



Berkeley People & Culture

As we move into our third month of managing and leading teams through the COVID-19 crisis, some of us may be feeling exhausted, exhilarated, hopeful, tragic, 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 reading this guide, you will be well prepared for the challenges ahead of us.

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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 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

The challenge of focusing on work

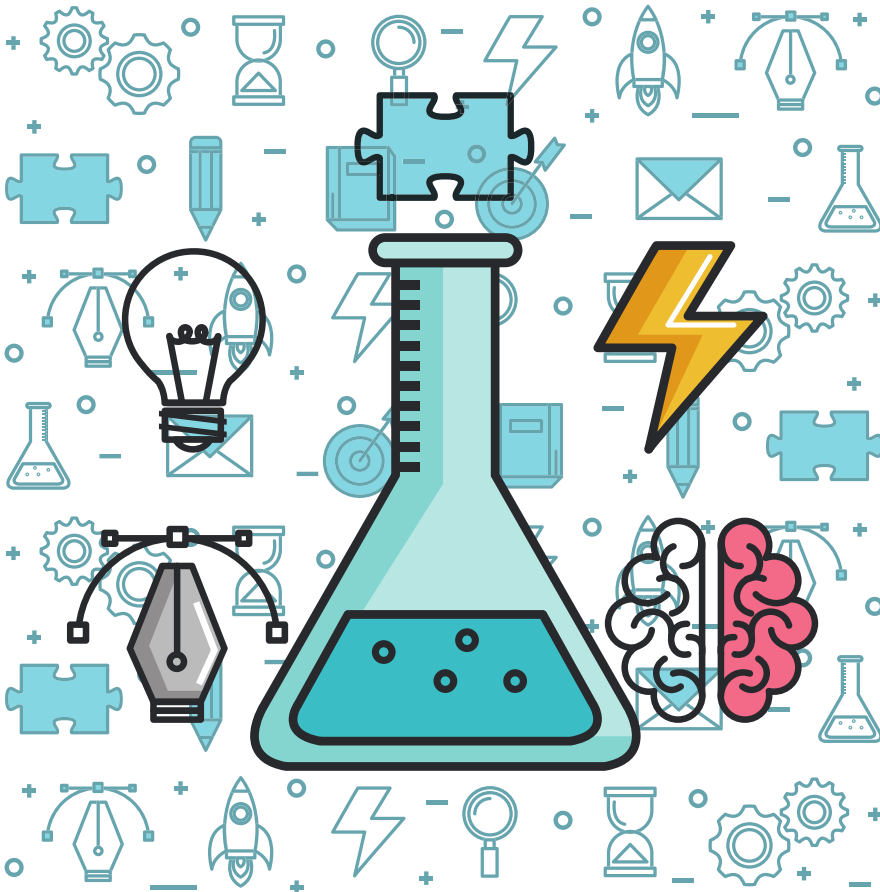
The uncertainty about our health, jobs, the economy, friends, family, and the world in general results in an incredible amount of stress.

A threat in our environment makes us vigilant and still productive, but creativity is limited.

When that threat is at our doorstep, we become cognitively impaired – it is even hard to read emails. The threat-levels now for the population at large are comparable to what marginalized populations experience on a daily basis.

The challenge of managing a remote team

As we navigate this crisis together, 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 team do on a day-to-day basis?” or “Is the team 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 see employees every day 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 your team, 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 is a universal truth that it's harder to share ideas and collaborate when you don't work at the same time or run into each other in the hallway.

This is compounded when everyone on your team is juggling both the personal and professional requirements of this crisis.

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 interact with each other during this crisis, 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 site.

In group Zoom meetings, you're not only concentrating on the one person who is speaking to you, but your brain is subconsciously trying to make sense of all of the data it's receiving from other participants, the chat window, the reactions, etc. All of this overstimulation can cause us to miss subtle clues that we may more easily pick up in one-on-one or face-to-face conversations.

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 your 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

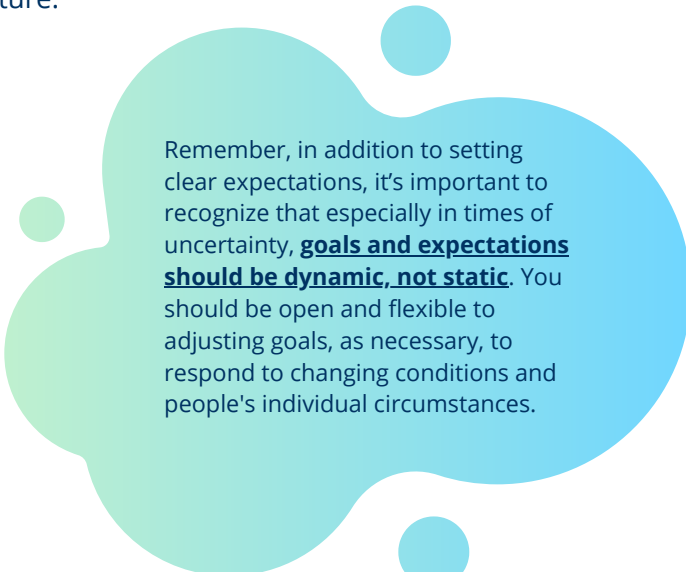
In times of uncertainty, people managers need to communicate, communicate, communicate. You need to share information, answer questions, admit what you don't know, and be transparent. This can be uncomfortable, and can be overlooked when you are being pulled in a number of different directions. But let's 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. 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 individuals to be successful and teams to successfully collaborate in this new environment. Connect with your direct reports to understand their expectations for work, and create agreements for how the team will work remotely. Work with your team to establish team norms, including dos and don'ts, to guide you during daily operations and high-stakes moments. You should also work with individuals on your team to create and agree to individual 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 your team:

1. In your world, what are the benefits of working remotely?
2. How do you like to communicate?
(Zoom/Google Meet, email, phone, gchat)
3. In what instances do you prefer which method(s) of communication?
4. What expectations do you have of me as your manager?
5. What working hours are best for you? Check-in on time-zones if needed.
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 interest do you have that I might not be aware of? Skills?
9. What concerns do you have about working remotely? Our remote-working relationship? Your remote-working relationships with the team? Those who collaborate with you?
10. What additional information would help me better understand your remote work 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.

With dynamic, clear expectation setting as your foundation for success, let's prioritize your remote coaching and supervision approach :

- *Reach out* to individuals more often just to check-in
- *Avoid* check-ins that feel like micromanagement
- *Celebrate* small daily progress and wins
- *Create opportunities* for team/community building by hosting meetings where no work is discussed, optional coffee chats, happy hours, online games - be creative and involve the team in planning what they do/don't want to do
- *Develop* a remote communications strategy
 - Limited hours when people send and receive emails
 - Schedule sending emails
 - Embrace asynchronous communication
 - Set crossover meeting time (for a 1 hour slot, start at :05 or :10, end at :50 or :55)
- *Set new norms*, such as creating goal-based outcomes vs. hours-based work

Step 3 | Actively offer support to your team

In 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. In these unprecedented times, your team is looking to you for support more than ever. Because of this, you have the opportunity to lean-in to leadership in essential ways:



Flexible work schedules

In many cases, supervisors, managers, and their teams have the ability to update normal working hours to allow employees to adjust to this crisis. You should start the discussion with your employees about their schedule by asking them what they need to be most successful. Some alternatives to consider include changing their “shift” from 8 to 5 to: early morning hours, late day hours, or working four 10-hour days. 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.



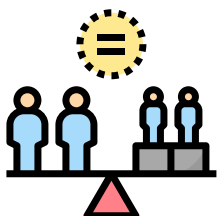
Ergonomics

Ask your 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 dedicated to ergonomics for working at home. There, they can find numerous tips as well as instructions for scheduling a virtual ergonomic assessment and a list of peripherals available for purchase - at no cost to the employee - that can be delivered to their home. For larger items such as chairs and desks, they must first complete an online virtual ergonomic assessment.



Mental health days

Employees can use [COVID-19 Paid Administrative 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.



Lead equitably

Marginalized and underrepresented 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.

- 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

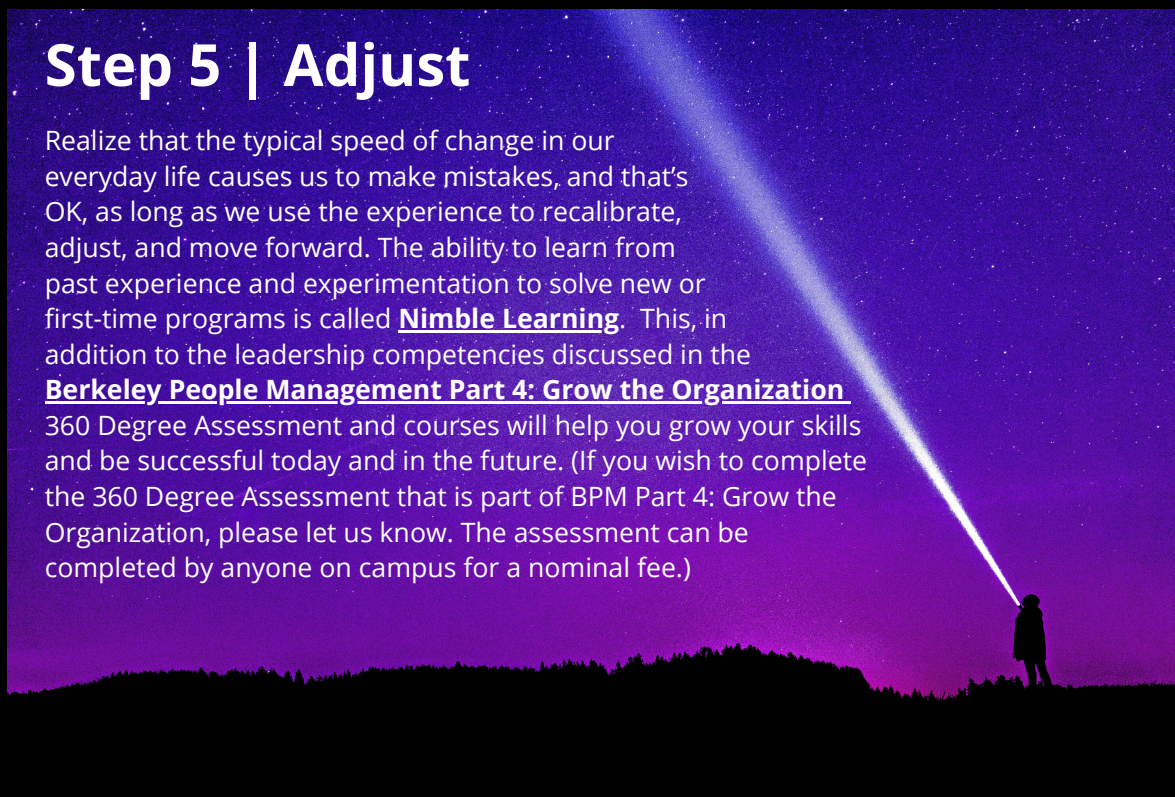
Take a cognitive break after your Focus Sprint

- 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

Realize that the typical speed of change in our everyday life causes us to make mistakes, and that's OK, as long as we use the experience to recalibrate, adjust, and move forward. The ability to learn from past experience and experimentation to solve new or first-time programs is called **Nimble Learning**. This, in addition to the leadership competencies discussed in the **Berkeley People Management Part 4: Grow the Organization** 360 Degree Assessment and courses will help you grow your skills and be successful today and in the future. (If you wish to complete the 360 Degree Assessment that is part of BPM Part 4: Grow the Organization, please let us know. The assessment can be completed by anyone on campus for a nominal fee.)



Step 6 | Continue to develop your team



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.



Our new performance development program for non-represented staff, **Achieve Together**, is now in place. As you finalize the performance forms from the performance period (July 1, 2019 – March 31, 2020), it's now time to be getting up to speed on the new program. Now, with three **check-in conversations** annually (hold/**document** by Aug 31, Dec 31, Apr 30) focused on how we drive results, you have many opportunities for ongoing coaching and development. There are numerous **training and resource options** for you on the People & Culture Achieve Together website. You can also reach out for **1:1 and group support** with one of our consultants.

One important note, as you work with members of your team to **set goal expectations** for check-in periods, at least one should be a professional development goal.

Step 7 | Show appreciation

Another important factor in creating a successful remote working environment during this crisis is becoming more familiar with 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

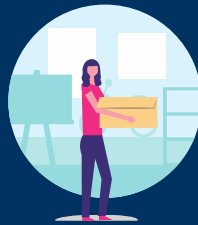
46%



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 see? 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.

Additionally, now is an ideal time to encourage members of your team to appreciate each other. You can create forums and rituals for this to happen, 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:

- [People & Culture Remote Work Tools & Tips](#)
- [UC Berkeley People & Culture Managers' Forum](#)
- [Berkeley People Management \(BPM\) series and certificate programs](#)

Other resources to keep in mind:

Join a Manager Mastermind Group

Our [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 opportunity 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 your 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 [individual 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 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, you – our staff.
- [Grow Your Resources](#): Here, we provide access to tools tailored specifically for success in our campus environment.

Proactively use LinkedIn Learning and CEB / Gartner

- [LinkedIn Learning](#): On-demand, expert-led instructional videos on topics from everything from technical skills to building team engagement.
- [CEB / 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
- Greater Good's [Guide to Well-Being During COVID-19](#)
- Greater Good's [How to Be a Remarkable Boss During Lockdown](#)

Quick-reference guides for your action plan below!



Berkeley People & Culture

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



UC Berkeley Guide to People Management During COVID-19: Quick-Reference

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

Your priorities around self-care, exercise, work, and family have likely shifted. The same is probably true for members of your team. Help them refocus 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.
- Communicating with your team that working from home on a prolonged basis, especially under quarantine, can be a very isolating experience. Check in with your 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.
- Provide 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.
- Remind your direct reports of why we are doing the work we do; highlight some of the work they are doing, and that UC Berkeley is doing, to make a difference for people during COVID-19.
- 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.

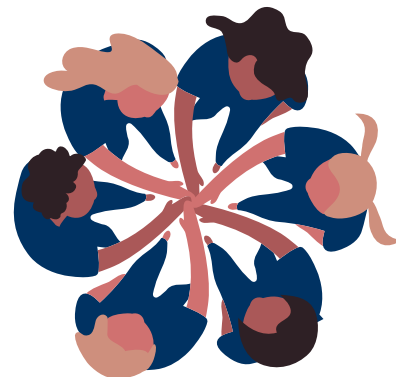


UC Berkeley Guide to People Management During COVID-19: Quick Reference

Team Bonding

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 individual 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 meeting 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 direct reports the same level of respect and attention when remote that you would in a face-to-face meeting. It's difficult to create empathy and trust with your team if you are not fully present.

UC Berkeley Guide to People Management During COVID-19: Quick Reference

Exchanging Feedback

Actively solicit feedback

Actively make more space for feedback. It's important that you don't assume that your 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 should be delivered over Zoom, not over email, to ensure understanding and the opportunity for members of your team to ask for clarification as needed.

Your Role as a Leader

Set expectations early and clearly

Being clear with your team 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

For many employees, this will be their first time working remotely. Their current home environments might not be conducive for remote work. As a result, during team meetings and one-on-ones there may be children playing or crying, and/or noises, dogs barking in the background, etc.

Have an agenda

When scheduling team meetings and individual check-ins, be sure to put together an agenda or context verbiage 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 work-life balance and avoid burnout. Show your team 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 your direct reports to take breaks. When working from home, it can be difficult to create space to stop working. Model this behavior by taking breaks 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.