



The Effective Leadership of Remote
Agribusiness Sales Teams
Kellogg Rural Leadership Programme
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Table of contents

Executive Summary.....	4
Acknowledgements.....	6
1.0 Introduction.....	7
2.0 Aims & Objectives.....	7
3.0 Literature Reviews & Investigation Results.....	8
3.1 The Team Dynamic.....	8
3.2 Coaching.....	10
3.3 Reward & Recognition.....	13
3.4 Effective Feedback.....	16
3.5 Productivity.....	18
4.0 Method.....	21
5.0 Discussion.....	22
6.0 Conclusions.....	22
7.0 Recommendations.....	23
8.0 References.....	24
9.0 Appendix.....	25

Executive Summary

The New Zealand Agricultural Sector makes up about two thirds of the exported goods from New Zealand and as such remains the most important industry for New Zealand's economy. Agricultural farms span from Stewart Island in the South to Cape Reinga in the North, some 1600 km away and from one coast line in the east to the other in the west up to 400km apart, with a total land mass of 268,000 square kilometres. For Agribusinesses who wish to support these farmers with products and services, this is a logistical challenge.

Traditionally in New Zealand the method in which farmers have traded with Agribusinesses who supply them with products, services and advice is over the kitchen table. This originates from a time when technology such as mobile phones, the internet, fax machines and overnight courier were still to be discovered. Farmers would less frequently travel to town, either because the distance was too far, the roads too poor or there was no need.

Co-operatives were formed and as such there were milk processing companies nearby, a fertiliser distributor, a farm supplies store and a bank. A local representative from the respective Agricultural Company would visit the farmer on farm, have discussions and provide advice around their requirements and then ensure these products or services were deployed to the farm accordingly.

As technology has evolved farmers are now able to use multiple platforms to engage with their farm supply companies. There are multiple communication channels and most products and services that a farmer may need can be purchased and subsequently delivered without even talking to somebody. However as a result of history the large proportion of customers still prefer to conduct business over the kitchen table and as a result most agribusinesses in New Zealand have Sales representatives dispersed as far as Kaitaia to Gore. The majority of these businesses do not have headquarters, offices or stores in all of these regions so the sales representative typically works from a home office and their line manager is usually over 100km's away working from a separate location.

From a leadership perspective this poses challenges for the manager of these dispersed teams when it comes to creating a high performing team who feel part of a team, are well coached, rewarded, recognised for their achievements, trained and where necessary their performance managed. Unlike the typical office environment where a manager will see and interact face to face with their reports often on a daily basis, having employees 100km away and often mobile on the road means the manager requires a unique set of skills.

As a leader of a remote based sales team in the agricultural sector I saw an opportunity to understand this dynamic better and review existing literature and research which has been done on the topic and also conduct my own survey of other rural leaders in the same position as to how they lead their teams.

After reviewing literature and from my own experience in the area of leading a remote sales team I decided to take a closer look at 5 keys areas of leading a remote

sales team: the team dynamic, coaching, effective feedback, reward and recognition and productivity.

Existing literature confirmed that remote sales teams can be highly effective and productive if led well with a clear vision and purpose. The key to success is having a well-designed team who understand what their job is, are kept well informed of how they are doing, have a good relationship with their manager and are clear on what their future is. Management is a discipline which has changed dramatically over time and is now a lot less effective. To be an effective coach in a leadership role will improve team performance at a greater rate than management in the purist sense.

Reward and recognition are key elements of keeping a team productive, positive and engaged. And under the right leadership remote teams can be more productive than their office based counterparts.

For leaders reading this discussion paper there are five take home messages: recruit the right team, give them a clear purpose, tap into their hearts and minds by being an effective coach, reward and recognise to drive the right behaviour and provide regular, effective and meaningful feedback to improve the effectiveness of your people.

Acknowledgments

I would like to thank firstly my wife Tarn for her support and patience over the last 5 months while I have worked on this project. The role family plays in the ability to be able to complete such initiatives is often underestimated. This has been even more challenging for us as we are preparing for the arrival of our first children (twins) in early July.

Thank you to my interviewees who took the time to complete my survey. I take my hat off to all leaders in the agribusiness sector as the contribution you make to the New Zealand economy is outstanding. The insights and experiences you shared and taking the time out of your busy schedule is much appreciated and you should be commended on the exceptional job you do leading remote teams in a challenging but rewarding industry.

Thank you to my employer Livestock Improvement Corporation for making it possible for me to take part in the Kellogg Rural Leadership Programme. LIC and my managers have been extremely supportive in my personal development journey.

Lastly thank you to all who are involved in coordinating the Kellogg rural leadership programme and your strategic partners and sponsors. What an outstanding programme and a real asset to developing leaders in the rural sector.

1.0 Introduction

There has been very little research performed or literature written in the area of remote or dispersed teams. But the reality is that these teams will only become more common in the modern era as people look to move out of the large city centres as it is too expensive to live, raise a family and buy a first home. People will look to move to towns which are affordable and provide a better living standard but will also require work. With the technology available these days it is possible to complete a lot of jobs from a desk in your own home.

What is a remote team? A remote team is one in which its members are not located in the same place. Often referred to as dispersed teams they can be spread across large geographical areas. For the rural industry in New Zealand this is so as there are agricultural operations which span the length of the country.

The most common way to engage with these farmers in New Zealand is to drive down their driveway and discuss the products and services that a particular agricultural company would like to supply them with. Most agricultural supply companies in New Zealand have a sales team function which undertake this role and are spread across large geographical areas.

In this report I will look at the leadership of these remote teams and how the leaders can be most effective in their roles.

2.0 Aims/Objectives

Analyse the key skills required when leading a sales team

Compare existing research and literature around leadership of remote teams and current practices adopted by New Zealand sales leaders in the agricultural industry

Investigate the productivity of remote employees

Provide recommendations for agri-business sales leaders to follow to allow them to be successful when leading remote teams

3.0 Literature Review & Investigation

3.1 The Team dynamic

The key to success is having a well-designed team who understand what their job is, are kept well informed of how they are doing, have a good relationship with their manager and are clear on what their future is. The team must have clear and measurable goals and objectives that are understood by all members of the team and they understand their company's purpose, 'The Why'.

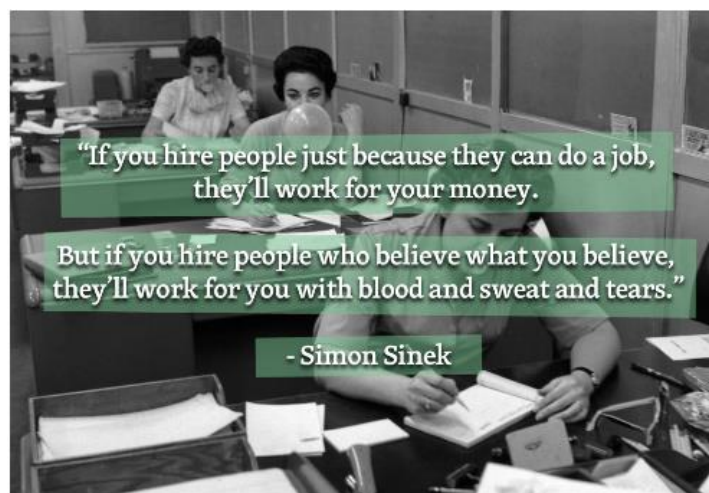


Figure 1: Quote from Simon Sinek

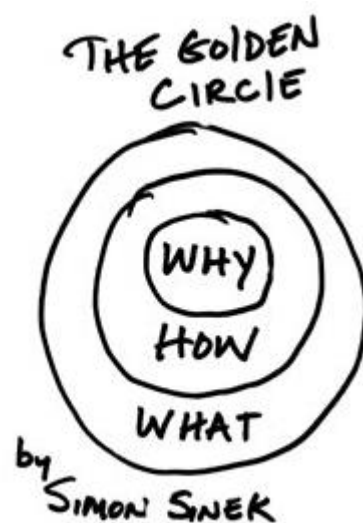


Figure 2: An illustration of the golden circle by Simon Sinek

Simon Sinek talks about the fact that everyone in a company is able to explain 'What' it is that they do. The 'What' is generally 'What' products and service that company sells. For example at Livestock Improvement we sell straws of bull semen for artificial insemination. The "How' you do what you do is a lot more difficult to explain and some companies know 'How' they do what they do. The 'how's are often what differentiates you from the opposition or your value proposition of your products and how they are unique to similar products on the market. At Livestock Improvement we are a co-operative and sell our products and services to dairy farmers who are wanting to improve their herd. We not only sell them the product but we supply a service which delivers them and then support services to ensure they have aftermarket support. The 'Why' a company exists is the most important factor but one that people or companies find it very difficult to articulate. The 'Why' is all about the purpose that your company exists for or the belief in what you are trying to achieve. LIC's vision and purpose is 'To improve the prosperity and productivity of our farmers' by 'empowering livestock farmers through the delivery of superior genetics and technology'.

When establishing a remote based sales team it is critical that they are well designed. That includes defining the purpose 'the why' and ensuring that roles are well defined and there is a clear direction. The team needs to have a good composition and when recruiting looking at both individual and team level attributes. Teamwork and trust are even more critical when working with dispersed teams as without having full visibility of your team on a daily basis there needs to be trust that tasks are being completed. Communication be it receiving, sending or interpreting information plays a large part to the success of the team, it is important to meet regularly, report progress and refine the approach if it is not working.

Setting goals is a key skill when helping develop your people and your team, the challenge being that people often set overly ambitious short term goals and not very ambitious long term goals. As a leader the key to ensuring the success of your teams goals is four fold, they must:

1. Set a goal
2. Write the goal down
3. Share the goal with others
4. Have an accountability partner

If you only do number one then the chance of success is 6-8%, if you do 1 & 2 its 20-30%, 1,2 & 3 is 55-60% and if you do all 4 steps it increases the chances to success to 85% (Weitzel, 2000).

3.2 Coaching

Management is a word and practice used less and less in modern era successful companies which are growing at a rapid rate. It is a very traditional approach to managing a team and is often very ineffective. Management does have its place as it is required to ensure there are disciplines within an organisation however it should be a practice not a person. Everyone in a team should have the ability to self-manage both their time and their activities. The more a team can take responsibility to manage itself then the less time the manager spends managing them. Where does this leave the manager, out of a job? To the contrary the manager's job becomes even more important as now they have the ability to lead the team.

There are four kinds of leaders as shown in the diagram below; Captains, Dictators, Delegators and Coaches (Windust, 2016).

When somebody first takes on a management position they will often assume the role of delegator. This approach is often taken as they do not want to be seen as the new micro-manager, so they take the approach of giving the team the autonomy to work by themselves, manage themselves and hand down tasks which need to be completed. These are usually in the form of a sales target. The Delegator is well liked initially but they are not really providing any support or guidance and the staff do not develop best practice ways of operating. Eventually the manager is forced into changing their approach.

The manager reverts to being a dictator, they now start giving their team orders of what they should be doing and not doing and are constantly checking up on them to see what they are doing. They give the team no autonomy and if the team are not performing they are immediately on their case about why they are not performing. The team have no confidence and do not feel supported or trusted, they lose motivation and constantly feel like they are not good enough. There is generally a high turnover of staff as people feel inadequate in their role. In organisations which operate a top down approach to management, dictators are often common as this is the culture of the way the organisation operates.

After being ineffective as a dictator and questioning the effectiveness of the top down approach the manager will revert to being a Captain. The Captain is very hands on and will lead by example, they are in the trenches with the troops and practicing what they preach, and for this the Captain earns a lot of respect from the troops. They can implement protocols and processes of how they want their team operating and things get done. The problem with this approach it is very operational and works in the short term but whilst busy doing this the tactical and strategic requirements the manager should be focussing on are not happening.

The coach does not lead from the front, instead they tap into the hearts and minds of their people. The coach doesn't tell or show people how to do things they ask the right questions to enable the employee to find the solution. Coaches are aware that all of their team members are different in the way that they learn and develop, and a one-size fits all style of leadership will not work. They learn to understand their team and how they operate and where their development needs are to mould them

into a more effective employee. Your team wants a leader who trusts them, believes in them and genuinely wants to see them succeed (Windust, 2016).

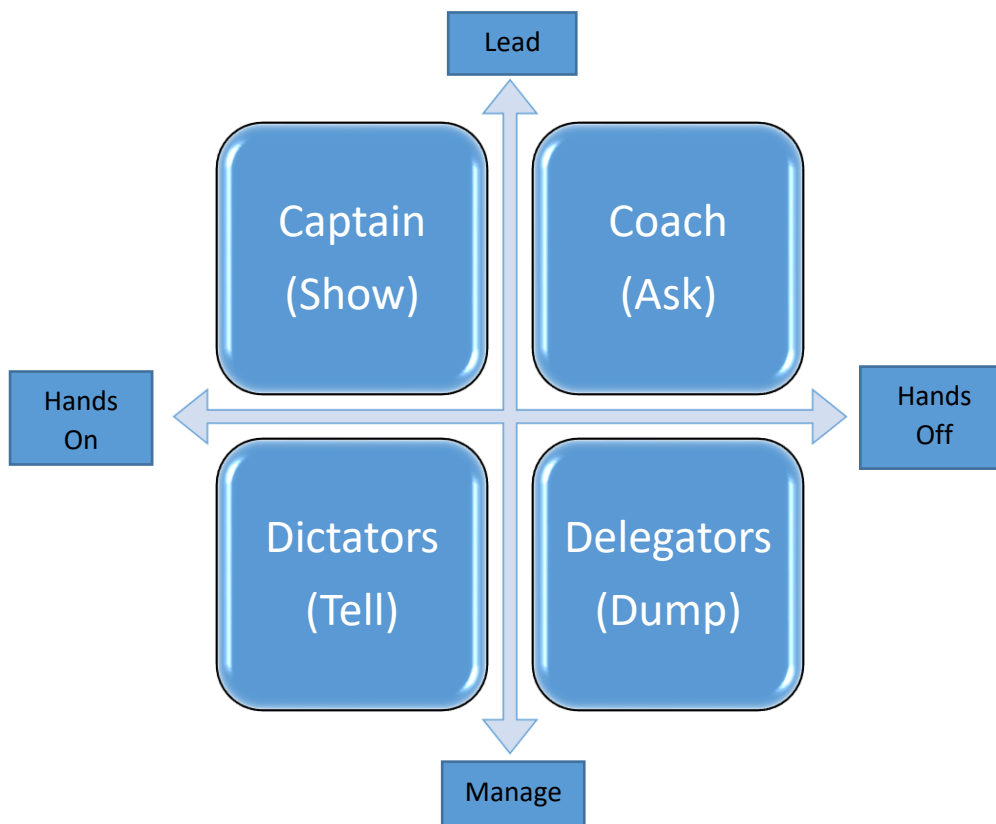


Figure 3: An illustration of the four types of coaches as described by Mark Windust in 'The sales game'

When coaching employees there are four key questions that you must cover:

1. What is my job?
2. How am I doing?
3. How are we going?
4. What is my future here?

How am I going? Engaging with your direct reports on a weekly basis is recommended and ensuring they are clear of what their tasks, roles, responsibilities are for the week and there are clear KPI's in place to measure their performance. How am I doing? Employees require both formal and informal feedback. Informal feedback is the more regular feedback during coaching sessions. Formal feedback is when a quarterly/6 monthly/annual performance review is conducted. How are we going? It's important that the manager-employee relationship is strong. There is trust, respect and a good working relationship. It is important to discuss this with staff and regular check in to track how the relationship is going. What is my future here? It is important to have some form of development plan and career path. This does not necessarily need to be promotion or change in roles, but it is important for both manager and employee to be clear on what their future may look like and regularly review this to ensure this plan is on track.

In *The Challenger Sale*, Mathew Dixon and Brent Adamson reveal that sales managers who follow an effective coaching process can increase the performance of the average sales person by over 17%.

In *The Sales game (2016)*, Mark Windust has refined the coaching process down to three simple steps: Ask, tell, and do. It's as simple as 'asking' staff lots of open ended questions and probing questions that draw out their challenges. You then give them feedback, 'tell' them how they are doing and what they need to focus on. Then 'Do' is your people committing to actions which you will hold them accountable for. Mark recommends that sales leaders meet with their sales staff once per week one-on-one for 20-30 minutes for this to be effective.

When I conducted my survey, 50% of Agri Sales managers were meeting with their staff face to face once monthly and only about 25% once weekly or more. Only 4% of the sales managers were having coaching sessions once per week and over 60% only once a month or less. When meeting face to face with direct reports over 90% of time this was for an hour or more and when over the phone/video more than 50% would spend less than 30 minutes.



Figure 4: Illustration of Mark Windust coaching model

3.3 Reward & Recognition

Keeping your team productive, positive and engaged is critical to the success of any business and a key element of that is rewarding and recognising your team for their work. Employees thrive on being rewarded and recognised for the work they do. Even the most humble people or employees who do not want to necessarily be singled out in front of their peers for their contribution still want to be recognised.

The challenge for a manager lies in how, when and what do you reward your team members for and recognising the fact that not everybody appreciates the same form of recognition.

In a survey completed by the Corporate Leadership Council (CLC) they looked at tactics to increase the amount of engagement that staff have in an organisation and the amount of impact certain tactics can have. The tactics which are shown in the table on the following page mainly represent some form of communication from senior leaders or management and then forms of reward and recognition.

Contrary to a lot of leaders' belief monetary reward is generally not the highest form of recognition in terms of how much impact it has and for how long.

A thank you from a senior leader, a development opportunity and a future career discussion with your manager rank in the top three from this survey in terms of the initial impact these events have and also the length of impact they continue to have on that staff member's engagement.

A thank you from a manager, a peer recognition event and promotion all have a high amount of initial impact at the time of the event however their significance declines quickly in terms of the staff members engagement in the business.

When you compare the findings from the survey performed by the CLC compared to the survey I conducted with leaders of New Zealand Agribusiness there are very good synergies. The leaders believed that recognition in front of other employees had the greatest impact followed by praising them one on one and the least popular was financial reward. More than 70% of the Agri-managers interviewed would reward and recognise their employees on monthly basis or more with almost 30% providing reward and recognition quarterly.

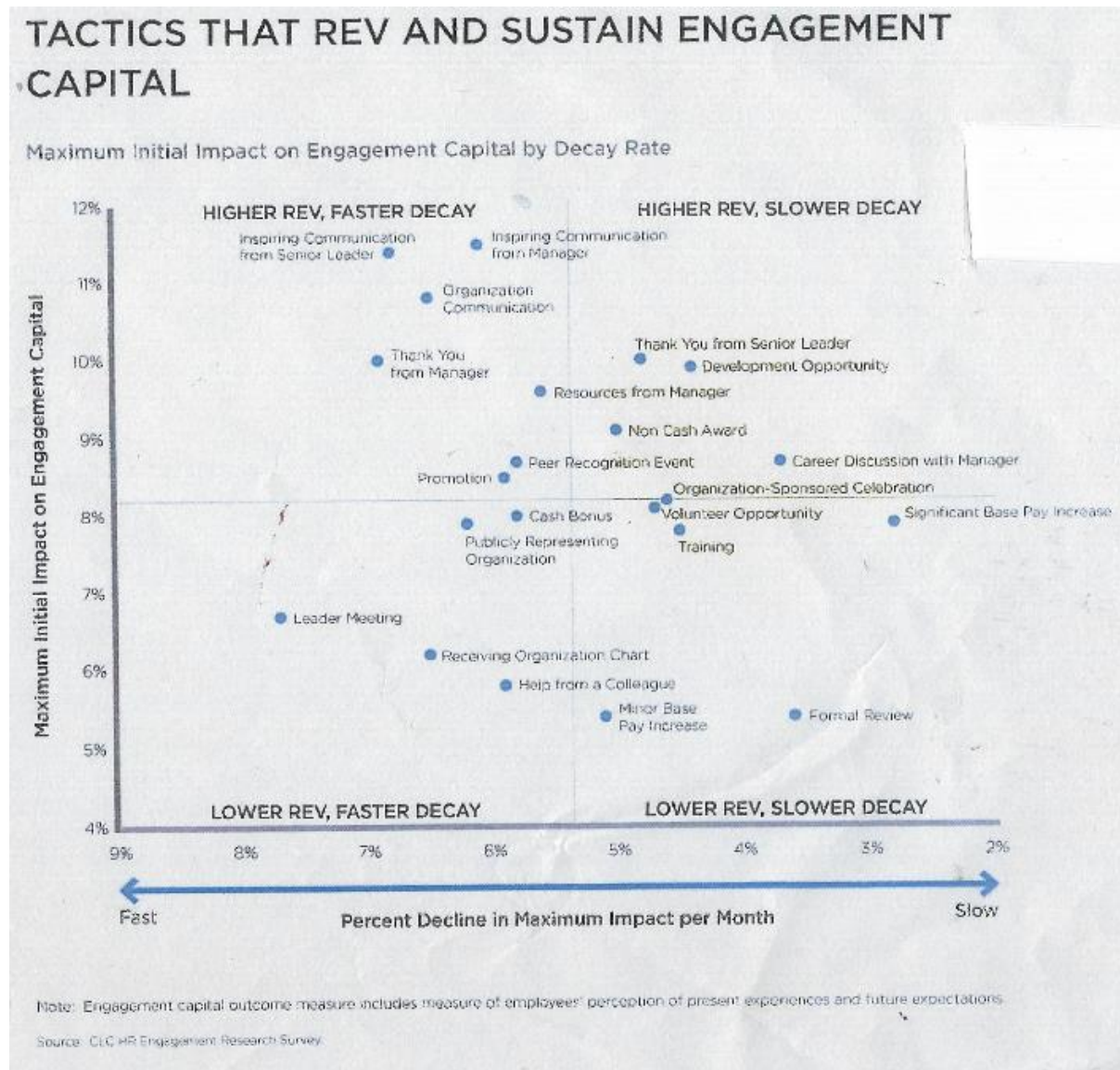


Figure 5: Engagement capital outcome measure includes measure of employee’s perception of present experiences and future expectations. Sourced from CLC HR Engagement research survey

How often would you reward and recognise a member of your team?

Answered: 25 Skipped: 0

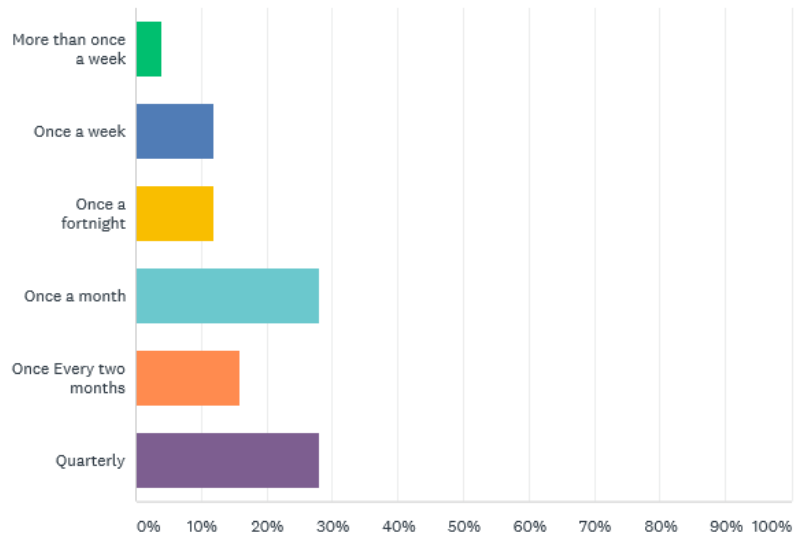


Figure 6: Reward and Recognition frequency from survey respondents

What do you find is the most effective form of reward & recognition?

Answered: 25 Skipped: 0

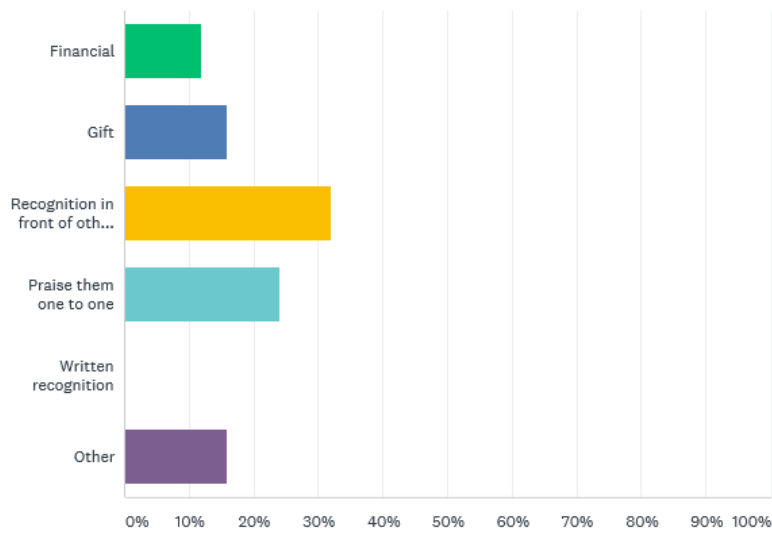


Figure 7: Effectiveness of different forms of Reward and Recognition from survey respondents

3.4 Effective Feedback

For leaders of remote teams providing feedback which is effective and meaningful is a critical component of ensuring your employees develop and are also effective in their role. The message needs to be well constructed and delivered and based on observations the manager has made of their performance. When delivered correctly the employee should walk away knowing exactly what he or she had done and the impact that had as a result of their behaviour or action.

The Centre for Creative Leadership (CCL) talks about ten common mistakes when giving feedback (Weitzel, 2000):

1. The feedback judges individuals, not actions
2. The feedback is too vague
3. The feedback speaks for others
4. Negative feedback gets sandwiched between positive messages
5. The feedback is exaggerated with generalities
6. The feedback psychoanalyzes the motives behind behaviour
7. The feedback goes on too long
8. The feedback contains an implied threat
9. The feedback uses inappropriate humour
10. The feedback is a question, not a statement

CCL developed a feedback technique called Situation-behaviour-Impact (SBI) which helps managers avoid all of the above ten mistakes. When this type of feedback is used the employee can easily see what actions they need to take to remedy their behaviour or improve their performance.

The first step captures the specific incident where the behaviour occurred and you avoid vague comments and exaggerations which can get the feedback session off to a bad start. For example 'On Thursday when you were talking to Steve in the Office meeting room'. This allows the recipient to clearly remember the situation and their behaviour at the time.

When describing the recipient's behaviour it is important to describe the person's actions as opposed to describing the person themselves. If you describe a behaviour (e.g. rude) the receiver doesn't actually know what to stop doing to improve that behaviour. Compare the following to statements: you were rude during the presentation or you talked the whole way through Steve's presentation and did not listen. The second statement is very specific as to what the recipient actually did that was rude.

The final step is to explain the impact that person's behaviour had on you. The impact needs to be how it affected you and not how you may think it could affect others, the company or customers. By communicating the personal impact the

behaviour has had on you, you are sharing a point of view and effectively asking the person to view it from your perspective.

From my survey that I conducted over 30% of managers were having a performance conversation with their reports quarterly, almost 30% monthly, and 30% fortnightly or more.

How often do you have a conversation with your reports where you discuss their performance?

Answered: 25 Skipped: 0

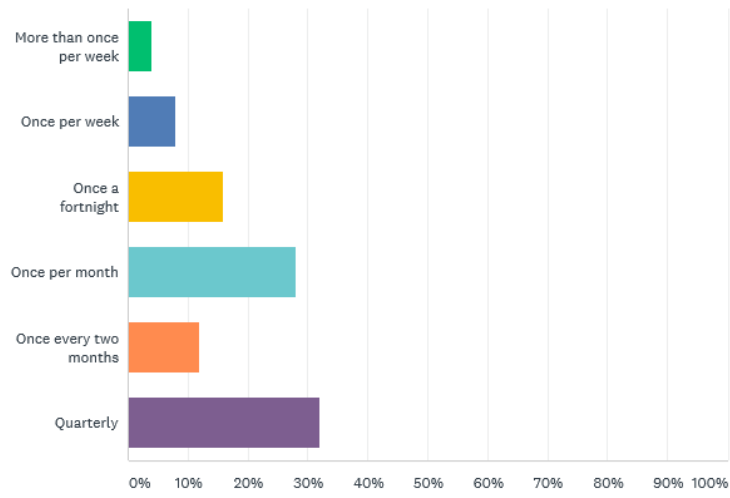


Figure 8: Performance conversation frequency from survey respondents

3.5 Productivity

Nicholas Broom and a graduate student ran a trial to look at the productivity of call centre staff who work from the office and those that worked from home. They gave the staff at Ctrip call centre the option to voluntarily work from home for nine months. They had half of their staff telecommuting (working from somewhere other than the office) and the other half as the control group remaining in the office. They conducted a survey at the end of the trial and also analysed the call volume data from the two groups. The employees who work from home were happier, less likely to quit and as can be seen from the graph below – more productive. The remote employees made 13.5% more calls than the counter parts in the office (Forbes, 2017).

In a 2016 survey done on American Workers, about 91% of them felt they were more productive working from home than in the office. In 2006 the company 'Best Buy' introduced a flexible work programme which allowed employees to work from remote locations. What they saw was a 35% increase in employee productivity. A study performed by Connect Solutions found that 77% of remote workers achieved more in fewer hours and they noted that there were fewer distractions such as meetings, conversations, and noisy co-workers.

In the trial undertaken by Ctrip, the initial goal was to actually save costs on office space and furniture by having staff work from home and they believed they may take a hit in terms of productivity so to have a 13.5% increase in call activity was a bonus. The satisfaction of employees at home is understandable as it allows them to be more flexible with their hours if they have children and other commitments. The productivity increases were put down to the fact that employees from home were actually starting earlier as they had no commute to work, would take shorter breaks and worked right to the end of the day. The volume of sick leave taken by remote employees was also lower. One third of the productivity increases were put down to a quieter working environment, which in turn made it easier for staff to make their phone calls. When working from home employees are not distracted by long morning, lunch and afternoon tea breaks.

However working from home is not for everybody as it requires a lot of discipline and maturity. If companies or managers are going to allow staff to work remotely (or their nature of work requires them to) then the employees selected need to have all the desirable attributes: motivated, disciplined, ambitious, organised and trusted. Some managers will resist flexible working options and this is typically seen from middle management. Most managers will want to see the evidence that there can be productivity gains made by allowing staff to work remotely.

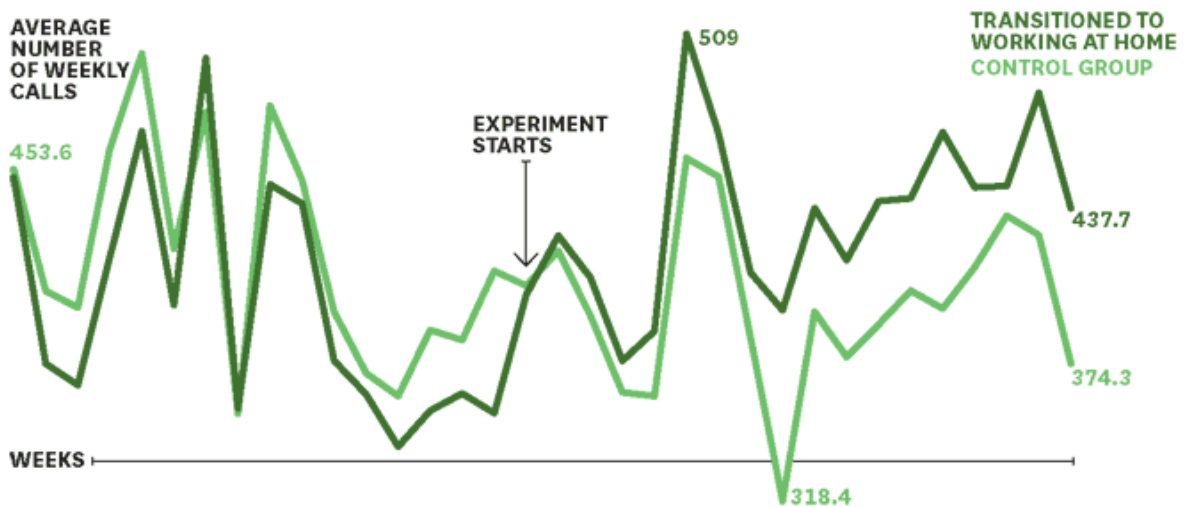


Figure 9: Illustration of Ctrip trial conducted comparing call volumes from office based staff compared to remote staff. Sourced from HBR (2014)

The two tables on the following page show the results when I asked Rural Agri-managers if they believed office based staff or remote based staff were more efficient employees and if they preferred managing teams in an office environment or remote environment. 50% of managers interviewed were indifferent as to who they believed were more efficient. Some of the verbatim comments from managers who didn't necessarily think office or remote were any more efficient were: *"I don't think location matters"*, *"It depends on the person and the manager"*, *"both can be equally as efficient – just need an effective leader"*, *"both inefficiencies and efficiencies have been observed in both settings"*, *"can't really say, that is dependent on the individuals"*. The majority of these comments support the fact that the right employees need to be appointed into remote based positions with the right attributes to be successful. The leadership ability of the manager is also very important to ensure their team and individuals are operating as successfully as possible.

Just over 30% of the respondents believe that remote staff were more efficient and some of their comments to support this were: *"They are closer to the customer and away from head office thinking"*, *"No travel time to get to work, generally aren't working to the clock, less distractions"*, *"Empowered and autonomous as a key driver"*, *"there is less down time, they tend to work longer hours and take less breaks, also they seem to take bigger ownership of their role and how they complete their work"*. Again these comments support other research that has been done around the efficiencies of not having to travel into an office, the fact that they don't work to set hours and watch the clock, they generally work more hours and have less distractions during this time. Ownership of role, empowerment and autonomy were some of the key words which describe how these employees feel when allowed to operate in a remote environment.

Of the 15% of interviewees who believed office based staff were the more efficient employees some of their comments were: *“Team element, those staff based remotely don’t get the same opportunity to gel as a team”, “It is easier to lean on other team members for advice or assistance if they are sitting next to you”, “support from others, learning and development opportunities”, “some people are better with supervision”*. The theme of these comments is around the support and assistance staff receive when in close proximity to other employees or their manager and the importance of a good team culture. One interviewee also touches on the point again that the employee themselves may require closer supervision as they are not suited to a remote environment.

40% of the Agri-managers prefer managing teams in a remote environment, 20% in an office environment and 40% were not favoured either way. However 48% of them believe they could be more effective as a leader if all their staff were based in one location. The main reasons noted by interviewees were based around the fact they believed if they had more face to face contact it would make for easier communication, coaching, building a strong team culture and being able to support their reports. In addition to this the amount of time they spend travelling was noted as a real challenge for them personally as managers. The 52% who did not think they would be any more effective if all their staff were based in one location were unanimous in the fact that they believed if you had good systems in place and made regular contact with your team then you could be very effective as a leader.

Do you believe office based staff or remote based staff are more efficient employees?

Answered: 25 Skipped: 0

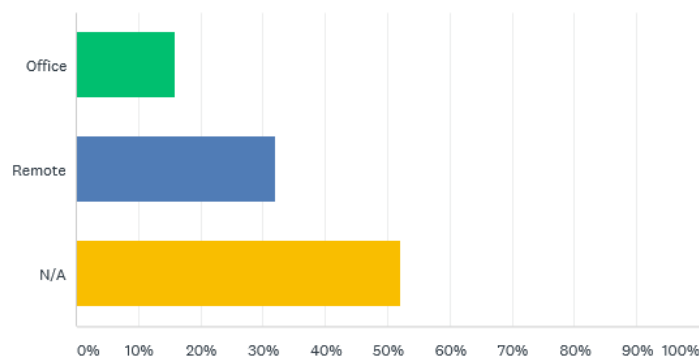


Figure 10: Productivity of remote vs office based staff from survey respondents

Do you prefer managing teams in an office environment or remote environment?

Answered: 25 Skipped: 0

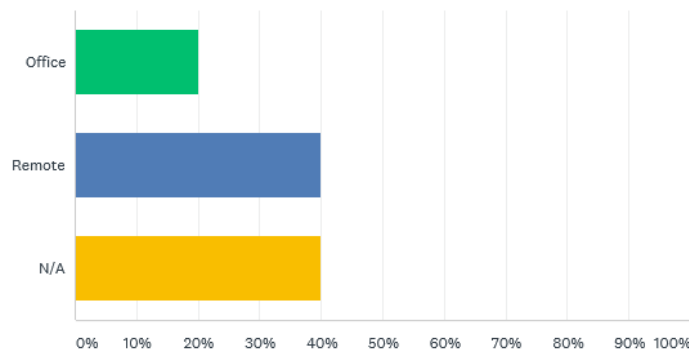


Figure 11: Preference of managing remote based staff over office based staff from survey respondents

4.0 Method

When considering the objective of what I was trying to achieve with my survey I had to consider who the target audience would be to gain the most value from the results. I targeted the major agricultural supply companies in New Zealand including banks, fertiliser co-operatives, insurance companies, artificial breeding companies, industry good organisations, and rural supply companies. I included all sales managers from these companies who had a region or territory which they were managing and the majority of respondents reported into a general manager, so were Level 2 managers.

I began the survey with a couple of 'screening' question to ensure that all participants in the survey had direct reports and that they were based in dispersed locations. Once I had established this I broke the survey down into four key areas to focus on: communication, performance, reward & recognition and productivity. The multiple choice nature of the questions allowed me to establish trends of how managers operated.

Limitations to this survey are that although it was sent out to 70 participants there were only 25 who took part. This is a small sample size although visible trends were still evident.

5.0 Discussion

The first thing that surprised me from the survey results was the number of direct reports rural sales managers were leading. 44% of them had 10 or more reports and only 16% had 4-6. It is fairly well understood by most that the most effective team size is around six, so for the managers with 10+ reports their job is challenging to start with. Almost half of the dispersed staff operated out of a company owned building and about one third from home. Over 50% of the managers had employees who were on average at least 100km away or further. This is staggering when you think about geography of the areas they manage and the amount of travel required.

The common theme that emerged was that the majority of managers found travel and getting enough time face-face with their employees was the major challenge and this is not surprising when their teams are so large and the areas so big. However most still believed they could be effective in their role if they had good systems in place and communication was good which aligns with the literature reviewed.

In general the managers were not having as much direct contact and coaching as the literature would suggest is optimum however this is again no doubt due to having a significant work load already. This lead to the fact that half of the survey respondents believed they could be more effective if all their staff were office based but the other half did not believe this would make them any more efficient as leaders. This then lead into 40% of respondent's still saying they prefer leading remote teams, 40% not happy either way and the remaining 20% would prefer to have all their staff based in one office.

The view on productivity and efficiency of staff who work from home or in an office environment will often bring out very contrasting views from managers. In this survey over half the people sat on the fence and thought that neither were more productive than the other and it really came down to the employee themselves, the team, the job and the manager. Over 30% of the respondents however thought that remote staff were more efficient and this would support some other literature and research performed in the area.

In general the managers thought that their teams were performing quite well. The average score given in terms of how well that they thought their team was performing was 66% and the culture within the team at about 79%.

6.0 Conclusions

Remotely based sales team can be highly effective and productive if led well and aligned with a clear vision and purpose. In this modern era where technology such as video conferencing, high speed internet and mobile phone coverage over most of the country it would be reasonable to predict that people working remotely not only in the agriculture sector but all sectors is likely to become more common.

This discussion paper has highlighted several key factors:

- The key to success is having a well-designed team who understand what their job is, are kept well informed of how they are doing, have a good relationship with their manager and are clear on what their future is
- Management is a word and practice used less and less in modern era successful companies which are growing at a rapid rate. It is a very traditional approach to managing a team and is often very ineffective.
- Effective coaching process can increase the performance of the average sales person by over 17%.
- Keeping your team productive, positive and engaged is critical to the success of any business and a key element of that is rewarding and recognising your team for their work
- For leaders of remote teams providing feedback which is effective and meaningful is a critical component of ensuring your employees develop and are also effective in their role.
- Remotely based staff can be more productive than office based staff in the right roles and where the employees and team have the right characteristics for the role

7.0 Recommendations

Working in the New Zealand agricultural sector as a leader of a sales team who are remotely based is very challenging but also very rewarding. There are six things I recommend leaders of remote teams do to be the most effective in their role:

1. Recruit the right people for the role who have the characteristics which will suit working remotely. Be clear on what is it you require in the person for the role and then recruit accordingly. Remote roles require people who have the following attributes: trust, teamwork, good communication skills, competence and discipline.
2. Once recruited ensure the team have clear and measurable goals and objectives that are understood by all members of the team and they understand their company's purpose.
3. As a leader be a 'Coach' for your people and tap into their hearts and minds. Use a coaching model that works for you, but ensure that you are drawing out the problems and challenges and not reverting to being the 'dictator'. Attempt to have coaching sessions with your team weekly which only run for 20-30 minutes each session.
4. Think about how, when and how frequently you reward and recognise your team. Establish what is most effective and put a framework in place to ensure you recognise your teams and individuals accomplishments.
5. Provide regular feedback to your employees which is effective and meaningful in order to develop them and improve their effectiveness in their role.
6. Embrace leading a remote team and how rewarding and successful it can be. Your sales team can be extremely productive if led well and good systems are put in place.

8.0 References

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9.0 Appendix

How many direct reports do you have?

Answered: 25 Skipped: 0

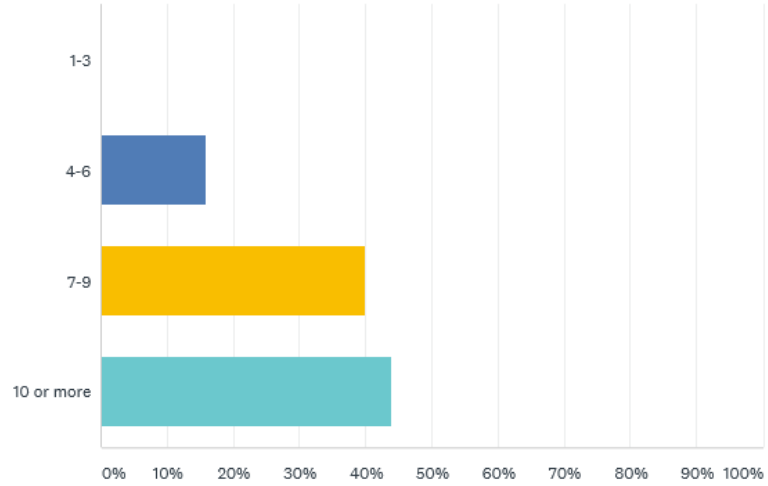


Figure 12: Volume of direct reports from survey respondents

What type of location do your reports work from?

Answered: 25 Skipped: 0

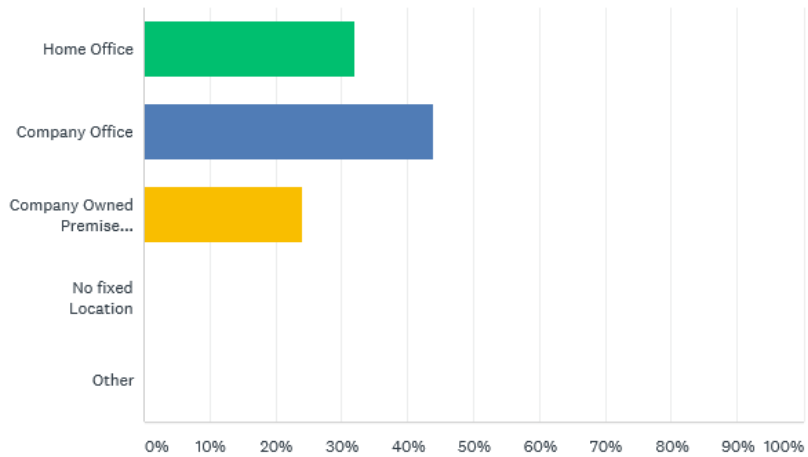


Figure 13: Location direct reports work from as categorised by survey respondents

How far on average are your direct reports from your work location?

Answered: 25 Skipped: 0

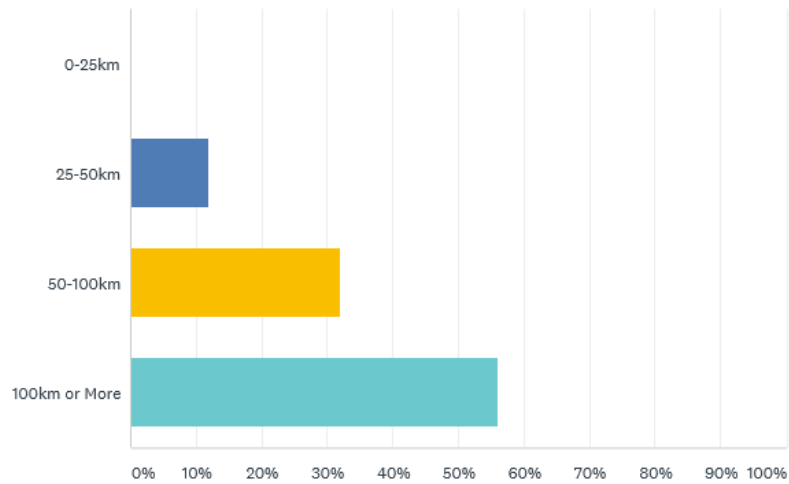


Figure 14: Distance direct reports are from manager from survey respondents

How often do you have face to face contact with your reports?

Answered: 25 Skipped: 0

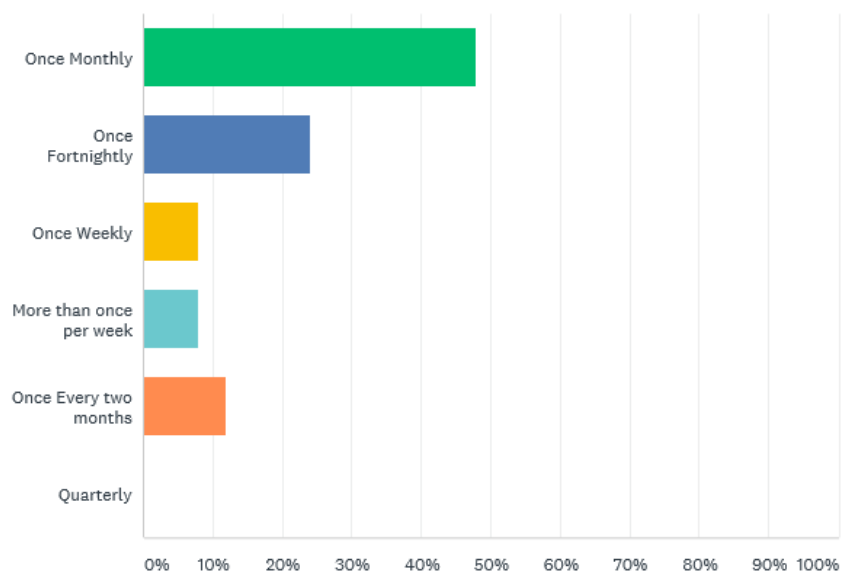


Figure 15: Frequency of face to face contact with reports from survey respondents

How often do you make phone/Video contact with your reports?

Answered: 25 Skipped: 0

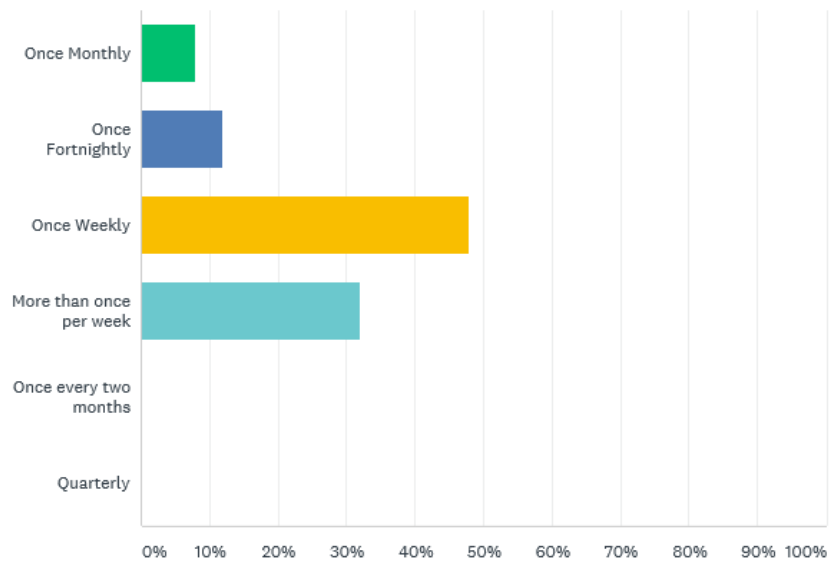


Figure 16: Frequency of phone/video contact with direct reports from survey respondents

When you meet with your reports individually face to face, how long do you spend with them usually?

Answered: 25 Skipped: 0

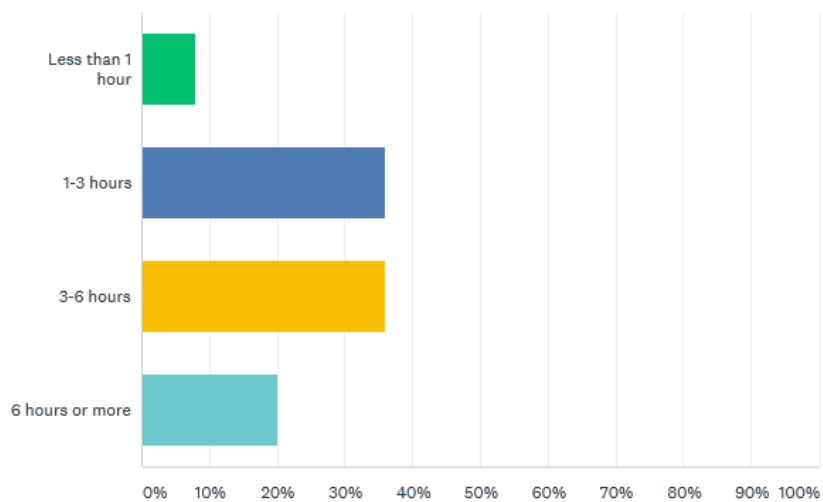


Figure 17: Length of time spent with direct reports from survey respondents

How often do you run team meetings with all your reports?

Answered: 25 Skipped: 0

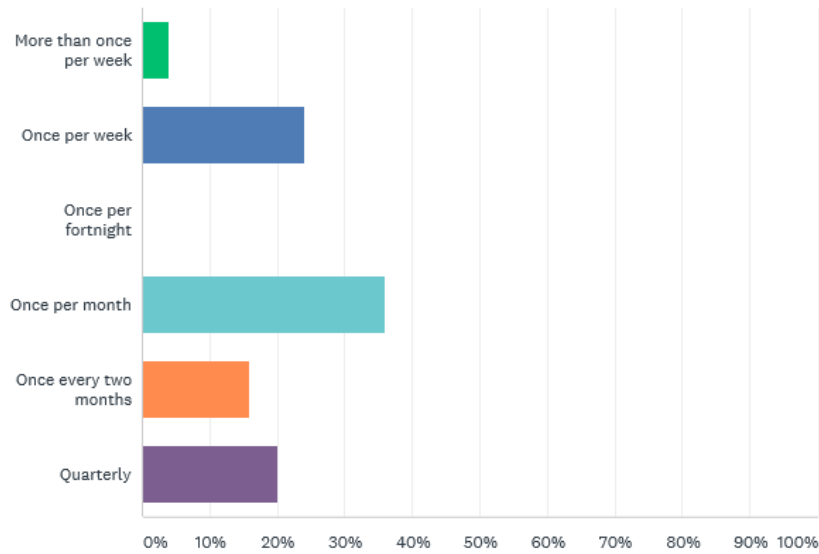


Figure 18: Frequency of team meetings from survey respondents

How often do you have coaching session with your reports?

Answered: 25 Skipped: 0

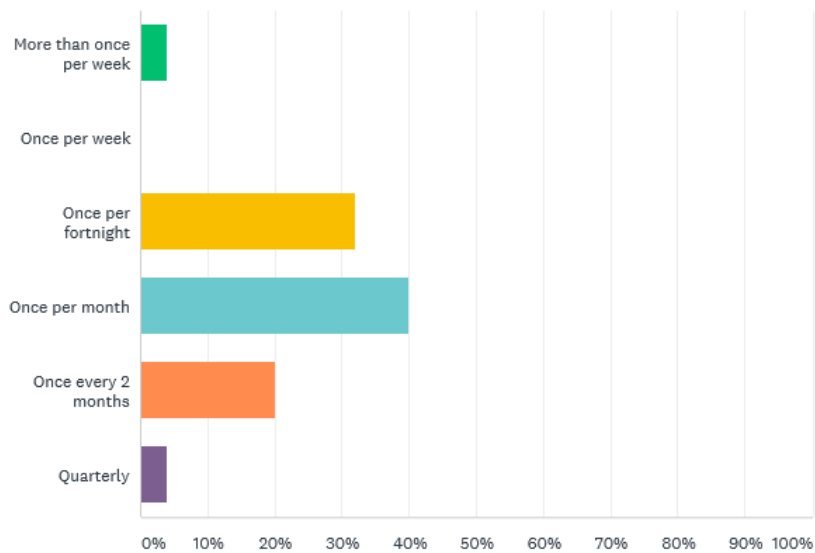


Figure 19: Frequency of coaching sessions from survey respondents

How do you normally conduct a coaching session?

Answered: 25 Skipped: 0

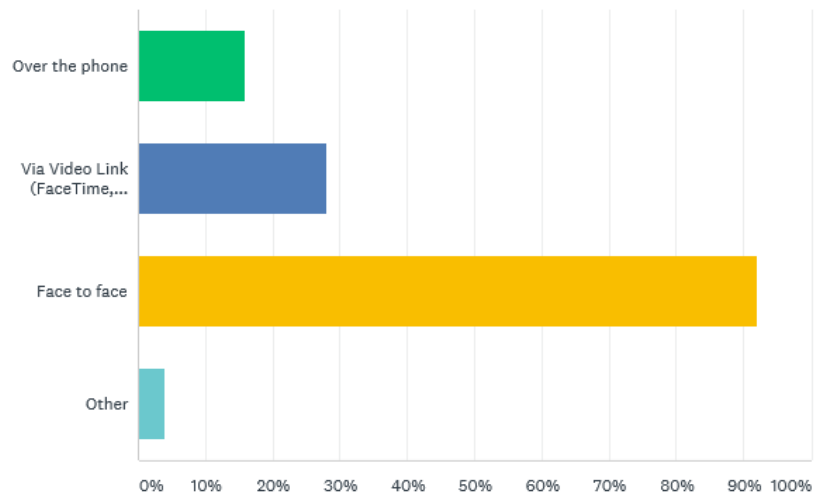


Figure 20: Method of coaching sessions from survey respondents

Do you think you would be more effective in your role as a leader if your staff where all based in one location?

Answered: 25 Skipped: 0

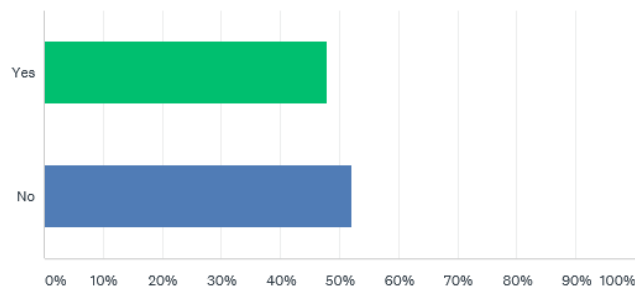


Figure 21: Effectiveness of leading remote team from survey respondents