



Effective Management of Virtual Teams

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Presenting Today

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- 20 years experience in Human Resources
- Experience implementing and managing HR programs to include policy development, performance management, compensation, recruitment and retention, learning and development, coaching and M&A activity



Virtual Management Best Practices

AGENDA

- The role of the virtual manager
- Building the virtual team
- Leading effective team meetings remotely
- Q&A Session



Definitions

- **VIRTUAL TEAM**

A group of individuals working across the street or across the world from one another whose members work together for a common purpose while physically apart.

- **VIRTUAL MANAGER**

An individual that is guiding the performance of employees who work in a location other than the location of the manager. A virtual manager must navigate time zones and technology to communicate expectations, resolve conflicts, celebrate milestones and reinforce cultural expectations.

Poll Question

What % of the employee that you manage work remote?

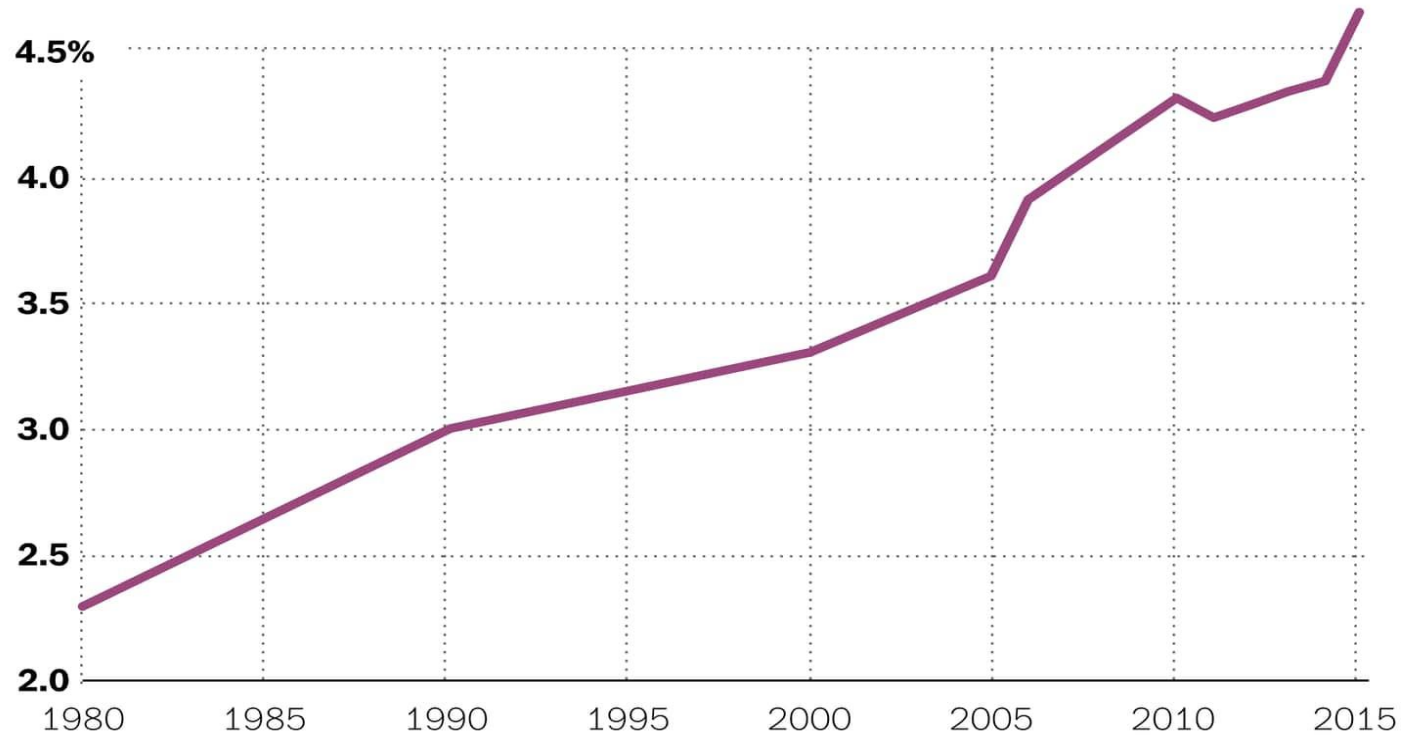
Poll Question

Do any of your remote employees work outside the US?

Rise of the Virtual Employee

The rise of telework

Share of workers who work at home, 1980 to 2015



WAPO.ST/**WONKBLOG**

Source: US Census

Source: Washington Post 2.22.17 -- <https://www.washingtonpost.com/news/wonk/wp/2017/02/22/the-american-commute-is-worse-today-than-its-ever-been>

Poll Question

What is your biggest challenge in managing your virtual team?

Leading Virtually Can Be Challenging

We have to find ways to overcome:

- Lack of face-time
- Gaining real-time information
- Feeling out of the loop
- Keeping employees motivated



Practices of Highly Effective Virtual Leaders

- They own their virtual role
- They build their virtual environment
- They create trust and bond with the team
- They hold effective virtual meetings
- They develop virtual team members



Own The Position of Virtual Leader

Recognize that it's different than leading a co-located team

- Overcompensate for lack of face time
 - Get to know your team members and connect on a personal level
- Establish effective virtual practices
 - Share top priorities
 - Define expectations clearly
 - Consider creating your own team code of conduct
- Build and represent a team without borders
 - Spotlight your team at every opportunity
 - Communicate their results quarterly throughout the organization

Build the Virtual Environment

- Use real- time technology
 - Use Skype or video calls whenever possible
 - Communication tools such as Slack, Google Hangouts, HipChat
- Create a virtual space for documents, updates, postings, goals and metrics
- Post an organization chart with faces, names, locations and contact information
- Keep the virtual space active and updated regularly
 - Rotate responsibility across the team for the updates



Create Virtual Space Practices

- How will you stay connected consistently
 - What technology will everybody use to connect?
 - Remember HR policies regarding professionalism apply!
- What are the communication expectations?
 - When does the team need to be accessible?
 - When will they check in and how?
 - What is the expected response time?
 - How will the team respect different time zones?

Build Trust and Bond the Team



- Seek opportunities to meet face-to-face
- Work on projects together
- Hold the team accountable for
 - Engagement
 - Deliverables
 - Conduct

Make Your Team Tangible

- Post your org chart with photos and locations where the entire company can see it
- Know the key players in their location
- Promote your team across organizational boundaries
- Schedule your day, and travel, with your team in mind



Actions Build Trust

- Reach out consistently to team members
- Respond quickly
- Follow through on promises and commitments
- Praise the team's contributions
- Treat members fairly
- Deal directly with conflicts
- Be sensitive to diversity



Trust and Diversity

- Manage cultural and time differences with your teams
- Be cognizant that global team members may speak English as a second language
- Refrain from using slang or colloquialisms
- Be sensitive to cultural norms, issues, politics, economics



Virtual Team Meetings: Make Them Effective

- Prepare before calls
- Make sure you have a clear connection
- Be concise and easy to follow
- Encourage engagement
- Recognize that you cannot use body language cues

Virtual Meetings: Encourage Weekly 1:1's

- Set an agenda for 1:1's that includes a recurring set of information you consistently cover in each meeting
- Report on results, obstacles, needs and opportunities
- Hold individuals accountable for results
- Encourage them to strive to be their personal best



Virtual Team Meetings: Pre-Meeting Checklist

- ☐ What is the purpose of the meeting?
- ☐ Who needs to be involved and what do they need to bring or submit?
- ☐ What progress, metrics or corporate information can I share?
- ☐ What opportunities or obstacles are being faced?
- ☐ What deadlines are missed or pending?
- ☐ What time zones need to be considered?
- ☐ What guidelines will be followed to have a productive meeting?
- ☐ What games, trivia or photos can I start with to connect the group?
- ☐ How can others participate: chat, present?

Virtual Meetings: Prepare and Send an Agenda

- Provide clear call-in instructions, links to connect to the web meeting and the dial-in number
- State the objective or desired results
- Provide the information attendees need to review before the meeting
- Ask what topics will be covered and by whom
- Ask...does anybody else need time for a topic?

Virtual Team Meetings: Keep People Focused

- Call-in 5 to 10 minutes before the meeting
- Engage attendees as they come into the meeting
- Start the meeting on time
- Review expectations
 - Limit mute whenever practical
 - No multi-tasking
 - Observe the five second rule
- Recap the purpose of the meeting
- No more than three slides before opening for discussion
- Call attendees by name throughout the call



Virtual Meetings: Post Meeting Follow- Up



- Follow-up if you sense any frustration, silence or misunderstanding
- Hold participants accountable for their participation
- Don't be dependent on virtual meetings only, reach out consistently to the team using other methods
- Look for actions to praise
- Be specific and say “thank you” and “well done”

Summary

- Virtual Leaders
 - Own their virtual role
 - Build their virtual environment
 - Create trust and bond the team
 - Hold effective virtual meetings
 - Develop virtual team members

Best Practice



Q&A