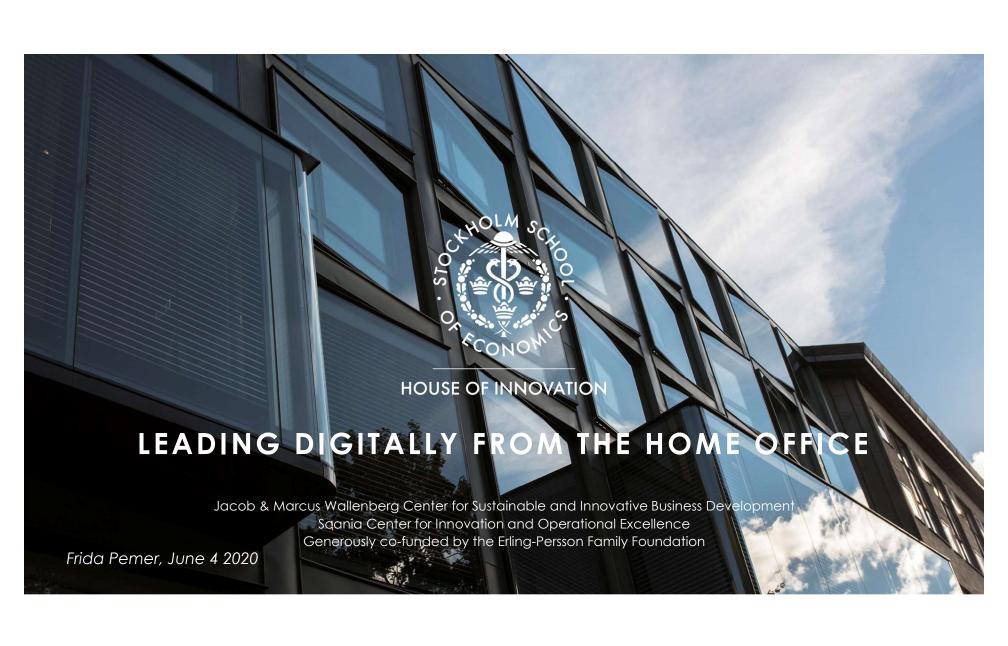|	
09.00	WELCOME! GUSTAV HENRIKSSON, S-GE, SWISS CHAMBER OF COMMERCE
09.05	FRIDA PEMER, SSE
09.15	THOMAS FÖRST, S-GE
09.25	SÉBASTIEN GODARD - SIKA
09.35	JAKOB KIEFER, ABB
09.45	DISCUSSION, Q&A
10.30	END OF WEBINAR

MODERATOR: GUSTAV HENRIKSSON – S-GE
POLLS&TECH: ANDREA NILSSON - SSE

TIPS BEFORE WE START:

- **Update your name** by right-clicking on your name in the participant list and choosing "rename".

- Use **headphones** for the best sound.

- Please **mute your microphones**.

- **Turn on your cameras**, we want to see you!

- We will create some polls during the webinar

- To ask questions, use the **raise hand** functionality under participants or write them in the **chat**.

- Please keep questions short and to the point, and don't address them to all speakers every time. We aim to give everyone the possibility to ask a question.

- If you have technical difficulties, ask your question in the chat and we will try to help.

- If you wish to use a different background, click on the arrow next to the camera icon and then on **virtual background**.

- Note that this webinar is being **recorded**.

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LEADING DIGITALLY FROM THE HOME OFFICE

Frida Pemer, June 4 2020

STOCKHOLM SCHOOL OF ECONOMICS

A TOP BUSINESS SCHOOL EMBEDDED IN ONE OF THE WORLD'S MOST VIBRANT INNOVATION ECOSYSTEMS
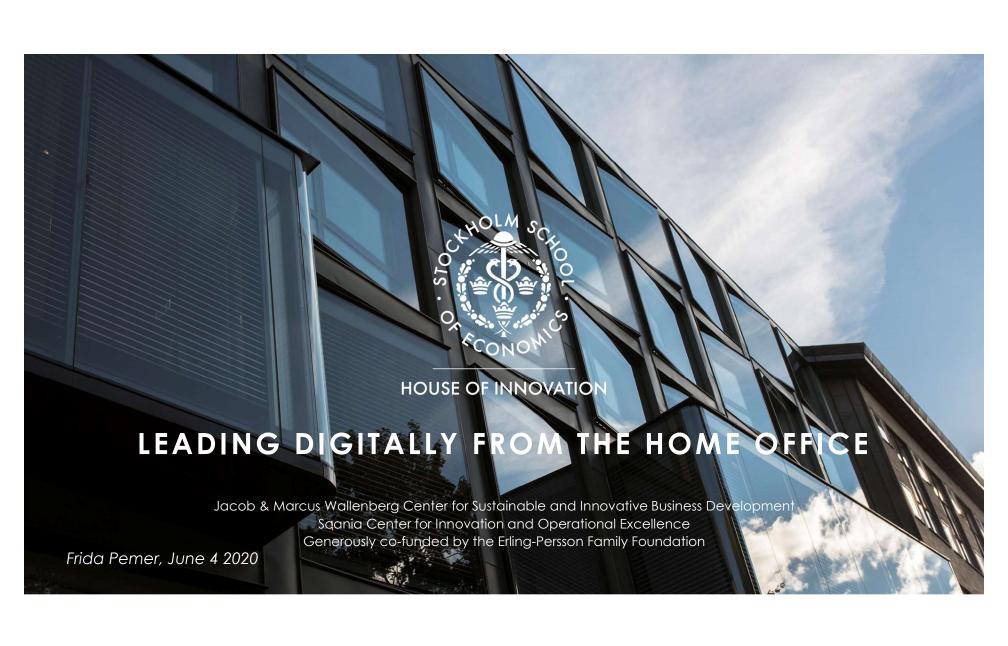
HOUSE OF INNOVATION
WORLD CLASS RESEARCH
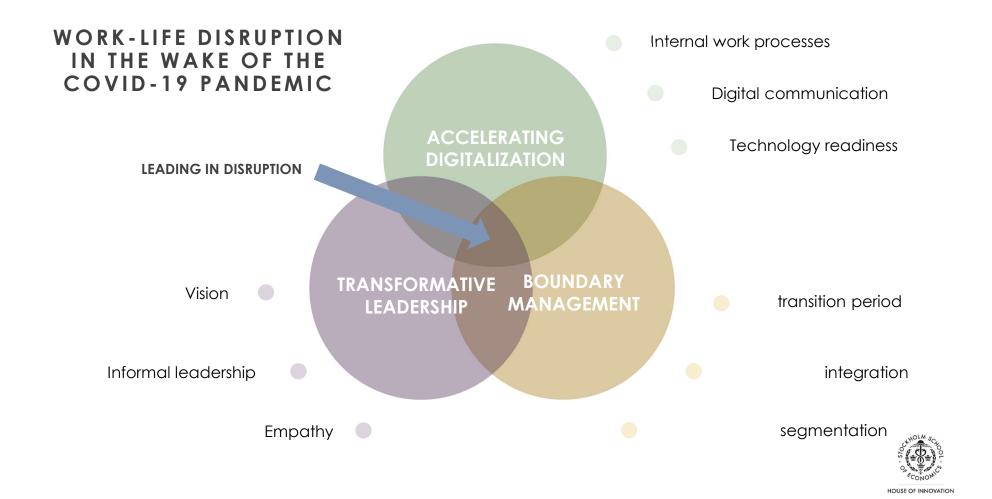EXCELLENT TEACHING
BROAD OUTREACH

More than innovation

Tight integration with entrepreneurship and digitalization

More than an academic department

Research centers
Master program
Start-up incubator
Liaison with other Stockholm universities

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WORK-LIFE DISRUPTION IN THE WAKE OF THE COVID-19 PANDEMIC

LEADING IN DISRUPTION

ACCELERATING DIGITALIZATION

TRANSFORMATIVE LEADERSHIP

BOUNDARY MANAGEMENT

- Internal work processes
- Digital communication
- Technology readiness

- Vision
- Informal leadership
- Empathy

- transition period
- integration
- segmentation

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SUGGESTIONS FOR FURTHER READING

- Dumas, T. L., & Sanchez-Burks, J. (2015). The professional, the personal, and the ideal worker: Pressures and objectives shaping the boundary between life domains. *The Academy of Management Annals*, 9(1), 803-843.

- Kane, G. C., Palmer, D., Phillips, A. N., Kiron, D. and Buckley, N. "Strategy, Not Technology, Drives Digital Transformation" *MIT Sloan Management Review* and Deloitte University Press, July 2015.

- Libert, B., Beck, M. and Wind, Y. (2016) To Go Digital, Leaders Have to Change Some Core Beliefs. *Harvard Business Review*

- Pemer, F. (2020). Enacting professional service work in times of digitalization and potential disruption. *Journal of Service Research*. https://doi.org/10.1177/1094670520916801

- Stone, A. G., Russell, R. F., & Patterson, K. (2004). Transformational versus servant leadership: A difference in leader focus. *Leadership & Organization Development Journal*.

- Westerman, G., Bonnet, D., & McAfee, A. (2014). *Leading digital: Turning technology into business transformation*. Harvard Business Press.

VIRTUAL LEADERSHIP – LESSONS LEARNT

Thomas Först Head of Global Network I Member of the Executive Committee

Switzerland Global Enterprise and its global network

- Export and Investment Promotion Agency of Switzerland mandated by the Swiss Ministry of Economy

- 100 Employees in Switzerland (3 Locations)

- 100 Employees globally in 27 countries within the Swiss Foreign Ministry (Embassies and Consulates)

- Strong customer and project driven organization with focus on cooperation through external experts and partners

- Regular touch points and meetings physically and virtually through the year

- Decentralized leadership with regional locations and antennas

- Strong focus on digital products and service offering, strong consulting and business development context

- Modern Workforce and Workplace design (Switzerland) – Remote Work, Digital Tools, Cross Functional Team management

- Traditional workforce and workplace design (Abroad)

Experience and Learnings from virtual leadership

- Digital Mindset needs to be promoted and trained – have a communication concept and strategy (tools but also how to…)

- Trust, dynamism and leadership has increased in importance. Leading through results / output rather than presence has become more visible, keep celebrating success and stay spontaneous

- Easier reach over hierarchies due to direct access and flattened leadership

- Interpersonal challenges need intensified care and preparation – de-escalation of issues take longer

- Rituals (Watertank meeting, daily standup meetings, team experience) increase in relevance.

- Asynchrony of communication gains more importance (Time Zones)

- Importance of channels for context of communication became more relevant (1:1 versus open project / collaboration chat)

- Refrain from forcing formats – explore formats continuously

- Future strengthen possibility to remote work (Remote Desks) and dynamize workforce setup

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THANK YOU!