

# MANAGING A REMOTE WORKFORCE

MARCH 19, 2020



# AGENDA TODAY:



Best practices for managing virtual teams



Creating accountability without micromanaging



Keeping your organizational culture intact

# FIRST, LET'S ACKNOWLEDGE THE OBVIOUS:

CHANGE IS  
HAPPENING

CHANGE IS  
HARD

IN TIMES OF  
CHAOS,  
CHANGE IS  
UNPREDICTABLE

*Give yourself (and members of your team) some grace*

# WHAT DOES THAT MEAN?

Acknowledge

Acknowledge that we're in uncharted territory



Expect

Expect bumps in the road



Be Mindful

Be mindful of the energy you bring to the situation

# CREATING BASIC PARAMETERS



WHO WORKS REMOTELY



FOR HOW LONG



UNDER WHAT  
CIRCUMSTANCES MIGHT  
THAT CHANGE

*In a crisis, a good rule of thumb is that the parameters are set for one week at a time, then reviewed and updated as necessary.*

# SET EXPECTATIONS



ASSUME GOOD  
INTENTIONS



CADENCE OF  
COMMUNICATION



WORK SPACE

*We're all adults - don't micromanage. Instead, ask: what is the absolute bare minimum that employees need to comply with to make this work? Focus on outcomes!*

# ESTABLISHING A RHYTHM



CORE WORKING  
HOURS



FLEX TIME



UNPLUGGED  
TIME

*Err on the side of flexibility, with the caveat that things may change as the team gets settled.*

# CHOOSE YOUR TOOLS



## **Synchronous**

Video calls: Google Hangout, Skype, Zoom

Phone calls: conference calls, direct dials

In-person meetings



## **Asynchronous**

Email/Text

Slack, WhatsApp

Marco Polo

*Too many tools is just as bad as not enough - pick 1-2 for each need and make sure you prioritize ease of use and provide training as needed.*

# CHOOSING THE RIGHT CHANNEL

*If your team doesn't know which messages belong in which channel, you will end up wasting time on irrelevant conference calls, endless email chains, and notification fatigue.*

- Make a plan and communicate it to your team:
  - Morning check-in using a video call tool (Google Hangout) at 9:30am for maximum of 20 minutes to discuss immediate priorities and surfacing any obstacles.
  - Async tools (email, slack, text) for other work.
  - If email/text goes back-and-forth 3+ times, switch to a phone/video call to resolve.
  - Evening check-in email from each person highlighting progress, items to discuss in next a.m. call, milestones, etc.
- A decision tree for communication tools (tailored to your team/project) can be helpful!

# DATA MANAGEMENT

- Apply data categories
- Determine restrictions for at-home access
- Clarify rules around work tech vs. personal devices
- Identify work-arounds when needed
- Communicate with employees

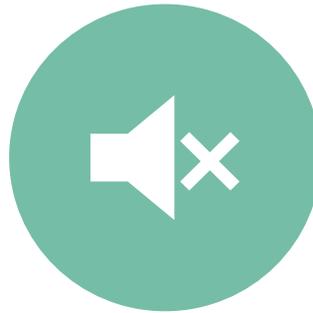
CATEGORY	RISK LEVEL	DEFINITION	PROJECT EXAMPLES
Sensitive	Very High	Data often involving PII (personally identifiable information) that can put a company in financial or legal risk if publicly disclosed.	<ul style="list-style-type: none"> <li>• Customer relationship management</li> <li>• HR payroll administration</li> </ul>
Confidential	High	Data (like trade secrets, vendor contracts, and production methods) that can affect operations if publicly disclosed.	<ul style="list-style-type: none"> <li>• Software code</li> <li>• Web analytics</li> </ul>
Private	Medium	Compartmental data not meant for public disclosure but will likely not affect the company if publicly disclosed.	<ul style="list-style-type: none"> <li>• Customer support</li> <li>• Market and competitive research</li> </ul>
Proprietary	Low	Data that is publicly disclosed on a limited basis or contains information that could impact a company's competitive advantage.	<ul style="list-style-type: none"> <li>• Public relations</li> <li>• Product development</li> </ul>
Public	N/A	Data that may be publicly disclosed.	<ul style="list-style-type: none"> <li>• Graphic design</li> <li>• Web research</li> </ul>

# VIDEO ALWAYS!

*90% of communication is non-verbal – prioritize and require employees to use video*



LOGGED IN ON TIME



AUDIO MUTED,  
HEADSET/EARPHONES  
ON



LOOKING  
PROFESSIONAL

## EVERY MEETING MUST HAVE:



AGENDA



FACILITATOR



TIMEKEEPER



NOTE-TAKER

*In remote teams, it's easy for workers to make assumptions miss key points. By documenting actions, deadlines, barriers, and ownership, you create accountability and transparency.*

## CREATE SPACE FOR ENGAGEMENT

Dedicated Slack channel for personal updates

Emotional check-in at the Monday morning meeting

Drop-in video call “social lunches”

# SPECIAL JOBS FOR THE BOSS



**COMMUNICATE THE  
“WHY”**



**SCHEDULE FEEDBACK  
MEETINGS**



**LOOK FOR WAYS TO  
THE TEAM TO  
CONNECT IN PERSON**

*Err on the side of overcommunication – a daily email from you summarizing updates, identifying priorities and celebrating successes will go a long way!*

01

Move in the  
right direction

02

Stay flexible

03

Look for a  
“good return  
on investment”

RULES TO LIVE BY

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Q&A



# TO CONNECT

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