

LEADING A VIRTUAL WORKFORCE



VIRTUAL WORKING

- Decide on customs, behaviors and rules for virtual work. For example: dial in on time, mute your microphones when not speaking
- Facilitate virtual work and actively support your team in resolving disruptions or technological barriers
- Find a virtual meeting rhythm. Preferably meet on the same day and at the time every week
- Simplify goals into smaller tasks and actions that have an owner. This will ensure ownership and clarity of the work to be delivered
- Walk the talk! Show your team that you have adopted the virtual way of working and lead by example

EMOTIONAL INTELLIGENCE

- Be aware that it is more challenging to spot non-verbal signals in a virtual environment. Be as explicit as you can with questions
- Make time for virtual coffee breaks with the team to socialize next to the task-related conversations
- Maximize the online experience by using video and online energizers such as Kahoot, Mentimeter, Mural, DEON and many more
- Continue one-on-one meetings with team members for coaching, reflection and assessing needs
- Encourage your team to pay attention to their wellbeing, both mentally and physically (health guidelines-aligned)

TALENT EMPOWERMENT

- Pay attention to your leadership style, show trust, provide autonomy and ownership to your teams to deliver results
- Use feedback techniques to emphasize the positive aspects of what you have seen and provide space to share development needs from both sides
- Delegate responsibilities and trust your team to be successful.
- This increases team confidence
- Recognize and celebrate employees who thrive in this new context. It is an opportunity to spot who is taking on the challenge and is taking a step forward
- Reframe work in this new context – challenge assumptions. It is an opportunity to create new empowering convictions!

VIRTUAL LEARNING

- Prioritize learning that contributes to smooth virtual collaboration. For example: do your teams need training on how to work with online communication channels?
- Perhaps (some) areas of your organization have a bit more downtime now – why not ask them to develop several "peer-to-peer" training courses
- Review development plans together with your teams and check what still can be followed online. It may be helpful to allow for self-directed learning in these areas
- Get in touch with your organizations' Learning & Development department: what trainings do they recommend and what partnerships are available?
- Don't forget the old-school way of learning! And maybe recommend (or even gift) your team the best book that you have read in the past months