

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

BlueJeans Participant Screen

1. Camera mute, Audio Mute, Share your screen and Leave meeting
2. People roster, Chat, Apps and Settings
3. People roster detail

The screenshot shows the BlueJeans interface with several callouts:

- 1:** A box highlights the camera, microphone, screen share, and leave meeting icons.
- 2:** A box highlights the PEOPLE, CHAT, APPS, and SETTINGS icons.
- 3:** A box highlights the name 'Bev (me)' and the pencil icon for editing the name.
- Who's talking:** A callout points to the 'Who's talking' button in the top right.
- Hide menu:** A callout points to the 'X' icon in the top right.
- View People:** A callout points to the 'View People' button in the top right.
- Who's talking:** A callout points to the 'WHO'S TALKING' tab in the people roster.
- Drop from meeting:** A callout points to the 'Drop from meeting' button in the people roster detail.
- Mute All / Unmute All:** Callouts point to the 'Mute All' and 'Unmute All' buttons at the bottom of the people roster.
- Meeting Link:** A callout points to the meeting link 'bluejeans.com/6786088830' at the bottom.
- Hide Video Thumbnails:** A callout points to the 'Hide Video Thumbnails' button at the bottom left.
- Switch Video and Content Frames:** A callout points to the 'Switch Video and Content Frames' button at the bottom left.
- Your self view, with quality bar and mic status:** A callout points to the self-view thumbnail at the bottom left.
- Send Meeting link to others:** A callout points to the 'Send Meeting link to others' button at the bottom right.

Click to see only who's talking (also shown by blue mic highlight)

Click pencil to change your name. Mute/unmute your camera or microphone.

Note: only moderators (marked by ⚙️ next to the name) can also mute & unmute other participants

Click name to see call details and connection stats. Moderator has ability to drop them from meeting

Moderators only can Mute & Unmute All participants at once

Copy meeting link, & share with others



Penn Medicine



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

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.



Challenges of managing a virtual or hybrid team



Communication

Productivity

Trust

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

However...

- ▶ Virtual collaboration can obscure intent.
- ▶ 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**

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

We will give equal regard to remote and co-located team members by sharing information where all can access it

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.)



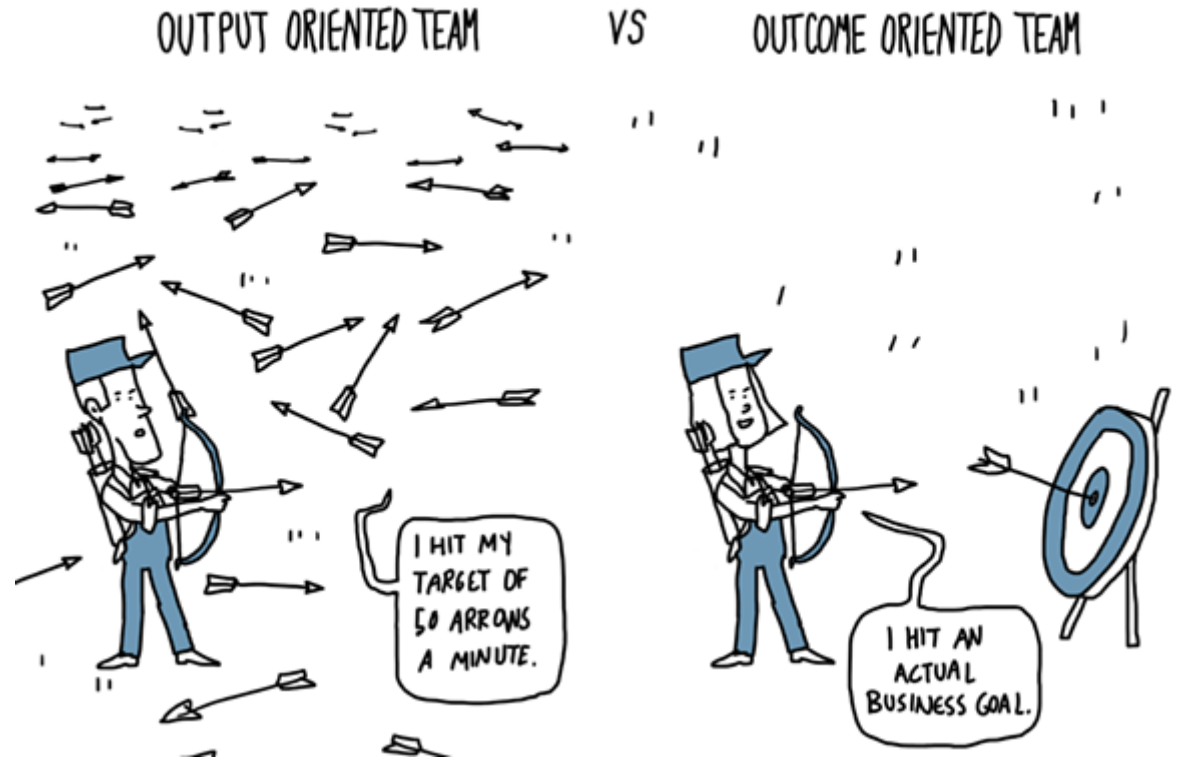
- Collaborative meetings
- Brainstorm sessions
- Performance reviews
- 1:1 check-in meetings
- Team building activities or other socializing

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**

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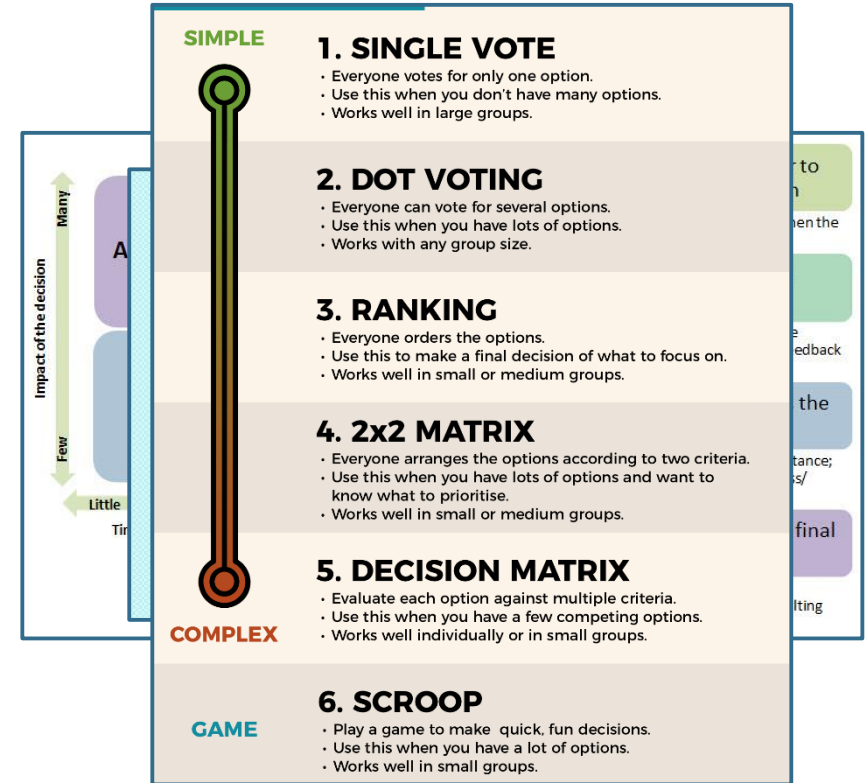
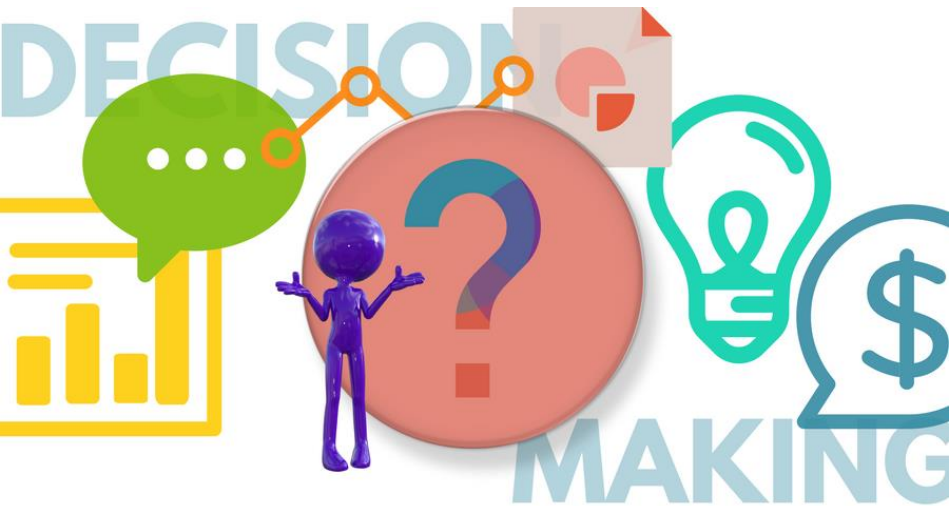
[Managing Priorities in Uncertain Times](#)



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**

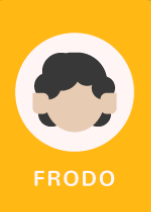


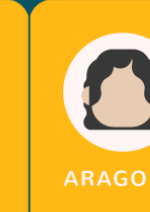

- ▶ **Clarify the decision-making process**
- ▶ **Confirm roles and responsibilities**

 Guide to Establishing and Achieving a Shared Goal



 RACI Matrix Tool

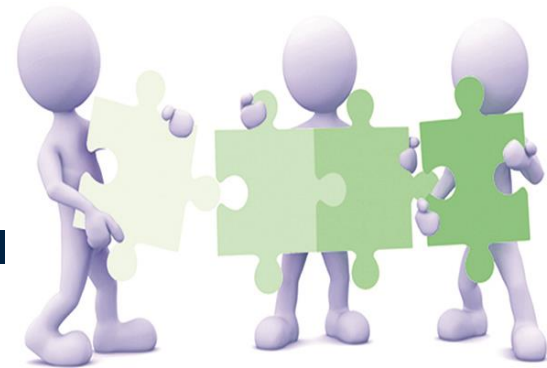
R Responsible
A Accountable /Authorize
C Consult
I Inform



	 FRODO	 SAM	 GANDALF	 ARAGORN	 ELROND
Decide on what to do with ring	C	I	A	C	R
Create Fellowship	R	C	A	C	R
Get the ring to Mount Doom	R	C	A	C	I
Distract and defeat enemies	I	R	C	R	I

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.



Building Strong Relationships

▶ **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



Leading with Emotional Intelligence: Emotions Matter

Questions? Comments?

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.
- ▶ [Penn Medicine Academy:](#)
 - [Leadership Pathway: I want to lead my virtual team successfully](#)
 - [Planning for and Conducting a Stay Interview](#)

Articles

- ▶ [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](#)

