Tips for People Managers

Prioritize clarity, inclusion and care when leading a dispersed team. It's important for managers and organizational leaders to set a good example and go the extra mile to make sure your teams are supported, engaged and able to do their best work.

01. Set up your team's infrastructure.

Make sure your team has the right tools to communicate and collaborate effectively. This includes a laptop, access to Workplace, and a Portal.

- Establish a direct line of communication with each of your team members.
- Some options include weekly 1:1 meetings, 1:1 chat threads, and 1:1 Workplace groups.
- Set up a well-structured weekly team meeting and try not to change the time.
- Check in about preferred working hours for each person on the team and limit work communications outside of those times.
- Set team expectations around reasonable response times.
- Develop a system to document and share meeting notes and decisions.

02. Focus on impact.

Set clear expectations for outcomes, not hours worked. Have an explicit conversation with each person about priorities and how you will measure success.

- Set up time to check in on progress against important goals. Consider daily virtual "standups" with teams working on critical projects.
- Post a regular summary of updates in your team's Workplace group and share video updates about key projects from you and other leaders.

03. Keep the team connected and engaged.

Stay in touch with your team through both big and small moments to create a sense of connection and a network of support.

- Kickstart weekly fun challenges in team groups.
- Encourage your team to coordinate virtual social meet ups.
- Tips for leaders of large organizations:
  - Write a post in your team group summarizing what's on your mind at the beginning and/or end of the week.
  - Host a weekly Q&A with your team.
  - Make yourself available to a broader set of people via "office hours".

04. Show care.
Reach out often to check in and offer support.

- During 1:1s, make sure people have what they need to do their best work and take care of themselves and their loved ones. People who have others to care for at home may need to take a more flexible approach when working remotely.

- Help people avoid burnout by encouraging them to stay connected to their community, get exercise, and establish boundaries between home and work. Reinforce this by modeling it yourself and sharing what's working for you and what's not.

- Make sure work is distributed evenly across the team and there is a back-up plan in place if someone needs to take time away from work.

- Avoid last-minute updates to meetings. Caregivers may not be able to react to sudden changes in schedule.