Welcome to our virtual waiting room!

While you wait for the session to start, please take time to:

1. Mute yourself – audio and video
   - 1 in the picture
2. Visit the chat window
   - 2 in the picture
3. Check your name – update if incorrect
   - 3 in the picture
   - *We are using these names to track attendance*
**Leading others:**

Managing a team where some or all employees are remote
More employees are working from home than ever before

- In June, 2020 42% of the US workforce was working from home.
- Experts estimate that the share of the workforce who work from home at least one day a week will increase by a factor of 5 post-pandemic.
- For those working onsite, social distancing and collaborating remotely with colleagues have transformed the workplace experience.
Benefits of virtual teams

- Increase in employee retention
- Increase in productivity
- Happy employees
- Continuity during a crisis
Challenges of managing a virtual or hybrid team

Communication

- Virtual communication modes vary in “bandwidth”.
- Remote communication can distort the normal pace of conversations.
  - Remote and on-site workers rate “interruptions/being talked over” as the biggest challenge in hybrid meetings.
- So. Many. Meetings.
  - The number of meetings increased by 13% since the start of COVID.

Ask in person: You’re less persuasive than you think over email, Journal of Experimental Social Psychology, 2017
Challenges of managing a virtual or hybrid team

**Productivity**

Research shows that
- Managers who cannot “see” their direct reports can lack confidence that their employees are indeed working.

*And yet…*
- Remote working increases productivity by 15%.
- Employees overwork to prove themselves.

[https://www.td.org/insights/leadership-culture-and-trusting-remote-workers](https://www.td.org/insights/leadership-culture-and-trusting-remote-workers)
Challenges of managing a virtual or hybrid team

Communication

- In high-trust environments, employees report:
  - 74% less stress,
  - 50% higher productivity,
  - 76% more engagement

Productivity

- Virtual collaboration can obscure intent.

Trust

- A blended team can result in an “us vs. them” mentality

Tips for leading virtual or hybrid teams: **RESET GROUND RULES**

▶ **Reaffirm your team norms**

- Norms are a set of rules or guidelines designed to shape the interactions of its team members
- They help to:
  - Guide the behavior of team members
  - Assess how well team members are interacting
  - Add objectivity to discussions about behavior

[Establishing Team Norms](#)

**Keep Calm and Follow Norms**

- **We will give equal regard to remote and co-located team members by sharing information where all can access it**
- **Every meeting has a purpose, an agenda and cannot be a “this could be handled over email” meeting**
- **We maintain a positive attitude despite, and during, adversity**
Tips for leading virtual or hybrid teams: **RESET GROUND RULES**

- Reaffirm your team norms
- Define communication protocols

  • What are expectations for the frequency, means, and ideal timing of communication?
  • Who needs to be included on what types of communications?
  • Strive to be both brief and clear

### When to Use Asynchronous vs. Synchronous Communication in Remote Teams

**Asynchronous**
(email, message boards, dashboards, etc.)

- Company or team announcements
- High-level planning discussions
- One-directional feedback
- To create documentation

**Synchronous**
(video conferencing, chat, audio calls, etc.)

- Collaborative meetings
- Brainstorm sessions
- Performance reviews
- 1:1 check-in meetings
- Team building activities or other socializing
Tips for leading virtual or hybrid teams: **RESET GROUND RULES**

- Reaffirm your team norms
- Define communication protocols
- Focus on the outcomes
- Specify “what” not “how”
- Establish SMART goals
- Reevaluate priorities as needed

[Managing Priorities in Uncertain Times](#)
Tips for leading virtual or hybrid teams: **RESET GROUND RULES**

- Reaffirm your team norms
- Define communication protocols
- Focus on the outcomes
  - Specify “what” not “how”
  - Establish SMART goals
  - Reevaluate priorities as needed

*Managing Priorities in Uncertain Times*
Tips for leading virtual or hybrid teams: **FOSTER TRANSPARENCY**

- **Clarify the decision-making process**
  - Method may change depending on context, timing, stakeholders.
  - Technique is important; communication about what method and why is critical.
Tips for leading virtual or hybrid teams: FOSTER TRANSPARENCY

- Clarify the decision-making process
- Confirm roles and responsibilities
  - Guide to Establishing and Achieving a Shared Goal
  - RACI Matrix Tool
    - R  Responsible
    - A  Accountable /Authorize
    - C  Consult
    - I  Inform

<table>
<thead>
<tr>
<th>Decide on what to do with ring</th>
<th>Frodo</th>
<th>Sam</th>
<th>Gandalf</th>
<th>Aragorn</th>
<th>Elrond</th>
</tr>
</thead>
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<tr>
<th>Create Fellowship</th>
<th>Frodo</th>
<th>Sam</th>
<th>Gandalf</th>
<th>Aragorn</th>
<th>Elrond</th>
</tr>
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<tr>
<th>Get the ring to Mount Doom</th>
<th>Frodo</th>
<th>Sam</th>
<th>Gandalf</th>
<th>Aragorn</th>
<th>Elrond</th>
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<tr>
<th>Distract and defeat enemies</th>
<th>Frodo</th>
<th>Sam</th>
<th>Gandalf</th>
<th>Aragorn</th>
<th>Elrond</th>
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</table>
Tips for leading virtual or hybrid teams: **FOSTER TRANSPARENCY**

- Clarify the decision-making process
- Confirm roles and responsibilities
- Facilitate awareness in your team
  - Provide opportunities for teamwork
  - Highlight and encourage the contributions of individuals
  - **Celebrate accomplishments and achievement of milestones**
  - Use real-time feedback to ensure your team feels recognized
  - **Pathway: I want to promote a more feedback rich environment within my team**
  - Consider using MS Teams Planner
Tips for leading virtual or hybrid teams: **ENCOURAGE INCLUSION**

- Until our work environment looks like this….
Tips for leading virtual or hybrid teams: **ENCOURAGE INCLUSION**

- We will need to work hard to ensure all employees feel a sense of belonging

### In an inclusive culture:
- Everyone treats everyone else with respect.
- Managers appreciate the unique characteristics of everyone on their teams.
- Leaders do what's right.

### Model inclusion
- Share personal weaknesses
- Acknowledge team members as individuals
- Solicit diverse opinions
- Endorse “Hybrid-Friendly” practices:
  - Meetings have dual locations
  - Information is kept in a central repository

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3 Requirements for a Diverse and Inclusive Culture (gallup.com)
Why Inclusive Leaders Are Good for Organizations, and How to Become One (hbr.org)

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**Building Strong Relationships**

**Leading with Emotional Intelligence: Emotions Matter**
## Penn Medicine Resources

- **PennCOBALT** a tool for the Penn Community that uses targeted assessments to direct you to the right level of coping support.

- **PennMedicineTogether** COVID-19 is triggering complex emotions, anxiety and fear. PennMedicineTogether offers resources and strategies to help people cope, which we all do differently.

- **Lead Strong** Live discussions and curated resources for Penn Medicine employees around leading yourself and your team during adversity.

## Articles

- **Penn Medicine Academy:**
  - Leadership Pathway: I want to lead my virtual team successfully
  - Planning for and Conducting a Stay Interview

- **New Working at Home Economy** (Stanford)

- **How to Actually Encourage Employee Accountability** (HBR)

- **Productivity Gains During COVID-19** (BCG)

- **Understanding and Managing Remote Workers** (Gallup)

## LinkedIn Learning

- Building Relationships While Working From Home

- Managing Remote Teams: Setting Expectations, Behaviors and Habits

- Leading Virtually: Vulnerability and Presence When Working from Home

- Self-Awareness, Authenticity and Leadership