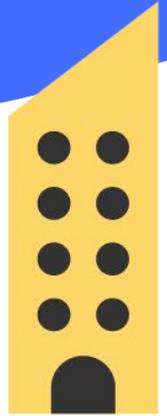


kunik

A Manager's Guide to Supporting Remote Teams



Going Remote Overnight

Managing a remote team is a challenge, doing so during a global pandemic can feel herculean. COVID-19 has forced swift changes at home and work. We're here to help steer you through this crisis confidently and effectively. Below are best practices and most common pitfalls to avoid.

Hold Up: This was a rapid change with little warning. Tensions, emotions and stress are high. Keep the below factors in mind to help your team avoid miscommunication and other common mistakes.

- Infrequent information sharing: Without in person contact, information sharing can be strained, causing [issues](#) for both performance and interpersonal relationships.
- Isolation: Remote work may cause employees to grow disconnected. This can impact motivation, morale, and productivity - and in a worst case - lead to turnover.

kunik

A Manager's Guide to Supporting Remote Teams

- The fridge, tv, & couch: Your team is likely operating in suboptimal work conditions with many distractions and enormous stress. Those who regularly WFH have offices, but everyone else is setting up stations at kitchen tables, in bedrooms, etc.
- Two jobs at once: Caregivers are attempting to manage their caregiving responsibilities while working. This could be elderly parents, kids, or a sick family member. Remember that we all have other responsibilities, and some of those are changing constantly.

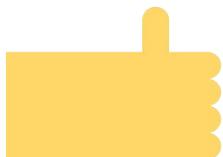


Winning Strategies to Support Your Team



I'm Stressed, You're Stressed, We're All Stressed: Now is the time for meaningful human connection. Setting a positive and empathetic tone now will pay lasting dividends.

- Trust: This is an unusual situation and it's going to require a lot of trust in your team, don't underestimate how critical that is. Build a foundation of trust by being open, clear and consistent with your team. Resist the urge to micromanage since you're not seeing them.



kunik

A Manager's Guide to Supporting Remote Teams

- ✓ **House Rules**: **Clear, consistent, and timely communication is step one.** Set guidelines as early as possible, including: communication (which methods and for what), availability, good times for calls, security, logistics, workflows etc. Help your team know what to expect of each-other, encourage inter-team conversations and support.
- ✓ **Daily Check-in**: We *highly* recommend a daily check-in. It makes us feel human and gives an opportunity for questions. Ideas: one word check-in, what is/isn't working, top 2 priorities for the day.
- ✓ **Build Structure**: Hours won't be normal, acknowledge and accept that. Find out when are good/bad times for meetings and calls. If possible, record meetings and designate someone to take minutes. If you don't have a team calendar, now is the time.
- ✓ **Virtual Meetings**: A few pointers: cap the duration, set agendas and outline decisions that need to be made, interruptions happen (encourage muting and ignore the kids/dogs), say someone's name before you ask a question and check-in with everyone at the beginning of the call

kunik

A Manager's Guide to Supporting Remote Teams

- Individualization: Each team member has different needs, talk to them 1:1. Set aside 10 minutes before/after calls with a team-member. By clustering these chats close to meetings, you show respect for their time.
- Expectations: **Set clear expectations with specific targets, deadlines and quality standards.** Use project collaboration tools (we like Trello). Work together to set priorities and goals (you have final say, but buy-in is important). Now might be a time to re-arrange the work calendar. Focus on achievable, short duration projects. Doing so will build momentum and promote focus.

Pro tip: Culture exists outside the 4 walls of your office: find ways to extend it. Family exercise classes? Deliver lunches? Happy hours? 'How we're coping' interviews?

- Preserve fun: Say hi to your team's children when they pop up on the screen. Share recipes. Have coffee breaks hours or a break Zoom room. Celebrate birthdays. Create new traditions. Encourage exercise, breaks, and health. Perform random acts of kindness.

kunik

A Manager's Guide to Supporting Remote Teams

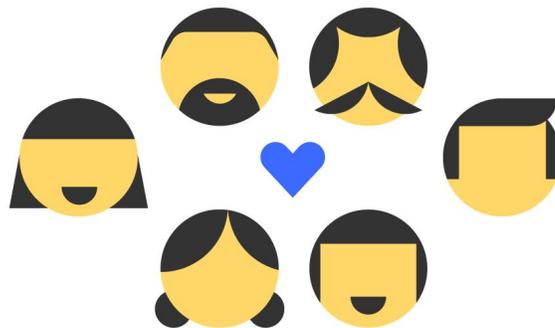


- Caregivers: Try to be as flexible as possible across and most importantly, ***be explicit about priorities, expectations and responsibilities***. They are short on time, but hyper efficient. Don't forget to check-in and assure them that you have their back. A simple thing like learning their kids names will go a long way.
- Recognition: Acknowledging achievements is a core management principle and even more needed now. Also acknowledge the challenges that the business and your team are facing, but show your confidence in their ability to manage through this. Your confidence will inspire your team while driving focus and purpose.
- Empower your people and ask questions: Set your team up for success - *ask, listen and act*:
 - Do you have what you need to successfully WFH?
 - Do you need additional flexibility?
 - What's the best way to communicate with you?
 - What can we do to support you?

kunik

A Manager's Guide to Supporting Remote Teams

- Resources: Your firm likely has many resources and programs that can help right now. If not, consider adding them; your people will make or break your company. A few to consider: coaches, workshops, written guides, digital trainings, and community - don't underestimate the value of peer support.



- Be human: Instill a warm, empathetic feeling as much as you can. Focus on the little things that make people people. Teams that are emotionally engaged are also higher performing.

Building an inclusive, supportive, and productive team is likely always your objective. In a remote world, it's never been more important to find ways to preserve and build upon these objectives.