



LYNTHARIS®

— HUMAN MEANING —

Puls · Action workbook

Workbook

Leading at a Distance

Four tools for hybrid and distributed teams: choose the right channel,
make progress visible without surveillance, build belonging across
distance, and share the cost of odd hours fairly.

4 TOOLS · 9 PAGES · 30-DAY ACTION PLAN · 0 JARGON

PREVIEW

BEFORE YOU START

Why distance does not make leading harder — it makes it less precise

In the office, proximity compensates for a great deal: you see who is overloaded, you overhear what is going wrong, and belonging forms by itself. At a distance that compensation falls away. What remains is leadership without a safety net — **every imprecision becomes expensive at once.**

The typical consequences are well known: the channel becomes a matter of chance, presence gets mistaken for performance, and a two-tier culture emerges between those in the office and those at home. All three are solvable — with agreements, not with more control.

HOW TO USE THIS WORKBOOK

- **Who:** the manager with the whole team. Tools 1 and 3 only work if everyone has a say — including those who are rarely in the office.
- **Order:** baseline check (page 3) → tool 1 (channels) first, it resolves most friction → then 2, 3, 4.
- **Rule no. 1:** at a distance, what is not agreed in writing counts as not agreed. In the office habit carries you; distributed, only clarity does.

Link to the report:

low scores on “I feel I belong”, “Information reaches me in time”, “My manager is available” or “Good work is noticed” → this workbook. Especially relevant for teams across several sites or time zones.

BASELINE CHECK

How well do you lead at a distance — honestly?

Answer the ten statements for yourself (1 = strongly disagree, 5 = strongly agree). Courage to be honest — nobody but you will see this page.

1. We have settled what is discussed by chat, by email and in a meeting. ○ ○ ○ ○ ○
2. My people know by when they may expect a reply from me. ○ ○ ○ ○ ○
3. I judge performance by results — not by who is online when. ○ ○ ○ ○ ○
4. Those not in the office learn what matters at the same time as those present. ○ ○ ○ ○ ○
5. We record decisions, even when they are made verbally. ○ ○ ○ ○ ○
6. I have regular one-to-one contact with every person — regardless of location. ○ ○ ○ ○ ○
7. Promotions and interesting work do not go preferentially to those I see often. ○ ○ ○ ○ ○
8. New joiners at a distance are as settled after four weeks as those on site. ○ ○ ○ ○ ○
9. Odd hours (early or late) are shared fairly — not always by the same people. ○ ○ ○ ○ ○
10. I notice in good time when someone is overloaded — even without seeing them. ○ ○ ○ ○ ○

Scoring: 40–50 points = maintain · 25–39 = sharpen selectively (the two lowest statements first) · below 25 = build structurally (all four tools, in order).

Mark now:

your two lowest values. They determine which tool you use first this week.

END OF PREVIEW

What follows in the workbook

Tool 1: the channel compass · Tool 2: visibility without surveillance · Tool 3: the
belonging anchor · Tool 4: sharing odd hours fairly · 30-day action plan ·
Success check

Full version: CHF 39 · Order: lyntharis.ch or info@lyntharis.com