



THE TEMPORARY REMOTE PLAYBOOK *for supervisors*

*10 strategies to
enhance your lead
from anywhere
approach — as
temporary remote
work continues.*

5 STRATEGIES FOR EVERYONE

Read the first five strategies in the employee playbook. As a supervisor, please share the employee playbook with your remote workers.

5 MORE STRATEGIES FOR YOU AS A LEADER

1. Adapt your management practices.

You can adapt the way you lead meetings, supervise workers and evaluate their performance.

2. Set standard tools for your team to use.

Using multiple tools for specific purposes, and sticking with them, means less confusion.

3. Build and maintain trust.

This essential ingredient for high-quality work and connection matters more now than ever.

4. Make virtual space for social connection.

A little bit of effort, prep and intentionality goes a long way toward fostering belonging.

5. Encourage breaks.

Breaks are important for all employees, and especially required breaks for non-exempt employees.

ADAPT YOUR MANAGEMENT PRACTICES

Longer-term remote work requires a few meaningful changes in how you approach everyday interactions, meetings and performance evaluations.

LEADING VIRTUAL MEETINGS

Challenges: Attendees may have a tendency to multitask, dominate the conversation or tune out. Meeting organizers may struggle to maintain a purpose and flow.

Solutions:

- Create and share a meeting agenda in advance to clarify your expectations.
- Test technology in advance and use it appropriately.
- Assign a moderator to manage discussion for larger meetings.
- Take time for introductions.
- Stay on track.
- Send action items or meeting minutes.

MANAGING REMOTE WORKERS

Challenges: The lack of in-person, face-to-face interactions over time may become more difficult for you and your employees to align priorities.

Solutions:

- Have a structured daily check-in, even if it's short.
- Use several different communication tools, not just email.

EVALUATING REMOTE WORKERS' PERFORMANCES

Challenges: While you can no longer see your team members in action like you could on site, they still need your coaching and performance feedback.

Solutions:

- Trust your employees.
- Set specific and clear expectations upfront to avoid micromanaging.
- Evaluate quality and quantity, not actual time spent working.
- Encourage employees to keep a work log that serves as an agenda for your one-to-one meetings.
- Ask your employees to self-evaluate their performances, and give your feedback in one-to-one meetings throughout the year.

On-demand professional development

Videos under 10 minutes! [Log in to myUK](#), go to Learning and search for the courses titled [Leading Virtual Meetings](#), [Managing Remote Workers](#), and [Evaluating Remote Workers' Performances](#). Need help finding them? Watch [this search tutorial](#).



SET STANDARD TOOLS FOR YOUR TEAM TO USE

Keep your team aligned and keep information easily accessible to all by designating set tools for set purposes.

USE THE TOOLS AVAILABLE TO YOU

The university has software licenses to cover your needs for working remotely.

- **Microsoft 365**
 - > *A variety of applications for most of your productivity and collaboration needs.*
- **Zoom**
 - > *Video conferencing for large groups or extended meetings. Zoom easily integrates into your Microsoft 365 Exchange email.*



[How do I log in to Zoom?](#)

[Microsoft 365 Office for Business Collaboration Tools](#)

Choose and communicate your team's go-to tools

Among Zoom and the Microsoft 365 apps, there are many options for working together. In addition to the university-licensed apps on this list, your team might also rely on proprietary software for job-specific tasks.

- **Project collaboration**
 - > *Consider Microsoft Teams or SharePoint*
- **File storage and sharing**
 - > *Consider Email or OneDrive*
- **Meetings: video and audio conferencing**
 - > *Consider Zoom, Microsoft Teams or Skype for Business*

Pro tip: Be open to changing your standard tools over time. For example, if you used Zoom for team video meetings for six months but found Teams works better for your needs, make and communicate that change.

BUILD AND MAINTAIN TRUST

Trust is a must have for effective work, and your team is counting on you to drive trust when working apart may challenge it.

FIVE WAYS TO SHOW TRUST

- **Recognize great work**
 - > *In addition to you, as a leader, publicly praising and acknowledging your employees for their great work, encourage your team to also recognize their colleagues.*
- **Give and extend trust**
 - > *Yes, you should hold employees accountable for doing their work and meeting performance goals. However, the more we “keep tabs” on our employees, the less likely they are to feel like we trust them to do the work they were hired to do.*
- **Share information broadly**
 - > *Ongoing, open and authentic communication is key to building trust. This includes being honest about a situation, even when it’s difficult news to share.*
- **Show vulnerability**
 - > *Acknowledge the things you do not know and ask for help from colleagues instead of just telling them what they need to do.*
- **Intentionally build relationships**
 - > *One study found that those who connected with others and helped them with their projects not only earned the respect and trust of their peers, but were also more productive themselves.*

Professional development

To sign up, [log in to myUK](#), go to Learning and search [Building a Climate of Trust](#). This online, instructor-led course is offered regularly. Need help finding it? Watch [this search tutorial](#).



MAKE VIRTUAL SPACE FOR SOCIAL CONNECTION

Find low-effort, high-payoff practices to embed in (almost) everything you do as a team to keep everyone connected.

Below are a few ideas to get started, but we encourage you to also ask your team for ideas and feedback. For some teams, frequent engagement and activities are needed, while others may prefer a simple and direct check-in at the start of a conversation.

PRE-MEETING TIME

GOOD FOR: ZOOM

If you're hosting the meeting, open the "meeting room" 10-15 minutes early. This can encourage more informal conversation and connection, give time for employees to catch up with colleagues and meet anyone who may be new to the conversation.

QUESTION OF THE WEEK

GOOD FOR: TEAMS AND ZOOM

For a smaller team, this can be a way to kick off an all-team meeting. Larger teams could create a channel on Teams where employees can choose to respond and chat about answers. Below are a few questions to get you started, but consider your employees and what will encourage the greatest participation.

- What is one win you had in the last week (or month)?
- What was your first job?
- What is something you're proud of in your work or personal life?
- What are you reading right now?
- Who is someone you really admire?
- What is your favorite quote?
- What was your first concert?
- Who had the most influence on you growing up?
- What is one song you cannot stand?
- Do you have a favorite charity or nonprofit you wish more people knew about?
- What was the last purchase you returned and why?

Adapted from [Know Your Team](#)

VIRTUAL BACKGROUNDS

GOOD FOR: TEAMS AND ZOOM

Your team members might prefer to show a pre-selected image as their background instead of what their video shows. The option to set a virtual background helps minimize disparities in home environments, and you can encourage your team to take advantage of this feature. Introduce it prior to a team meeting by asking employees to choose a virtual background that represents their response to a question or prompt. Depending on the size of the meeting, you can begin by asking employees to talk about what they chose or select a few employees to share.

A few examples:

- Where you wish you could be on vacation right now
- A scene or still from a movie you love
- A scene or still from a TV show you love
- Your favorite food
- Your favorite dessert
- A childhood photo
- Something that makes you happy

Adapted from [Zoom-Friendly Warmups and Icebreakers](#)

TEAMS CHANNELS

GOOD FOR: TEAMS

The ability to add multiple "channels" within each Teams site can not only organize your employee by department or projects, but channels can also serve as a place to foster social connection across teams of any size. The goal is to provide a space for ongoing, positive conversations and photos, so consider the interests across your team.

A few examples:

- Pets
- Food/cooking and recipes
- Kids and family activities
- Hiking
- Peer-to-peer thank you or recognition

Help from UK ITS: [How to Create a New Channel in Microsoft Teams](#)

ENCOURAGE BREAKS

This is important for all employees, but for non-exempt (hourly employees, you need to ensure you both follow state law.

RULES FOR BREAKS, LUNCHES AND OVERTIME

You and your hourly employees must be aware that [rules from our state's wage and hour laws](#) still apply, whether working on-site or remotely.

These rules as outlined by Kentucky state law include:

- Pay at time-and-one-half for any hours worked above 40 in one workweek.
- 15-minute breaks for each four-hour period worked.
- Meal breaks of 30 minutes for each workday over five hours long.
- Complete relief from work duties during breaks and lunches.

Pro tip: Use technology to show when you're taking breaks. Model these practices yourself and share them with your employees, too:

- ***Set your status to away in Office365***
- ***Schedule your breaks and lunch on your Outlook calendar***

