

# 5

most important things  
**leaders** can do to  
support virtual working

**80%** of people report feeling at least as productive working from home



**88%** of people want to carry on working from home in some capacity long term



But virtual working has its challenges. So how can we:

- Keep people engaged and connected?
- Establish and build trust?
- Create a level playing field?
- Retain and develop our culture?
- Spot and manage conflict?
- Look after wellbeing?
- Achieve our goals?




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## 1 Set expectations with your team

- Create shared understanding - goals, tasks, work and team processes, members and role
- Formalise communication norms – availability and responsive are key to building team trust




## 2 Ensure your communication is high quality

- High quality communications are a performance differentiator
- Employers are the most trusted source of information
- Trust goes up when people can hear your voice
- Make time to show compassion and care




## 3 Default to transparency

- Make all information open and available to everyone
- Set information sharing norms and expectations
- Role model, monitor and reinforce good practice
- Think and work out loud – fill in the gaps for people



## 4 Be a network broker

- Re-awaken dormant ties
- Build bridges between teams
- Make time for non-task discussions
- Be on your guard for negative talk and quash it quickly



## 5 Adapt how you manage performance

- Know your team – you are working on inference
- Don't increase monitoring but do hold regular check-ins
- Be aware of bias towards and by virtual team members
- Give people the information so they know how they are doing

