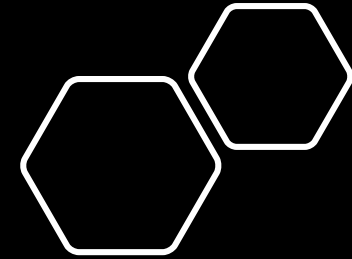# Work and Corona

- Stressful time
- Uncertainty
- Economic Change

Leading teams in a virtual manner

During the COVID-19 Crisis
March 2020

VERINT

In the current COVID-19 Crisis we can't treat the remote work, as in the regular working days.

When applying virtual management routines these days you should take

into consideration this context:

- People might experience stress and anxiety

- People are working with kids around them or alternativity they are alone and isolated.

- People might feel job insecurity and financial insecurity.

Mainly, we can't just duplicate the reality we had prior to Corona,

we need to design a new work reality.

VERINT

**Moving from work life balance to work-life INTEGRATION**

Most people say that when they get up in the morning they look at their phones before they look at their partner. We are swamped with notifications, communication channels, which are intensified during this time and when working remotely.

When applying new methods for leading teams remotely, we need to remember that every notification takes off from our focus and concentration and reduces our quality of work.

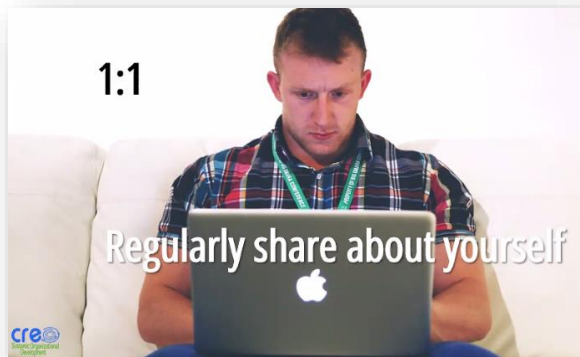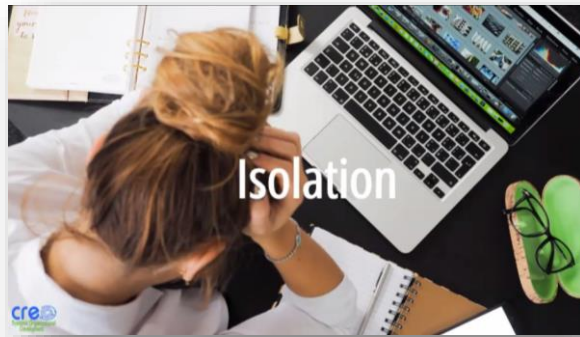
VERINT

Time and synchronized schedule

The new circumstances lead to a concrete need to look not only at YOUR schedule, but on your **OTHER's schedule** – employees, colleagues, your manager, and even your life partner and sync with them.
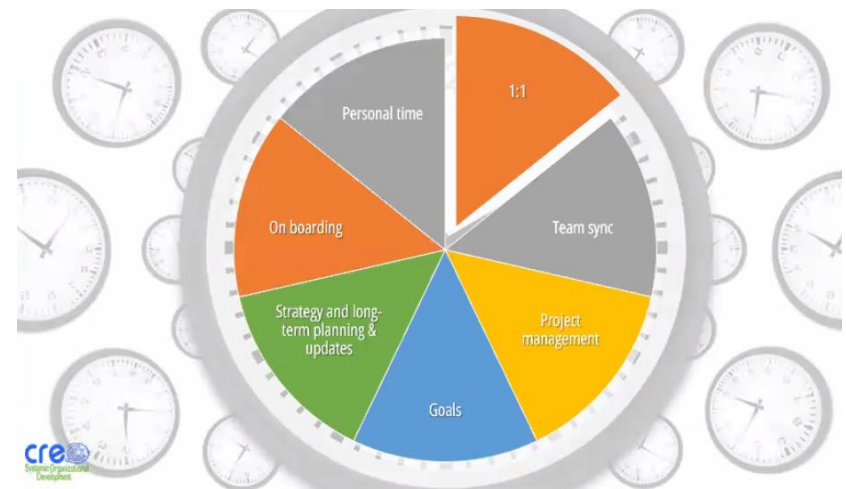
Don't copy & paste your "normal" calendar into an online calendar and meetings, review each meeting and decide which is crucial and what is the effective frequency.

Ask yourself - How does my team schedule looks like?

Sync the team – ask what we don't do in regular time – how their day is looking, and look for sync and mutual time.

VERINT

Isolation

Out of sight, out of mind?

Trust—down 83%

Innovation—down 93%

Satisfaction—down 80%

Performance—down 50%

SOURCE: DR. KAREN SOBEL LOJESKI

1:1

Regularly share about yourself

1: 1

- Take into consideration that people might feel isolated, with FOMO (fear of missing out), not knowing what is happening, and that they are not in priority. When in the office, people can compare themselves to others around them and know how they are doing relatively.

- As a manger you can't ignore it and you need to address it.

- **TRANSPERANCY** and **SHARING** – what is happening with you, with the team, in the group and in the organization. Give your employees the feeling that they know what's going on, although they are remote.

VERINT

Personal management

1:1
Clear tasks and prioritization
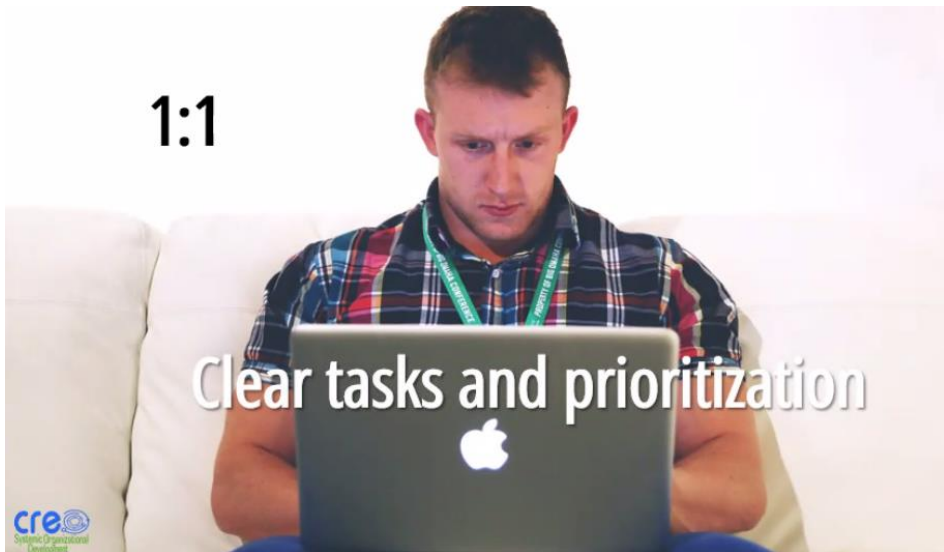
1: 1

1. Go over open assignments

2. Prioritize together

3. Encourage discussing overloads/

   decrease in work

4. Ask what kind of support your

   employee need from you

   as a manager

VERINT

Virtual coffee break

- Initiate a 15 minutes of a social un-formal meeting, without talking about work related issues
- It's an opportunity to have the bonding that we experience in the office on regular times.
- Also, it's an opportunity for you to see the team interact and identify people's emotions, and then you're able to address them personally if you see something is going on.

VERINT

TEAM MANAGEMENT ROUTINES

Effective online team meeting

- 45 min - let people have personal time
- Make sure the participates can concentrate
- Agenda slide
- Use the gathering time wisely
- Start at time - if people are late someone can send them notes on whatsapp
- Don't mute ... if possible
- If there is technical problems move to other channel if possible

cre
Systemic Organizational
Development

TEAM MANAGEMENT ROUTINES

You recently conducted the Performance Management Process where you gave guidance and aligned employees on goals, but the picture has changed and now we need to create **short-term goals**, sync our employees on our focuses during this time. If the HR or other organizational functions send guidelines, **don't just update employees, discuss together** how you are implementing it.

VERINT

A new management routine can be scheduling

OPEN HOURS into your calendar.

It's an opportunity to ask questions, signal your

team "I'm available" and during this time

you don't schedule other meetings.

It's not just about being effective, it's also about

letting your people know your virtual door is

opened to them, since apart from formal meetings

they might be unsure when are you available to

discuss, consult or available for questions.

You can also initiate such hours with colleagues and

stakeholders, letting people know for instance that

"updates on the project status can be discussed

during today's open hour at 15:00"

TEAM MANAGEMENT ROUTINES

If during regular times we tend to celebrate success when we deliver a project or finish large tasks, now we need to give recognition on smaller things as well, since during this time people might feel their work is "invisible" to larger groups and stakeholders.

VERINT

Working remotely, we might be missing the chance for a "5 minutes update" next to our office door for urgent updates.

Richard Branson, CEO of Virgin Records, called it the "5 min. meeting", he used to do it while boarding to flights.
Meeting has one topic and instead of corresponding by e-mail and waiting everyone's reply, he used the 5 min. meeting for quick decisions/updates.
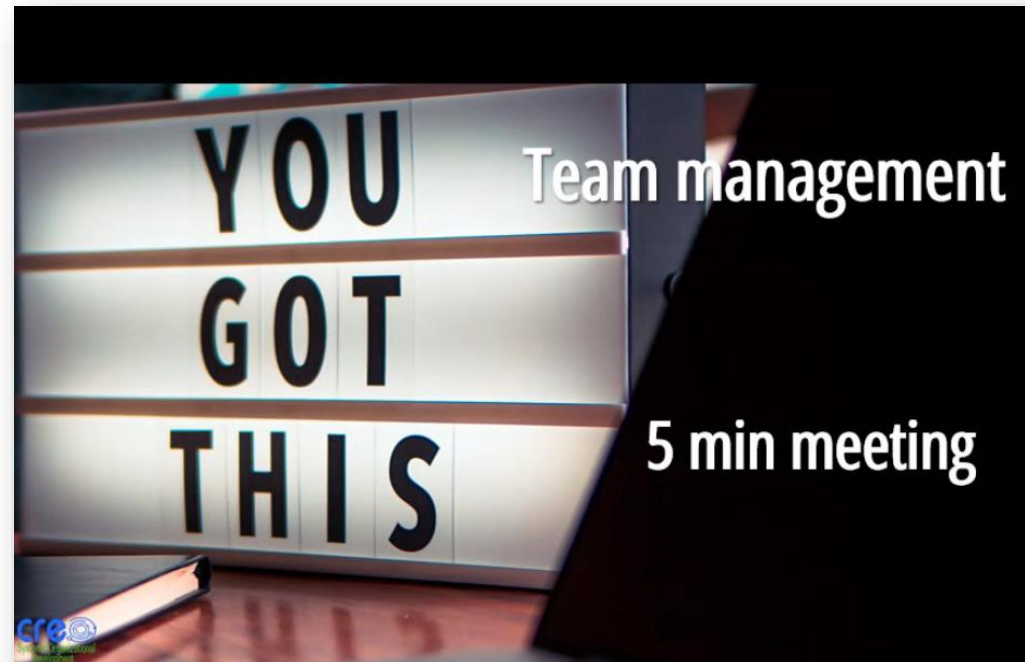
TEAM MANAGEMENT ROUTINES
Managing Communications

Talk about how you talk

- Try to organize communication **by channel** and by the **communication style** of your employees.

- It will decrease cases in which if someone doesn't answer an e-mail for 4 hours, people call them or text them – and by that might create more distractions.

- If you send e-mails regularly at 05:00 am, your employees might develop stress that they are late to answer this e-mail at 09:00 am.

- Align expectations with your people on the communication tools and expected SLA by tool (see next slide table) to decrease stress and increase effectiveness of communication channels.

VERINT

Personal Communication plan

	1:1	Goals	Project management	Strategy and long-term planning updates	On boarding	External partners	Networking
Frequency							
Method							

Team SLA - Mail _____ Whatsapp _____ Call _____

When conducting large group meetings:

1. Think what is the **purpose** of the meeting? is it update? Sync? Discussion? Decision making? Should all participants attend the entire meeting? If its just updates suggest to record it, if it's discussions – try to break into smaller groups, and have a consolidation meeting.

2. Make the meeting as **interactive** as you can with questions, polls, using the chat - Give people the opportunity to participate on the parts that are relevant for them.

3. **Present Speakers**, change speakers

4. **Amazon Way** – first **15 minutes of the meeting is a silent read** of the update. (If you send in advance people don't read it, and during a meeting read you can clarify if they have questions) – It focuses people and saves time to a large group of people.

VERINT

Amazon Narrative Writing Checklist

1. Clear purpose
2. Data that describes the problem or current situation
3. Recommended solution or next steps
4. Data that supports your recommendation
5. Concise writing style, with no descriptors or vague wording
6. Visually clean; easy to read
7. Addresses potential concerns or questions
8. No longer than 6 pages
9. Include supporting data in appendix
10. Reviewed by others

- Involve the kids, show them from time to time what you're doing
- Decide upfront – if kids / other interruptions occur during meetings – how will you handle it
- If people have kids in the room – be tolerant, show them its ok, no judgement
- Have one team meeting with all the kids/pets in the room ☺

- Map your employees – what changed? Who changed behavior patterns?
- Create mechanisms that compensate for new behaviors, for instance, an employee that used to come to your office every few minutes now uses the WhatsApp every 5 minutes – schedule a daily with them.
- Assign employees to work together on tasks

VERINT

Break tasks into smaller milestones, in order to be on track. It also gives the employees the opportunity to raise flags, be focused on their work on a daily and weekly basis.
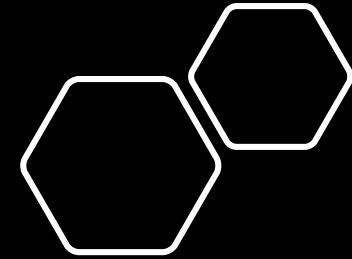
- We might think that Innovation is harmed during these times, however, people get very creative (as we see when getting MEMs from people…)

- Ask people in the weekly meeting / 1:1 to share one idea – and don't turn it into action items. Collect the ideas, and conduct a designated team meeting in a few weeks to discuss.

Contact us

For any question you have

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