# Leading high-performance remote teams

# In this e-book:

# The office we once knew is gone.

Office life was already changing before COVID-19, but the pandemic was a catalyst that squeezed decades of evolution into a few short months. The ability to influence, communicate and create shared visions across a distributed workforce is no longer a specialized skill; it has become indispensable.

That's why we put together this report with ideas to help you keep your managers engaged and your workers motivated.
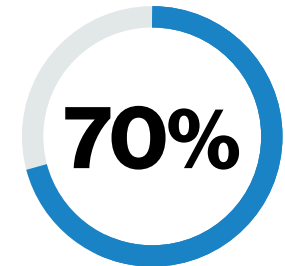
# Leaders need to step up.

It's no particular secret that, even before COVID, leaders weren't always great at driving engagement and collaboration — and although technology can help, it's no silver bullet. A study from Ultimate Software and the Center for Generational Kinetics found that 80% of employees think their managers aren't necessary, and a Gallup study concluded that 50% of Americans left their jobs at some point during their career to get away from a boss.

There's a clear disconnect between what workers need and what leaders provide. Don't neglect soft skills and building strong relationships.
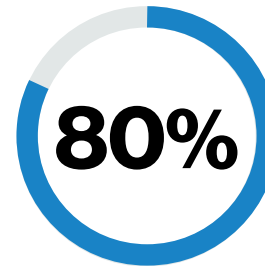
**80%**
of employees feel like they can do their jobs without their manager. *

**70%**
of employees don't feel fully engaged in their work; a sign that leaders need to step up.*

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# Forge relationships.

A Valuegraphics survey of 1,850 managers and directors working from home (WFH) in companies of more than 5,000 employees yielded interesting results. What these WFH executives valued most was relationships they create in their office world: the watercooler conversations, the brief chats with the coffeeshop barista, the off-topic banter before meetings.

## 1,850

managers and directors surveyed

## 5,000+

employees at the companies surveyed

# Restore networks.

It's critical to provide strategies to restore those relationships. Video or chat apps are just tools, not techniques. Whether it's purposefully devoting the first five minutes of a meeting to an open-ended question, allowing casual chat before getting down to business or establishing a routine of team members teaching their peers something new, fostering dialog is key.

You can fight social isolation by encouraging your team to be more "real" in their interactions.
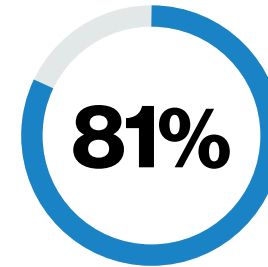
# Acknowledge the new playing field.

Working and leading remotely, particularly during times of deep uncertainty, puts an incredible burden on individuals to perform and deliver in difficult and sometimes distracting environments.

To support frontline managers' and directors' performance, appeal to and reward their desire to take ownership. Whether that's energizing their distance learning and development commitments or encouraging them, even while working from home, to treat the business and its money as if it were their own.
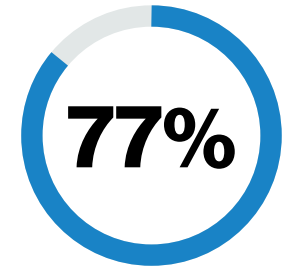
## Restoring a sense of security for your managers is critical

**84%**
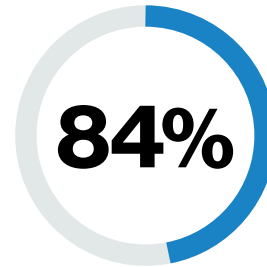
Eighty-four percent list financial security as a core value.*

**81%**

Eighty-one percent list personal growth.*

**77%**

Seventy-seven percent list employment security.*

# Action items

Taking ownership for this group, particularly when no one is there to watch over their shoulder, proclaims to those around them that, "You can trust me to do the right thing."

They thrive on that trust and the expectations that follow.

Support these leaders by defining what success looks like without dictating everything they must do to reach it. Help them identify the what, without imposing the how, and you'll capture both the heart and mindshare of this group.

# What's next?

Managing a distributed workforce is just one of the ways businesses are adapting for greater agility.

Learn more about how you can prepare your company for the future.

**Read more now**

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