

Mitigating Zoom Fatigue

2021 Professional Development Spring Symposium, "You're on Mute: How to Thrive in our New Normal"

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Definition of Zoom Fatigue

- Endless or excessive video calls that result in
 - Demand for constant eye contact
 - Viewing a mirror image of yourself
 - Being physically confined to one spot
 - Stretching to identify nonverbal cues
 - Simulation of physical closeness (being within 2 feet of another person violates many norms we've been conditioned around, and having the experience of people within this zone can activate the fight-flight-freeze-fawn response)

Indicators of Burnout

- You consistently leave calls more weary than when you started
- You react strongly (and seemingly disproportionately) to problems, particularly tech issues
- You persevere about work
- You don't feel the same charge from being around people in a virtual environment as in an in-person setting
- You have impaired function: sleeping, eating, exercising

Underlying Causes

- Physical inertia
- Eye strain
- Self-consciousness
- Lack of social glue (hallway conversations)
- Yearning for deeper connection
- Monotony and repetition
- Seeking to replicate the before times

Practical Tips

- Hide your self-view
- Have calls with your camera off
- Standardize meetings at 25 or 45 minutes to build in a break
- Designate no-Zoom zones
- Use music to shift mood
- Switch platforms: Teams, Miro, Gather
- Sit outside for your calls
- Switch to the phone
- Audit your ergonomic setup
- Minimize multi-tasking
- Soothe eye strain
 - Consider experimenting with a blinking exercise at regular intervals.
 - Use lubricating eye drops.
 - Turn on [Night Shift](#) during evening hours and/or dim the screen at night.
 - Close window blinds or introduce incandescent bulbs to reduce brightness sunlight from windows or fluorescent lights.
 - Explore using an anti-glare screen cover.
 - Increase text size to minimize your strain.
- Cue yourself to toggle between work and home
- Introduce lighthearted games (Kahoot)
- Create variety through the use of polls and chat questions
- Introduce scavenger hunts (“everyone get something green”)
- Include a stretch break
- Use icebreakers
- Return to old school techniques: small talk before session begins formally, personal stories
- Recreate your office space at home in a comfortable way
- Blue light your glasses
- Block time on your calendar
- Offer yourself and others more latitude with your wandering mind
- Starting and ending day with ritual
- Going with the flow of what shows up
- Limit our own distractions (note that multi-tasking affects memory negatively)
- Shorter meetings: drop-in style appointments, not so rigid and scheduled
- Offer people think time
- Have two different cups—one for at work and one for at home.
- Listen to a specific “work playlist” at work only.
- Have an audible cue that you play every time you finish work, like ringing a bell or playing a specific alarm.

Zoom Features Worth Exploring

- [Video filters and studio effects; touch up my appearance](#)
- [Hide self view](#)
- [Closed captioning and live transcription](#)
- [Space bar to unmute](#)
- [Hide nonvideo participants](#)
- [Customize personal meeting ID](#)
- [File sharing](#)
- [Whiteboarding](#)

Reference Articles

- [20 Funny Cartoons that Describe Introversion](#)
- [Stressful Work Situations for Introverts](#)
- [Game for Creating Connections on Zoom](#)
- [Accessing Deeper Connections](#)
- [How to Set Better Boundaries at Work](#)

Poem

WHEN THIS IS OVER

March 17, 2020

When this is over,
may we never again
take for granted
A handshake with a stranger
Full shelves at the store
Conversation with neighbors
A crowded theatre
Friday night out
The taste of communion
A routine checkup
The school rush each morning
Coffee with a friend
The stadium roaring
Each deep breath
A boring Tuesday
Life itself.

When this ends,
may we find
that we have become
more like the people
we wanted to be
we were called to be
we hoped to be
and may we stay
that way — better
for each other
because of the worst.

by Laura Kelly Fanucci



University of Colorado **Denver**

Facilitating Online Meetings

- The purpose of the meeting is clear
- The meeting is managed according to a clearly displayed agenda and ends on time
- Good meetings have a lot of interaction: chat, polling, collaboration, document display
- The outcome of the meeting is meaningful
- If the purpose of your meeting can be accomplished by sending a document, you don't need a meeting
- If you decide a meeting is necessary, make it a good online meeting

Before the meeting

- Login to the online room, confirm functionality you plan to use
- Set up the meeting for dial in and computer audio
- Review PPT and materials to confirm content is ready.
 - Identify when you will use interactions during the meeting
- If there is more than one presenter, ensure a practice run is completed before the actual meeting
- Send the Invitation, include:
 - registration link/online meeting location
 - agenda
 - date and time for meeting
 - materials, documents to be used during the meeting

During the meeting

- Meeting leader/host should be logged in and ready to accept participants 15 minutes before the start of the presentation.
- Start the presentation with a review of the tools that will be used during the meeting
- Have each person introduce themselves (group size permitting)
- Provide context for the meeting – why is this important?
- Monitor agenda items to ensure on-time completion

Engage frequently:

- Provide context at the start of each section or new topic
- Use voice and chat for your main source of communication
- Use polling questions to confirm key points
- Use Annotate or White board to post messages to class, when to return from breaks
- Ask questions that require a response. Avoid Yes/No questions.
 - How will you apply this?
 - What is one thing we discussed today, that you will start using?
 - What topic has been most valuable to you?
 - What do you anticipate needing help with?

Always debrief, review action items at the end of the meeting.

After the meeting

Send follow up message to confirm decisions made, information shared during the meeting
Provide logistics for next meetings, as applicable

Managing Remote Teams During the Coronavirus (COVID-19) Outbreak

Published 16 March 2020 - ID G00722801 - 8 min read

Learning and Development Research Team

Initiatives: [Current and Future Leadership](#) and [2 more](#)

Employees are increasingly working remotely due to the new coronavirus (COVID-19) outbreak. This article provides recommendations for HR leaders to help managers at their organizations successfully lead remote teams.

As more locations are impacted by the recent coronavirus (COVID-19) outbreak, organizations are increasingly asking employees to work remotely. On 09 March 2020, the U.S. Securities and Exchange Commission asked its D.C. based employees to work from home until further notice. ¹ Twitter, Google, Microsoft and Amazon have also instructed employees to work remotely if they are able to do so. ²

For managers who have never managed a remote team, the situation may present new challenges. It is harder to observe employees' day-to-day workflow or build trust, so misunderstandings occur that might not happen in person. Managers must be intentional about how they lead their teams and adapt their management style to fit the unique needs of remote teams. This resource includes three important recommendations for leading remote teams:

1. Establish Clear Expectations
2. Focus on Performance Outcomes
3. Build Open Lines of Communication

Managers can use the tips and tools in this resource to manage teams effectively when team members are working remotely.

Establish Clear Expectations

In remote work scenarios, it is difficult for managers to maintain the same level of communication they are used to having with an in person team. This means that employees may also struggle to know what their manager needs from them or expects from their work. To overcome these challenges, managers should set clear expectations around individual roles and responsibilities as well as team norms.

Define Individual Roles and Responsibilities — If employees don't have clarity around their individual role and responsibilities, it will be difficult for them to align work with what their manager wants. In remote environments, employees might not know the best channels to get in

touch with their manager, the right colleagues to go to with questions or the volume of work they are expected to accomplish in a day. Managers should discuss with employees what they expect of employees, as well as what employees can expect from them as a manager. Additionally, managers should elaborate on their expectations upfront when assigning new projects. Creating detailed project plans can help ensure both the manager and employee are aligned on expectations and responsibilities before moving forward with the project.

Establish Team Norms — When leading remote teams, managers also take on increased responsibility for setting norms around team behaviors and practices. Common norms to discuss may include preferred methods of communication, how to handle conflict, and working styles. By establishing these norms upfront, the team can define its expectations around team behavior, communication practices, project management processes and collaboration practices. Establishing norms becomes especially important in remote environments, where team members don't necessarily interact on a daily basis. Managers should start by explaining their own working style and preferences to help employees quickly understand what they can expect from the manager. Managers should also hold a discussion on team norms to define what team members expect from one another and from their experiences on the team in general. Give managers the [Team Norm Creation Exercise](#) tool to help them lead a discussion to establish team norms.

Partner with Employees for Performance Outcomes

With more limited visibility into employees' day-to-day activities, managers may face challenges in managing employees' ongoing performance. In many cases, managers only see employees' work once it's completed and have limited opportunities to offer input on work in progress. In other cases, managers may worry about employees' productivity. The lack of visibility may frustrate some managers, but there are a few strategies they can use to partner with employees for positive performance outcomes.

Hold Ongoing Performance Conversations — To ensure employees have the support they need, managers should set up regular check-ins and performance conversations with employees. In remote environments, managers have limited visibility into challenges or barriers facing their employees at work, and consequently they should make a point of establishing a regular cadence to check-in with each employee. As part of conducting performance conversations, managers should begin by helping employees establish well defined goals. The goals should be not only relevant to the team's work, but also personalized to the employee's interests and development needs. To evaluate progress against these goals and other individual work objectives, managers should establish clear performance metrics so that employees know what criteria they will be assessed against. These metrics may include product quality, schedule adherence or customer satisfaction.

Additionally, managers shouldn't be the only source of feedback when they evaluate employee performance. They should request feedback from collaborators, peers, mentors or other colleagues to gain a complete picture.

Build Trust with Employees — A base of trust is critical to any well-functioning remote team. For employees to be engaged in their roles and productive in remote work situations, there must be a level of mutual trust between the manager and the employee. In an in-person environment, there are more opportunities to naturally build trust during informal interactions — with remote teams, these opportunities don't necessarily exist, so managers need to be even more intentional about building team trust. Employees at high trust organizations experience 106% more energy when working, 50% better productivity and 76% higher engagement. ³ Managers can build trust around their management of the team by being transparent and sharing information openly as much as possible. This will make sure employees feel they are in the loop and are not caught off guard if unexpected information arises. Managers can also build trust by recognizing the accomplishments and abilities of the team. This builds trust by demonstrating awareness of individual talents on the team and showing that the manager values the team's contributions. There is a checklist included below with action items to help managers build mutual trust on their teams.

Table 1: Checklist for Building Trust on Remote Teams

Checklist for Building Trust on Remote Teams	
■	Make your actions as transparent as possible — Share information proactively with the team. Gather team input prior to making decisions that impact the team.
■	Be accessible and responsive — Remote managers should make clear the best ways for employees to reach them. Managers should prioritize assisting with employees' needs when requests arise.
■	Create team profiles — Have team members create profiles of their personal interests, hobbies, skills, strengths, development areas and areas of expertise.
■	Maintain confidentiality of team operations — Agree on norms for what information can be shared outside of the team.
■	Be proactive in assessing progress — proactively ask employees if they are facing any challenges or barriers. Ask if employees need any extra support.
■	Recognize the team — Recognize specific successes and talents during team meetings. Promote recognition of team members outside the team.

Source: Gartner

Build Open Lines of Communication

When the team is working remotely, it will likely be more difficult to maintain effective communication compared to a team working in the same location. There is no water cooler, no bumping into colleagues in the hall, and no office to stop by. This can lead to employees lacking the information they need to do their jobs effectively and feeling disconnected from the rest of the team. In these situations, it is crucial for managers to maintain team engagement and ensure team members have the information they need to complete their work. To accomplish this, managers must build open lines of communication across the team using a few strategies:

Employ multiple communication channels — Organizations today have an array of communication channels available to them, each serving a variety of purposes. Teams can use video conferencing software for project discussions, check-in conversations and virtual team meetings. Instant messaging apps may work best for urgent questions, informal discussions and real-time information sharing. As part of determining team norms, the team can discuss expectations on which communication channels they feel most comfortable using as a group.

Create Team Transparency — Transparency is a prerequisite for high-performing teams. Employees are largely on board with increasing transparency in the workplace — 71% of employees say their employers should increase their transparency — but working on a remote team can strain achieving a transparent team environment. ⁴ Without open communication channels, employees might not feel comfortable reaching out to one another or to their manager. This places a burden on the manager to set an example of transparency, sharing openly with employees and encouraging them to always feel comfortable sharing their thoughts or asking questions. Managers should also build transparency around individual strengths and weaknesses on the team to encourage employees to share their skills with one another. Leaders can give managers the [Manager Guide: Create Team Transparency](#) to help them identify the best strategy.

Conclusion

Managing remote teams can present different challenges than can managing a traditional, in person team. Although managers may at first struggle with their lack of visibility into employee's day to day activities, remote teams can perform just as highly as other teams — 79% of employees report increased productivity and better focus when working remote. ⁵ To achieve improved results when their teams are working remote, managers should focus on establishing clear expectations, emphasizing performance outcomes and building open lines of communication.

Recommended by the Authors

[“Managing Virtual Teams”](#)

This webinar helps managers effectively manage virtual teams. It offers recommendations on adjusting to virtual team management, communicating with and engaging virtual teams, and assessing team progress and promoting team unity.

[“Toolkit: Remote Work Policies”](#)

Setting policies for the organization can help clarify manager and employee responsibilities in remote work. This toolkit provides templates to establish remote work policies for the organization.

[“Coronavirus in Mind: Make Remote Work Successful!”](#)

The coronavirus is requiring more organizations to ask employees to work remotely. This resource includes recommendations to help HR leaders ensure teams maintain their success when moving to remote work.

Endnotes

¹ [“SEC Becomes First Federal Agency to Ask DC Employees to Work From Home Over Potential Coronavirus Case,”](#) CNN.

² [“Microsoft, Google, and Twitter Are Telling Employees to Work From Home Because of Coronavirus. Should You?”](#) Inc.com.

³ [“The Neuroscience of Trust,”](#) Harvard Business Review.

⁴ 2019 Gartner Future of Work Employee Panel Survey

⁵ [“State of Remote Work 2019,”](#) OWLLabs, Global Workplace Analytics, September 2019.

Recommended For You

[Leading and Communicating Through the Coronavirus \(COVID-19\) Pandemic](#)

[Coronavirus in Mind: Make Remote Work Successful!](#)

[Tool: Pandemic Response Checklist for Coronavirus \(COVID-19\)](#)

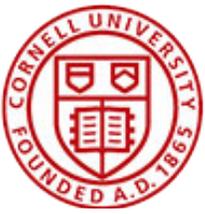
[In View of the Coronavirus Threat: A Remote Work Policy Tool](#)

[Pandemic Preparation Checklist for COVID-19](#)

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Managing Remote Teams

GUIDE FOR MANAGERS



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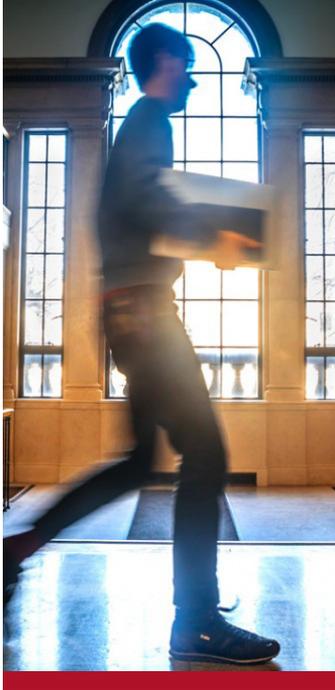
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Managing Remote Teams

Why Remote Work?

With the COVID-19 pandemic still posing a threat to public health, we need to continue limiting the number of people physically on campus to effectively achieve social distancing. Having employees continue to work remotely to fulfill some or all of their work responsibilities is critical to our continued efforts to reduce density on campus in order to reduce the potential spread of the COVID-19 virus. As we move forward with our gradual reactivation of campus, remote work

arrangements can be done in a full or partial day/week schedule as appropriate and are expected to be an integral part of reactivation plans where feasible. Though local, state, and federal agencies may allow for certain levels of reentry, these should be viewed as a maximum threshold and reactivation plans should continue to minimize employees' physical presence on campus with continued use of remote work where possible.

Emergency remote work during a pandemic is quite different than a consistent remote work arrangement. Some of these key differences include:

- Remote work is being done as a social distancing measure. Employees are being isolated in all parts of their lives. Regular remote workers can often resolve feelings of isolation by coming into offices, working remotely from coffee shops, etc. – all things that are currently limited.
- Many employees did not have the tools or resources to work effectively away from campus because the situation occurred without planning or training.
- With K-12 schools being closed and childcare programs impacted, many employees are juggling work, caregiving and homeschooling. Under normal circumstances, Cornell's Flexibility in the Workplace policy does not allow for remote work while caregiving. An exception to this policy has been made due to the pandemic and parents having no other care/school options.
- Many employees have a less than ideal office space (no privacy) which has been exacerbated by having children and/or a spouse/partner present who typically wouldn't be at home during work hours.
- Some managers have employees working both remotely and in essential positions on campus.



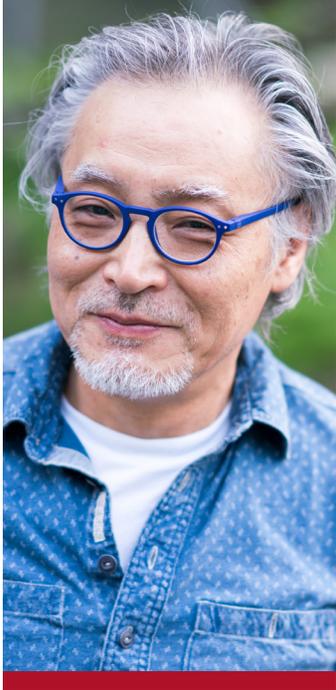
Even under normal circumstances, remote work can pose challenges with:

- Managing performance and productivity
- Building trust
- Communication
- Connection and collaboration with others
- Helping employees navigate work and life (maintaining boundaries)

Formalizing Arrangements

For employees whose anticipated return to on-campus work is planned for a later reactivation phase, managers should meet with them to discuss how remote work has been working for them, the supervisor, their co-workers, and those they support. They should also (if they haven't already):

- Review the [Security Practices When Working From Home](#) web page.
- Review the [Flexibility in the Workplace Policy 6.6.13](#). Note: a temporary exception has been made to this policy regarding the requirement that an employee must have child care while working from home. This policy exception will likely remain in effect until the K-12 school system and community child care options are back in operation.
- Set up a time to clearly outline performance expectations, communications and needed resources for effective remote working. Cornell's [Flexible Work Agreement Form](#) is a helpful tool to guide managers with both their conversation and documentation of the arrangement.



Best Practices for Managing Remote Employees

Focus on Outcomes

Now that you and/or your team members are working from home, you may be asking, "What is my team doing on a day-to-day basis?" or "Is my team still positively contributing to the goals of my department or the university?"

These questions exemplify the differences between an "input" style of management vs. an "output" style of management. Not being able to see our employees everyday forces leaders to set strong performance goals and expectations for what an employee achieves vs. measuring the amount of time they spend "on the job."

It's not possible to manage every aspect of the work done by a remote employee – nor should you try. Instead, be sure that your employees know what is expected of them and provide productive feedback to help them maximize their effectiveness. This is also a non-judgmental way to find out about current capacity and if your people are overloaded or underutilized.

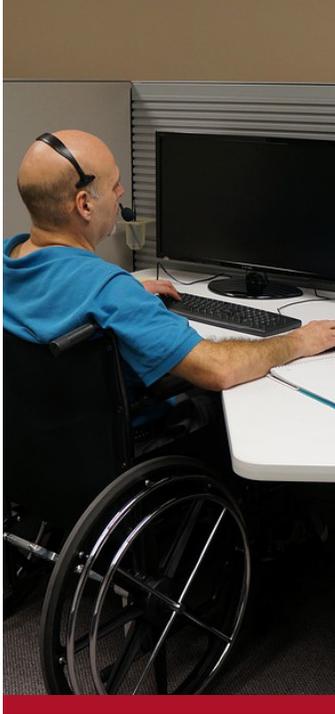
Keep in mind that even under the best output style of management, employees are navigating many stressors and distractions that can make accomplishing work difficult. Consider what projects may be most appropriate given the focus and timing required and speak openly with employees about their ability to complete them.

Set Clear Expectations

- Ask employees what they are working on each week and be clear about what you expect to be completed.
- Define the scope, deadlines, and deliverables for each task or project your team is working on.
- Take a supportive role by asking, "What do you need?" or "How can I help?"
- Do not micromanage – leave it to the individual to figure out how and when to get the work done.

Ask direct reports...

- What concrete directions do you need to move forward on your current projects?
- How do you feel about your capacity and workload?
- What clarity do you need on your priorities for this week?



Provide Frequent, Honest Feedback

- Don't assume "no news is good news." A lack of regular communication can lead to confusion about an employee's status and performance, for you and for them.
- Choose the best medium to communicate. While text and IM are quick and easy, they lack the nuances of spoken communication that are important for both good and bad messages.
- Get specific about praise, and constructive feedback. "Good job" is fine sometimes, but specific details will be more meaningful and show your employees what they can continue to do to be successful.



Exchanging Feedback

Actively make more space for feedback. It's important that you don't assume that your direct reports will feel comfortable sharing. Ask what more you could be doing to support them.

- What could help you to meet your current commitments and responsibilities?
- What roadblocks are you facing?
- What remains unclear on expected outcomes, and how might you get there?
- What help do you need prioritizing work and/or deliverables?



Build Trust

Trust is the foundation of a successful team, and it starts with managers building trusting relationships with each employee on their team. This can be more challenging during a crisis that brings high stress, uncertainty, and a quickly changing environment where people feel nervous and insecure. Misunderstandings can (and will) occur more frequently.

Cornell employee surveys have shown a primary factor impacting employee intention to leave is whether or not there is a trusting relationship between a manager and their employees. And employees have indicated that trust in their leader starts with their leader demonstrating trust in them.

You can build trust by...

- Setting clear expectations, as previously outlined
- Providing employees with the space to decide how to accomplish a goal themselves (not micromanaging)
- Having transparent two-way communication
- Managing your reactions to situations in your words (in your voice and written) and remaining calm
- Recognizing and respecting the unique differences of team members and respect them as a "whole person"
- Demonstrating you care about employees as people person by asking about their well-being and things that matter to them personally
- Trusting that every team member is working to the best of their ability during this time
- When you miss the mark, own your mistake, apologize, and indicate what you will do differently next time



Communicate & Collaborate Effectively

While we have numerous tools at our disposal to interact with each other during this crisis, it isn't the same as in-person interaction. Employees also have different engagement styles and handle interruptions differently. Whereas one will find Skype chats effective, another person may find them intrusive and distracting.

It can be harder to share ideas and collaborate when you don't work at the same time or run into each other in the hallway. This is compounded when everyone on your team is juggling both the personal and professional requirements of this crisis. Many employees struggle with reduced access to managerial support and communication in a remote environment.

Be thoughtful about your collaboration tools.

- Discuss as a team what tools you will use to work together (Zoom, Google Docs, Slack, Skype for Business, etc.) based on the topic or need. If you try something and it doesn't work well, make a shift!
- If someone is struggling with effectively using a collaboration tool, share free training and tips to help them learn.
- If you have both remote and on-campus employees, ensure that the collaboration tools support both populations.

Be planful about your time, and the time of your team members.

- Use video conferencing meetings for short check-ins or for meaningful discussions. Routine updates can be shared asynchronously through email or instant messengers.
- Hold short daily check-in "water cooler" meetings with your team if it can occur effectively and not pose added stress
- Meet individually with direct reports regularly. Use this time to understand how they are doing, discuss workload, goals, and deliverables, and remind them of self-care.



Arrange and Lead Effective Meetings

- Be intentional about meeting duration (we suggest a maximum of 45 minutes) to ensure employees have visual and auditory breaks before their next meeting and can do some self-care.
- Share verbally things you may not say explicitly if you were in a room together.
- If employees are working strange hours, unavailable for a Zoom meeting, etc., think about how information will be flowed to them. Asking people to watch a recording may not be effective for everyone. Share notes and highlights in addition to the recording so that they may digest information in their preferred way.

Use Multiple Communication Channels

Manager Tip: Vary the communication style you use for different situations. For example, a non-urgent question doesn't necessitate a video conference, but you certainly want to use video to discuss difficult messages.



SHARED ONLINE DATABASE

Collaborative work
Discussion threads
Idea sharing



EMAIL

Progress updates
Non-urgent questions
Individual or team accomplishment highlights



INSTANT MESSAGING

Urgent questions
Informal discussions
Real-time information sharing



TELEPHONE

All sensitive or urgent issues
Any situation where tone is key
Real-time information sharing (brainstorming, decision-making)
Formal discussions regarding progress or projects, development needs, and recent successes



VIDEO CONFERENCE

Delivery of difficult messages (when in-person meetings are not an option)
Formal discussions regarding progress on projects, development needs and recent successes
Monitoring team morale
Team meetings



Zoom Fatigue

Have you noticed that you feel exhausted after a Zoom meeting? One reason for this is that when you're in person, your eyes tend to look in the direction of one person and your brain is very good at blurring things happening in your peripheral vision. This allows your brain to translate the data in your direct line of site.

In group Zoom meetings, you're not only concentrating on the person speaking to you, but your brain is subconsciously trying to make sense of all the data it's receiving from other participants, the chat window, the reactions, etc. All of this overstimulation can cause us to miss subtle clues we may more easily pick up in one-on-one or face-to-face conversations.

Productivity Tools

It's important to choose the right tools for your team that will allow for efficient and effective sharing of information and content.

Meetings and Collaboration

See CIT's [Collaboration Comparison Chart](#) for more on our supported services.

- **Zoom** provides audio and audio/video conferencing with screen-sharing and text chat features, especially for small and large groups.
- **Skype for Windows** and **Skype for Mac** provide on-the-fly messaging and audio/video chat, along with some group features.
- **Slack** provides real-time chat with discussion and media sharing. Slack is not officially supported by CIT, but we recognize that it is used broadly.

File Sharing and Documents

- **Cornell Box** provides great flexibility on sharing and managing files, available to faculty, staff, and students. See the Cornell Box home page and Get Started with Box.
- **Cornell G Suite** ([students](#), [faculty & staff](#)) includes Google Drive, where you can store and share files.
- Microsoft Office includes **OneDrive** for Business.
- Cornell's **Secure File Transfer** service lets you securely send and receive files that contain confidential and restricted information.





Increase Your Transparency

The more you tell people what you know, and what you don't know, the more likely they are to trust you as a leader. Answer what you can. Then, the best thing to say is, "I don't have the answer to that question, let me see if I can find out." It doesn't reduce the anxiety long term, but it gives people a sense that what you tell them they can believe.

Support Your Team

When employees are working from home, their professional and personal lives may be difficult to separate. This is especially problematic for employees who do not have a separate physical space to work in at home, and who cannot work in other physical venues because of COVID-19 restrictions.

With the added caregiving challenges as a result of school and childcare closures, changes to nursing home and caregiving regulations, etc., employees are under more duress than typical. You may be experiencing this personally as well.

In these unprecedented times, your team is looking to you for support more than ever, and they need you to stay calm and grounded. Because of this, you have the opportunity to lean-in to leadership in essential ways.

Tune In With Yourself

Check in with yourself:

- Are you okay?
- What do you need right now?
- Are you getting enough sleep?
- Are you taking enough breaks through the day?
- Are you moving your body?
- Are you getting outside?
- Is there anything you need from your manager to feel more supported?

There are going to be days where you don't feel like you can create a sense of confidence in your team. Be aware of this and consider if you are in the right mindset for the meetings that are on your calendar or if they can be rescheduled.



Mental & Emotional Wellbeing Resources

[eni Confidential Counseling Services](#)

1-800-327-2255 – provides confidential counseling services at no cost for up to three visits to benefits eligible employees and family members. Available 24/7, licensed mental health professionals provide phone or in-person counseling for a variety of stressors and needs. At the end of the three visits, eni will work with the employee's own health coverage benefits to refer to an in-network provider, when possible and as appropriate.

[Faculty and Staff Assistance Program](#)

fsap@cornell.edu, 607-255-2673 - Benefits eligible employees, retirees, and spouses/partners may contact the FSAP by phone to obtain free support. If the volume of calls exceeds the FSAP's ability to respond in a timely fashion, please consider contacting ENI (above). FSAP is now offering virtual sessions for employees.

[Coping with the COVID-19 Pandemic \(pdf\)](#)

Guidance from the Faculty and Staff Assistance Program provides tips for employees to help with coping during the pandemic.

Support Flexible Scheduling

In many cases, supervisors, managers, and their teams have the ability to update normal working hours to allow employees to adjust to this crisis. You should start the discussion with your employees about their schedule by asking them what they need to be most successful. Some alternatives to consider include changing their "shift" from 9 to 5 to: early morning hours, late day hours, or working four 10-hour days.

For represented employees, be sure to make changes within the parameters of the collective bargaining agreements which apply. In many cases, the union must approve proposed scheduling changes before they can occur. A general best practice is to seek advice from Workforce Policy and Labor Relations if you have questions about your bargaining unit employees.

Ergonomics

Ask your employees how they are set-up for working from home. If they are experiencing ergonomic issues, encourage them to visit the [Wellbeing web page dedicated to ergonomics](#) for tips on making the most of their home space.

Support Boundaries

Encourage employees to unplug when their work is done and to focus on their self and family care. Encourage employees to be fully "off" outside of that time. Modeling this behavior for your team will signal that it is ok to do.

Be Mindful of Mental Health

We encourage you to be open to these discussions by asking employees how they are doing, and reminding them that if they need a break, it is natural, acceptable, and will not come with negative repercussions from you or other campus leaders.

As a leader, it is important to ask your direct reports how you can best support them. Ask:

- How are you doing / feeling right now?
- What is one thing I could do to help you?

Offer a time to discuss, one-on-one, how the current situation is affecting them.

Discuss personal and professional barriers or challenges that may make it difficult to perform at their best. Again, before providing solutions here, ask them if they would like you to help them think through these questions and make the suggestions about them, not you.

It is ok to show your team that you are human too and share some of the feelings they are experiencing. This may help some to feel they can open up with you as well.



Lead Equitably

Marginalized and underrepresented communities are suffering even more during this crisis. They are more impacted in terms of who is getting and dying from COVID-19; the inequities in our healthcare system are real, as are the financial repercussions, food insecurities, and lack of social support. As a leader, you need to be particularly aware that you may have staff members dealing with these situations, and they may be reluctant to share their concerns.

Remote Manager Best Practices

Set clear expectations

- Make sure people have a clear understanding of the expectations, timelines and desired result
- Provide clear directions and expectations that will enable others to make sound decisions
- Identify and focus on the most significant priorities, setting achievable goals, milestones and deadlines

Trust and be trustworthy

- Focus on results and what each person delivers, not when, how or where they work
- Demonstrate respect for all individuals
- Actively invite new ideas, alternatives and perspectives
- Establish a culture of accountability for self & team
- Show empathy and emotional intelligence
- Build relationships with staff
- Give, ask for and act on feedback
- Follow through on commitments
- Be a role model

Communicate productively and effectively

- Communicate often during individual check-ins and team meetings
- Share important information and decisions in a timely manner
- Convey thoughts clearly, verbally and when writing.
- Adapt messaging and mode of delivery to audience
- Leverage technology
- Centralize information

Foster connections

- Prioritize relationships
- Use technology to build community
- Be accessible
- Make time for small talk
- Encourage collaboration
- Build a culture of adding people into conversations
- Create opportunities for employees to connect informally with you and each other
- Manage team dynamics and address conflict

Coach for performance and development

- Make work challenging, meaningful and engaging for others
- Take a personal interest in your team's learning and life goals while connecting them to the goals of the organization
- Ask insightful and probing questions
- Provide others with productive and timely feedback
- Talk with everyone on your team about career aspirations and development goals
- Delegate and provide good exposure for team members
- Develop people and support their growth and mobility

Reward Achievement

- Be specific
- Recognize the value of individual and team efforts
- Be consistent
- Individualize your approach, learn how each employee likes to be recognized
- Encourage your team to recognize each other
- Check in regularly

8 TIPS FOR MANAGING REMOTE TEAMS



1. BE PREPARED

Make sure your employees have the technology and system access they need to work remotely and are comfortable using it.



2. SET EXPECTATIONS & GOALS

Talk with your team and each person about your, and their, expectations of working remotely. Create working agreements and goals to encourage accountability and measure success.



3. KEEP CONNECTED

Continue team meetings and 1 on 1s, check in throughout the day to ask if they need anything. This may look different for different employees depending on their needs and experience level.



4. TRUST YOUR EMPLOYEES

Trust your employees just as you would if they were in the office and manage accordingly. Great employees will still be great employees when working remotely!



5. CHOOSE TECH WISELY

Use Zoom, with video, for meetings when possible. As appropriate, continue to connect via phone, email, MS Teams, etc.



6. KNOW YOUR TEAM

Identify team norms and encourage positive cultural aspects. For example, some teams are very collaborative—find ways to continue that virtually.



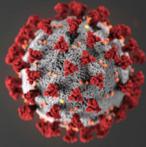
7. BE MINDFUL OF BOUNDARIES

Working remotely does not mean working 24/7. Identify, discuss, and respect boundaries such as "office hours".



8. ADAPT AS NEEDED

Periodically review working agreements and modify as needed to ensure work is getting done and employees stay engaged.



How do I... Work from Home—COVID-19

Software as a Service (SaaS) Option:

- Faculty, students and staff
- Connect with your home internet only
- Office 365 applications and Canvas
- Use when you don't need access to network resources (like your shared drive)

Opt. 1: Log into [UCDAccess](#) (access to university applications and email)

University resources

- Webmail - online access to email
- Canvas - the university's Learning Management System
- UCDAccess - the web portal for students, faculty and staff
- Application - apply or check your status

CU Anschutz Medical Campus resources

- MedHub - a resource for residents and fellows
- School of Medicine - faculty and staff resources including PRISM reviews and CU Doctors profiles

CU Denver student resources

- MyLynx - get involved with student organizations and campus activities at CU Denver
- Career Center - a job board for CU Denver

Research resources

- InfoEd - a resource for electronic research and administration

Opt. 2: Log into www.office.com with your network username and password (access to Office 365 applications only)



VPN Option:

- Faculty, students and staff
- Log into the university network with multifactor authentication and Duo
- Use when you need access to all university resources, just like being on campus (not needed for email, Canvas, etc.)

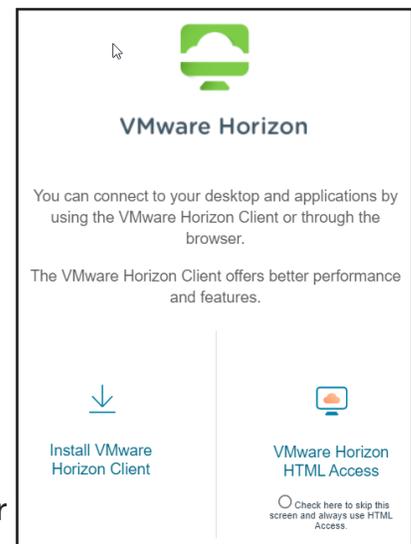


Install and register for [VPN](#) and [Duo](#)



VDI Option:

- Faculty and staff only
- Log into the university network with multifactor authentication and Duo
- Use when you need access to all university resources, just like being on campus (not needed for email, Canvas, etc.)



Install and register for [VDI](#) and [Duo](#)

Technology Links:

- [Remote Working: Connecting to Services and Tools](#)
- [Are you a faculty member? Access the Teaching Remotely tab for helpful resources](#)
- [Are you a staff member? Access the Working Remotely tab for helpful resources](#)
- [Are you a student? Access the Learning Remotely tab for helpful information](#)

Work and Life Links:

- [Real Help Hotline](#)
- [COVID-19 Support](#)
- [Self-reporting and Remote Work Registration](#)
- [LinkedIn Learning Access](#)
- [Coronavirus Research Guidance](#)
- [Anschutz Medical Campus Coronavirus Updates and Resources](#)
- [CU Denver Coronavirus Updates and Resources](#)



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