



Berkeley People & Culture

As remote, in-person, and hybrid working environments continue at UC Berkeley, some of us may be feeling exhausted, hopeful, sad, or any number of other emotions. It's important to know that the people on our teams are feeling these same emotions, and may now be looking to you, their manager and leader, for support. If you spend 10 minutes reviewing this guide, you will be well prepared for managing remote employees.

Table of Contents

Principles of Community • P. 2

Today's Challenges • P. 3-4

Build Your Action Plan • P. 4-10

Resources • P. 11

Quick-Reference Action
Guides • P. 12-16



Why did we make this guide?

In short, everything has changed dramatically in the world, our work, and our personal lives. In spite of this upheaval, our mission remains the same: **“Teaching, Research and Public Service”** and we need to find new, creative ways to support this mission. As a people manager and leader at this great institution, it is up to you to create the conditions that allow your team to do their best work, and to have the most job satisfaction possible. At the same time, however, you also have to take care of yourself. The purpose of this guide is to provide you with an understanding of the challenges we now face, both as individuals and as leaders, and some useful suggestions for how to address them.

Remember, Share, and Lead Through the Principles of Community:

Now more than ever, it is imperative that we lead with heart and give each other grace while exuding and assuming good intent. The UC Berkeley Principles of Community are a tool and resource we can use in order to ensure that:

- We place honesty and integrity in our teaching, learning, research and administration at the highest level.
- We recognize the intrinsic relationship between diversity and excellence in all our endeavors.
- We affirm the dignity of all individuals and strive to uphold a just community in which discrimination and hate are not tolerated.
- We are committed to ensuring freedom of expression and dialogue that elicits the full spectrum of views held by our varied communities.
- We respect the differences as well as the commonalities that bring us together and call for civility and respect in our personal interactions.
- We believe that active participation and leadership in addressing the most pressing issues facing our local and global communities are central to our educational mission.
- We embrace open and equitable access to opportunities for learning and development as our obligation and goal.

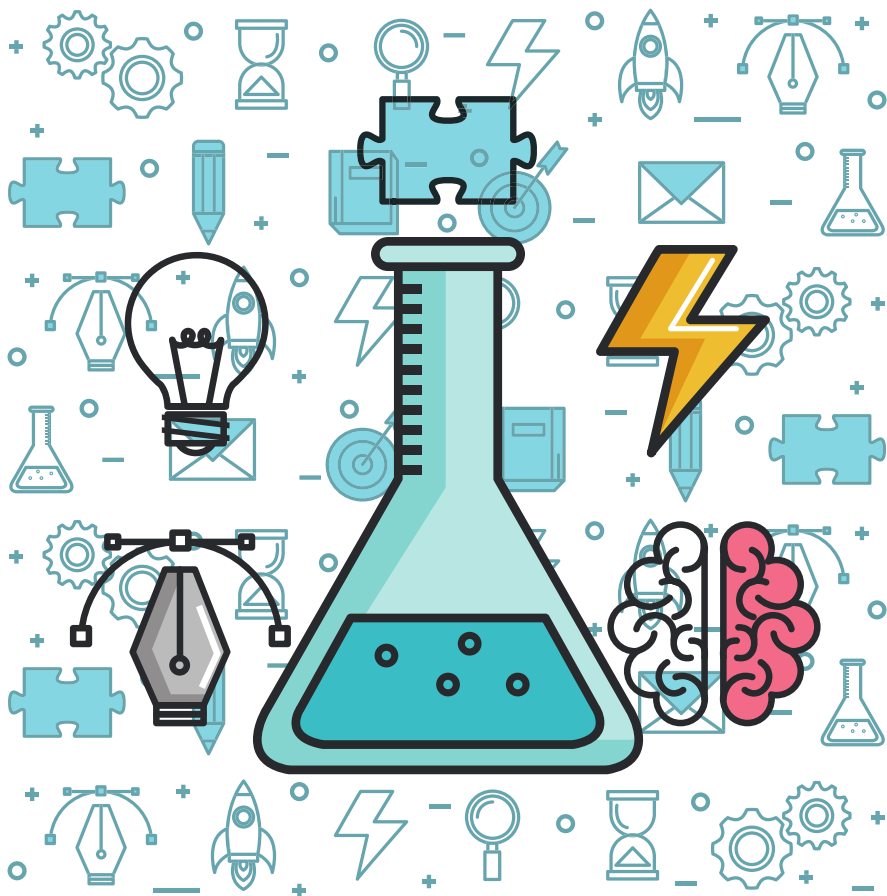
Today's challenges

Let's begin by exploring a bit of the neuroscience of our current reality:

- The sustained uncertainty about our health, jobs, the economy, friends, family, and the world in general results in an incredible amount of stress
- Change in our environment makes us vigilant and still productive, but creativity is limited
- When change is at our doorstep, we can become cognitively blocked – it is even hard to read emails

The challenge of managing remote employees

As we navigate managing in this hybrid work environment, a number of common concerns have surfaced that we'd like to spend some time discussing. Many managers have shared feelings of uneasiness around the areas below...



Inability to observe day-to-day workflows

Time differences

Building trust

***New
communication
realities***

Inability to observe day-to-day workflow

This inability can cause us as managers to ask “What does my employee do on a day-to-day basis?” or “Are my employees still positively contributing to the goals of my department or the greater campus?”

These questions exemplify the differences between an “input” style of management vs. an “output” style of management.

Not being able to be on-site with employees everyday forces us, as leaders, to set strong performance goals and expectations for work outcomes vs. measuring how long someone is “on the job”.

This may be a new or different way of engaging with remote employees, but once perfected, it will help you to be highly effective.



Building trust

It's more difficult to build trust when individuals are working in remote environments. Compound this with high stress levels and the quick action that is necessary when responding to change, and it's no surprise that misunderstandings can (and will) occur more frequently.

As discussed in our [Berkeley People Management: Building Trust course](#), trust is at the heart of every relationship, and it's especially critical in the workplace. In fact, the primary factor affecting employee turnover is whether or not there is a trusting relationship between a manager and their employees. Trust is critical for engagement, creativity, and commitment, and therefore is something we must foster in this time of crisis.

Time differences



It's more challenging to share ideas and collaborate when you don't work at the same time or run into each other in the hallway.

While technology allows us to be forever connected, it's not realistic to think that answers can be delivered as quickly as if you could just pop by someone's desk to ask them a question.

New communication realities

While we do have numerous tools at our disposal to notice each other in this new environment, it isn't the same. Have you noticed that you feel exhausted after a Zoom meeting? One reason for this is that when you're in person, your eyes tend to look in the direction of one person and your brain is very good at blurring things happening in your peripheral vision. This allows your brain to translate the data in your direct line of sight. In group Zoom meetings, you're not only concentrating on the one person who is speaking to you, but your brain is trying (subconsciously) to make sense of all of the data it's receiving from other participants, the chat window, the reactions, etc. All of this over stimulation can cause us to miss subtle clues that we may more easily pick up in one-on-one or face-to-face conversations.

So, with this knowledge, what can you, as a manager, do to help remote employees be successful in these remote and hybrid working environments?

Where do we start? As managers, we must...



Ask. Listen. *THEN* do. Or in some cases, **listening is enough.**



Recognize that each individual has varying capacities to "perform."



Use this time to challenge your assumptions and judgements. This vulnerable mindfulness practice is challenging, yet critical to support others to the best of your ability.



Re-learn how those you supervise get the most out of appreciation. Demonstrate gratitude by asking your employees what they need to feel appreciated and doing your best to give that to them.



Take care of yourself so you are able to take care of each member of the team. Demonstrate and show empathy for yourself and others while allowing for different reactions and self-care needs.



TRUST the team! Offer grace and allow yourself and others to have good moments as well as not so good moments. Be authentic and honest, acknowledge the downsides as well as the positives.

Let's build your plan!

- | | |
|-----------------------------------------|-----------------------------------|
| 1 - Prepare to communicate | 5 - Adjust |
| 2 - Establish clear expectations | 6 - Continue to develop your team |
| 3 - Actively offer support to your team | 7 - Show appreciation |
| 4 - Set yourself up for success | |

Step 1 | Prepare to communicate

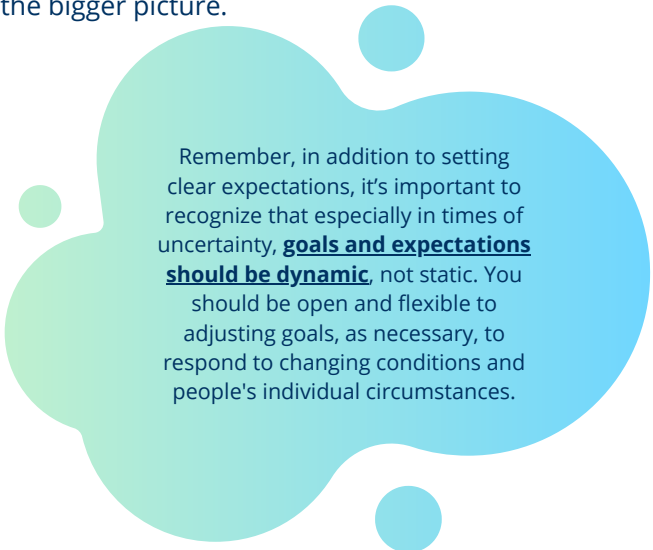
In times of uncertainty, people managers need to communicate, communicate, communicate. You need to share information, answer questions, admit what you don't know, and be transparent. This can be uncomfortable, and can be overlooked when you are being pulled in a number of different directions. But let's be clear, when there is a lack of information, false information often fills the void. Get ready to communicate by building agreed upon structures for sharing information. The worksheets in the resources section of this guide can help. Check-out this great manager guide from **Gartner** for [using multiple communication methods](#). *You will also find the quick-guide on page 15.*

Step 2 | Establish clear expectations

Your next, and most important step is to establish clear expectations that will allow remote employees to be successful and for teams to effectively collaborate in this new environment. Connect with each direct report to understand their expectations for work, and create agreements for how the team will work in-person, remotely, and within a hybrid working environment. Involve remote employees in the process of developing team norms, including dos and don'ts, to guide you during daily operations. You should also work with remote employees on your team to create and agree to guidelines around key work outputs, ensuring clarity on how each person fits into the bigger picture.

As you think about setting these group norms and individual guidelines, you may want to consider asking full and partial remote employees:

1. What do you see as the strengths of working remotely?
2. How do you like to communicate (e.g., phone, email, chat, Zoom)?
3. In what instances do you prefer which method(s) of communication?
4. What expectations do you have of me as your manager and coach?
5. What working hours will allow you to best meet the business needs of your role?
6. How can we best keep each other updated regarding projects and development?
7. What would you like to try doing that you haven't had the opportunity to do in the past?
8. What interests do you have that I might not be aware of? Skills?
9. Considering in-person, remote, and hybrid working environments, what concerns do you have about our relationship?
10. What additional information would help me better understand your work-life situation?



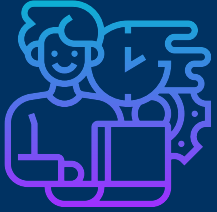
Remember, in addition to setting clear expectations, it's important to recognize that especially in times of uncertainty, **goals and expectations should be dynamic**, not static. You should be open and flexible to adjusting goals, as necessary, to respond to changing conditions and people's individual circumstances.

In addition to building this foundation for success, there are a number of other tips available for leading remote employees in fully remote or hybrid working environments. You may consider prioritizing:

- Reaching out to remote employees more often, just to check-in
- Avoiding check-ins that feel like **micromanagement**
- Celebrating small, medium, and big daily progress and wins
- Creating opportunities for community building by hosting meetings where no work is discussed, optional coffee chats, happy hours, online games, etc. - be creative and involve each member on the team the team to learn what they want to do
- Developing a remote communications strategy:
 - Limit hours when people send and receive emails
 - **Schedule** sending of messages
 - Embrace asynchronous communication
 - Set meetings for 25 or 50 minutes to allow for breaks during the day
- Setting new norms, such as goal-based outcomes vs. hours-based work

Step 3 | Actively offer support to remote employees

Interestingly, during ordinary times most people look for competence first in their leader. During periods of stress, many people start to look first for caring and empathy, and then for competence. Employees are looking to you for support more than ever. Because of this, you have the opportunity to lean-in as a leader in a few essential ways.



Flexible work schedules

In many cases, supervisors and managers have the ability to update normal working hours. You should continue the discussion with each employee about their schedule by asking them what they need to be most successful. Some alternatives to consider include changing working hours from 8 to 5 to: early morning hours, late day hours, or working four 10-hour days (for exempt employees, even if they are working a 4/10 schedule, they may need to be available on their “off day” as normal business requires). For represented employees, be sure to make changes within the parameters of the contracts and collective bargaining agreements which apply. In many cases, the union must approve proposed scheduling changes before they can occur. A general best practice is to reach out early and often to your HR Partner with questions. **Check out the Flexible Work Planning webpage [linked here](#).**



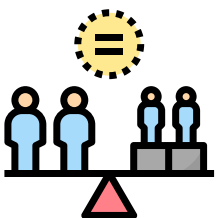
Ergonomics

Ask remote employees how they are set-up for working from home and encourage them to get the equipment they need. If they are experiencing ergonomic issues, you can direct them to the **[Be Well at Work web page](#)**. There, they can find numerous tips, instructions for scheduling a virtual ergonomic assessment, and a list of equipment available for purchase - at no cost to the employee - that can be delivered to their home. For larger items such as chairs and desks, employees must first complete an online virtual ergonomic assessment.



Mental health days

Employees can use sick leave for mental health days. We encourage you to be open to these discussions by asking employees how they are doing, and reminding them that if they need a break, it is natural, acceptable, and will not come with negative repercussions from you or other campus leaders. You can learn more details on this topic through **[our FAQs](#)**.



Lead equitably

Marginalized communities are suffering even more during this crisis. They are more impacted in terms of who is getting and dying from COVID-19; the inequities in our healthcare system are real, as are the financial repercussions, food insecurities, and lack of social support. As a leader at UC Berkeley, you need to be particularly aware that you may have staff members dealing with these situations, and they may be reluctant to share their concerns with you. People managers should strive to treat people with equity, not equality. In other words:

- Recognize and respond to each person's unique circumstances and needs
- Acknowledge differential impacts
- Be compassionate

Step 4 - Set yourself up for success

Unlock the door to your mind to unpack the neuroscience of work-from-home productivity. As a member of the UC Berkeley community, you have access to renowned researchers who do work in this space.

Dr. Sahar Yousef from the Haas School of Business shares tips to work at home more effectively in the [video linked here](#). Check-out the highlights below!



Create routines or use objects to put your brain in "office mode", e.g. create a work playlist, remove "work" objects from sight when it is not work time.

Learn your chronotype (early bird vs. night owl) and work during your peak performance hours.

Limit distractions, when possible.



Don't always be "on" and practice good digital hygiene by setting limits and having designated off-time.

Set up a "Focus Sprint" consisting of 60-90 minutes of focused, uninterrupted work.

Focus Sprint Starter Pack



Block calendar time each day for your Focus Sprint



Close email and Zoom, leaving open only what you need to move your project forward



Reduce distractions in your home by suggesting that the entire family Sprint at the same time



Listen to music in a language you can't understand (or instrumental) so your brain can focus instead of trying to task-switch (which is the correct way to qualify the misnomer of "multi-tasking")



Write down the tasks you aim to accomplish and keep track with a timer on your phone

Take a cognitive break after your Focus Sprint

- Pause processing information
- Move around, get sun
- Distance from the internet/social media

This allows your brain to physiologically prepare to do more and not become mentally fatigued

Step 5 | Adjust

The typical speed of change in our everyday life causes us to make mistakes. That's OK! We need to use the experience to recalibrate, adjust, and move forward. The ability to learn from past experience and experimentation to solve new or first-time problems is called **Nimble Learning**. The UC system wide **core competency ABCs** will help you grow your skills and be successful today and in the future. People & Culture offers two cohort experience competency-based leadership development programs to help you focus and personalize your growth. Check out the Berkeley People Management (BPM) Part 4: **Grow the Organization Program** and the BPM **Executive Coaching Program**. Through a leadership 360, coursework, and development coaching, you will advance your effectiveness as a leader at UC Berkeley. 360s can also be requested outside these programs for a nominal fee.

Step 6 | Continue to develop remote employees



One way to show you care and to create some stability during this time is to continue to develop members of your team. At UC Berkeley, all employees are entitled to **80 hours (or 10 days) of professional development** each year. There are a number of free resources for **growing your (and your team members) skills** from our People & Organization Development team that you can explore to meet this professional development expectation.



The performance development program for non-represented employees, **Achieve Together**, is now in place. There are numerous resources available for you on the People & Culture **Achieve Together website**. You can also reach out for a private consultation with one of our consultants.

One important note, as you work with remote employees to revisit and agree upon goals for the next check-in period, at least one should be a **professional development goal**.

Step 7 | Show appreciation

Another important factor in managing remote employees is practicing ongoing and meaningful appreciation. There are a number of ways to show the members of your team that you appreciate them. One group has even likened the different types of appreciation to the bestselling book **The Five Love Languages by Gary Chapman**. In their adaptation, the Five Appreciation Languages (for work) include:



Words of Affirmation

Personal and written communication

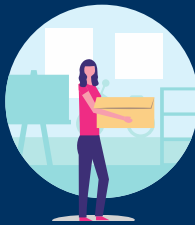
46%



Quality Time

Focused attention and companionship

26%



Acts of Service

Lending a helping hand

22%



Tangible Gifts

Gift cards, treats, arts & crafts, etc.

6%



Physical Touch

Consenting hugs, pat-on-the-back, etc.

<1%

As you think about appreciation, consider the following questions

When have you felt appreciated by those with whom you work, how did that impact you?



When have you observed a colleague who did not feel appreciated, what did you notice? How did it impact their work? Their team? The organization?

Now consider your team. By doing their job well, who on your team makes your life easier? What do they do (specifically) that you value? Commit to telling them what you value, and why, in your next one-on-one conversation. If you discover what form of appreciation resonates most with them, and provide it, you'll make an even bigger impact. What do you need to learn about how each person on the team you lead prefers (and does not prefer) to be appreciated?

Now is an ideal time to encourage members of your team to appreciate each other. You can create regular practices, such as asking for "kudos" and "bright spots" at the beginning of meetings.

Uniquely Berkeley resources for you!

At this point, we hope you have some good ideas for how you can engage your team during this tough time. But you may be asking, "What is there specifically that Berkeley can do to help me?" To that end, we offer the following suggestions:

- [Flexible Workplace Planning & Resources Page](#)
- [People & Culture Remote Work Tools & Tips](#)
- [Onboarding Toolkit for Hybrid, On-Campus, and Remote Employees](#)
- [UC Berkeley People & Culture Managers' Forum](#)
- [Berkeley People Management \(BPM\) series and certificate programs](#)



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Other resources to keep in mind:

Join a Manager Mastermind Group

The [Manager Mastermind Group](#) provides a space where you can share strategies on pressing topics of the day with fellow managers and supervisors from campus. This is a solution-oriented social learning space where one main topic and then one or more hot topics of the day decided by those in attendance at the forum are discussed. Join one today to strengthen both your network and your skills.

Grow Your Coaching Skills

Today, more than ever, you need to practice using a coaching approach to help employees identify their own issues and solutions. Lead with curiosity, rather than by making assumptions or jumping to conclusions. Empower people to solve their own problems with your support. We are here to help by providing the fundamental tools and techniques that you can use to coach others and give effective feedback, enabling your employees to do their best work and develop themselves for the future. To that end, we have been partnering with managers and supervisors to grow a strong coaching culture here at UC Berkeley. Through our [Growing as a Coach training](#), the [Cal Coaching Network](#), and [consulting](#), we are here to help you build your skills and success as a coach. Additionally, departments can start local peer [Coaching Circles](#) where managers can support each other in building their coaching skills by discussing real work situations.

Discover How You Want to Grow

While exploring the resources available to you through our [People & Organization Development team](#), don't forget to dig into each of the six pillars to discover how we can help you:

- [Grow Your Career](#): Here, we provide you with the tools, experiences, and resources needed to succeed in your (and your team's) career growth at Berkeley.
- [Grow Your Community](#): Through this pillar, we enable the power of collective action by offering you and your team resources to grow your networks and community, enabling success.
- [Grow Your Engagement](#): Here, we have curated resources and strategies that will help you maximize job satisfaction and contribution.
- [Grow Your Impact](#): We believe in every manager's ability to successfully contribute to the success of UC Berkeley, and here we help enable this by offering organizational and individual consulting services to campus to enable successful strategic contribution.
- [Grow Your Skills](#): This pillar includes curated resources to build knowledge and skill among the world's best and brightest!
- [Grow Your Resources](#): Here, we provide access to tools tailored specifically for success in our campus environment.

Proactively use LinkedIn Learning and Gartner

Don't forget to explore how you can use the resources from our vendors to enhance your success. Two of our favorites are:

- [LinkedIn Learning](#): On-demand, expert-led instructional videos on topics from everything from technical skills to building team engagement.
- [Gartner](#): The world's leading member-based advisory company, providing research, tools, resources and best practices in a variety of disciplines.

And Engage with our Campus Community

- The Haas Executive Education COVID-19 [Leadership Video Series](#)
- E&I [Creating Healthy Virtual Environments Tool Kit](#)
- Student Affairs [Remote Work Resources](#) website

In closing, please know that we're here to help you and your team be successful. Reach out as needed!

Eugene Whitlock | Chief People & Culture Officer
Angela Stopper | Chief Learning Officer, People & Culture



Quick-reference guides for your action plan below!



UC Berkeley Guide to Managing Remote Employees Quick Guide

This section takes your action plan to the next level. Use the in-depth, though quick reference guides for planning next steps, and for revising to refine your approach.

Taking Care of Yourself

First, check in with yourself. Are you okay? What do you need right now? Your team needs you to stay calm and



grounded. Self-care looks different for everyone. Things for consideration:

- Are you getting enough sleep?
- Are you taking enough breaks through the day? Are you moving your body? Are you getting outside?
- Is there anything you need from your manager to feel more supported?

Wellness

Help remote employees focus on self-care or find support while caring for others by:

- Becoming familiar with the wellness resources available on campus. A curated list of resources can be found on the [People & Culture COVID-19 website](#).
- Encouraging mental health days using the COVID-19 Paid Administrative Leave available to all UC Berkeley employees.
- Take a moment to recognize that all of the changes we've discussed here come with stressors. Check in with remote team members regularly to ensure they are doing ok, and when they are not, connect them to available COVID-19 [Wellbeing Resources for Faculty and Staff](#).
- Remind them (and yourself) to work in a way that is **kind to their body**. In other words, don't spend all day hunched over a stool at the kitchen counter, take regular breaks, and make sure to stretch!

Taking Care of Your Team

As a leader, it is important to ask your direct reports how you can best support them. Get started here:

- How are you doing / feeling right now?
- What is one thing I could do to help you? (Check-out pg. 6 Step 2 - Establish Clear Expectations section for more ideas)

If you ask the above questions and don't receive a response, you may need to dig deeper:

- Offer a time to discuss, one-on-one, how the current situation is affecting them.
- Explore strategies for maintaining productivity. Before providing solutions here, ask them if they would like you to help them think through these questions and what helps THEM stay productive.
- Revisit conversations with those you lead about why we are doing the work we do; highlight some of the work they are doing, and what UC Berkeley is doing to make a difference.
- Discuss personal and professional barriers or challenges that may make it difficult to perform at their best. Again, before providing solutions here, ask them if they would like you to help them think through these questions and make the suggestions about them, not you.



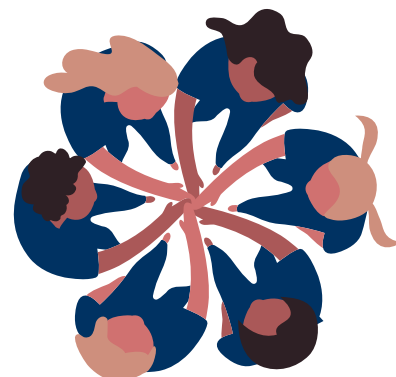
UC Berkeley Guide to Managing Remote Employees

Quick Reference Guide

Team Building

Use this time as an opportunity to build or rebuild relationships. Here are some ideas you might consider, but start by asking your team what they might like:

- As appropriate, allow the first few minutes of 1:1 and team meetings for small talk, jokes, and catching up on each other's lives before jumping into business. This is not a requirement; as the leader, create space for those to easily opt-out without drawing attention to them.
- Create informal and optional opportunities to connect: schedule a weekly virtual happy hour, coffee break, or lunch; make clear that the purpose is to catch-up / visit / chat or something else, not to work. Find a way to LAUGH with your team.
- Celebrate successes, no matter how small: Working from home doesn't mean you should forgo opportunities to celebrate the completion of a deliverable or project, wish someone a Happy Birthday, or generally find ways to celebrate the positives together.
- Consider hosting a recurring, ongoing Zoom space, gchat room, or Slack channel that people can dip in and out of, for example: a Zoom room that your team members can jump in and out of to create a "water cooler" spot for the team to have a break.
- Allow space to conduct deeper check-in meetings with your team members so that you can hold space for their concerns and needs.



Be Flexible and Show Empathy

Remember that people are not machines

- Many of us are feeling anxious and distracted. Many of us are scared and worried about our well-being or the well-being of our loved ones. Expect a decline in productivity and focus. Gently remind people that a decline in productivity is normal during a time of crisis and encourage them to practice compassion with themselves and each other.

Discuss flexible work schedules

- Discuss work schedules with each of your direct reports. Making room for this discussion shows them that you care for their time. Be mindful that their work schedule might be different than it normally is, and may change as needs require. Be especially mindful of people who are balancing work and providing care for others at the same time.
- Managers of non-exempt / hourly employees should give them clear direction on when / when not to work, and remind and encourage them to take their regular breaks.
- For represented employees, be sure to make changes within the parameters of the contracts and collective bargaining agreements which apply. In many cases, the union must approve proposed scheduling changes before they can occur. Reach out early and often to your HR Partner with questions.

Support caretakers

- Especially during uncertain times, encourage your employees to take sick time, [**COVID-19 Paid Administrative Leave**](#), and/or family leave instead of taking vacation days when they need to care for themselves or their families, communities, and/or networks.

Be present

- Prepare for meetings by creating and reviewing materials, documents, and agendas ahead of time.
- Don't multitask; give your remote direct reports the same level of respect and attention that you would in a face-to-face meeting. It's difficult to create empathy and trust with employees if you are not fully present.

UC Berkeley Guide to Managing Remote Employees

Quick Reference Guide

Exchanging Feedback

Actively solicit feedback

Actively make more space for **feedback to flow**. It's important that you don't assume that direct reports will feel comfortable sharing. Ask what more you could be doing to support them.

- What could help you to meet your current commitments and responsibilities?
- What roadblocks are you facing?
- What remains unclear on expected outcomes, and how might you get there?
- What help do you need prioritizing work and/or deliverables?

Actively give feedback

Provide feedback often, in quick soundbites to help your team members course correct quickly. As much as possible, feedback to remote employees should be delivered over Zoom, not over email, to ensure understanding and the opportunity for individuals to ask for clarification as needed. Check out this [planning guide and video](#).



Your Role as a Leader

Set expectations early and clearly

Being clear with remote employees will keep everyone focused and working towards the same goals. Set clear expectations for: work hours, availability, communication, timely meetings, key projects and deadlines, scheduled meetings, responding to email, and boundaries.

Be flexible

During team meetings and one-on-ones there may be children playing or crying, dogs barking in the background, deliveries at the door, internet connectivity issues, etc. We have a chance to demonstrate thoughtfulness and empathy in our interactions. **Practice mindfulness** in these moments and be patient when our work-lives intersect with our home-lives.

Have an agenda

When scheduling team meetings and individual check-ins, be sure to put together an agenda, set the context, and add it to the meeting invite in the notes section. This helps to ensure preparation and clarity for everyone. At the beginning of the meeting, quickly review the agenda and check to see if any pressing matters have come up that need to be addressed; adjust accordingly.


Create and honor boundaries

Set work schedules and boundaries together to support the entire team's work-life and avoid possible burnout. Show remote employees that you care, **trust their work ethic**, and remind them on a regular basis that remote doesn't mean that they need to be online or available 24/7. Encourage reports to take breaks. When working remotely, it can be difficult stop working. Model this behavior by taking breaks and going offline yourself.


Ask direct reports...

- What concrete directions do you need to move forward on your current projects?
- How do you feel about your capacity and workload?
- What clarity do you need on your priorities for this week?


Use Multiple Communication Channels

**Shared Online Database**


- Collaborative work
- Discussion threads
- Idea sharing

**Email**


- Progress updates
- Non-urgent questions
- Individual or team accomplishment highlights

**Instant Messaging**

- Urgent questions
- Informal discussions
- Real-time information sharing


**Telephone**

- All sensitive or urgent issues
- Any situation where tone is key
- Real-time information sharing (brainstorming, decision-making)
- Formal discussions regarding progress or projects, development needs, and recent successes)

**Video Conference**

- Delivery of difficult messages (when in-person meetings are not an option)
- Formal discussions regarding progress on projects, development needs and recent successes
- Monitoring team morale
- Team meetings

Manager tip: Vary the communication style you use for different situations. For example, a non-urgent question doesn't necessitate a video conference, but you certainly want to use video to discuss difficult messages.



Select the Right Communication Channels

Instructions: Different messages require different communication channels in a virtual environment. Use this template to select the most appropriate communication channel for a specific type of communication that you will need to deliver to your virtual direct report.

Communication Types	Importance	Frequency	Primary Channel	Secondary Channel

Brainstorm a Good Team Activity

Instructions: Think of ways you could foster a sense of team. Use the boxes below to brainstorm how you will work to build team trust for each of the following time intervals.

What will you do in every team meeting?

Recognizing employees on an ongoing basis helps boost engagement. How will you recognize employees during team meetings?

What will you do with every new team member?

Building the connection between new employees and the team helps get them off to a fast start. How will you work to connect your new employee to your team and virtual team members?

What will you do each month?

Describe the team activities you will run to maintain the connection between team members in different locations.