



## REMOTE MANAGEMENT DURING COVID-19

### TURN UP THE DIAL

on clarity, connection, communication and equity-focus

#### MANAGING THE ASSIGNMENT (Delegation and Staying Engaged)

<b>Qualitative Metrics are okay</b>	Online Lobby Day: <i>“Many participants praise its efficacy, especially front-line groups and BIPOC-led orgs” (vs. 70% of participants “Strongly Agree” that they felt prepared and time was well-spent, with no gaps around identity.)</i>
<b>“Gold Star” vs “Good Enough”</b>	Board Materials: <i>“Bullets on PPT, our best understanding of financials, shared during the meeting” (vs. thorough, typo-free, complete financials, shared two days before)</i>
<b>Don’t hide the ball on ideas/ tips for getting started</b>	Newsletter: <i>“Usually the design aspect of the materials is entirely in your hands, but to make turnaround on this simple for you, given everything on your plate, let’s go ahead and reuse last month’s design.”</i>
<b>SEE the work as it develops with ‘slices’ and probing questions</b>	Digital Canvass Slice: <i>I’m really interested in seeing how the event unfolds and how our members feel about it. Can you invite me to the volunteer debrief as an observer?</i>

#### MANAGING THE PERSON (Check-ins)

<b>Manage to outcomes, not hours</b>	Focusing on hours worked, or specific times at the computer, decreases trust. Focus on giving clarity on and managing towards OUTCOMES.
<b>Connect personally</b>	<i>“This has been a tough week for me, but I’m adjusting to a new normal... How have you been?”</i>
<b>Make a “not-to-do” list</b>	Be explicit about what they should prioritize, what’s on pause, and what they are actively letting go.
<b>Foster learning, reflection and accountability</b>	Give lots of feedback about what’s going well (and thank them for it). Give quick, course-correcting feedback where needed. This is NOT the time for old, pent-up feedback!
<b>Share and get feedback on organizational support</b>	<i>“I want to follow up on how our new remote work policies are working for you, and hear your feedback about what we should keep or improve.”</i>

#### MANAGING THE TEAM (Meetings and Communications)

<b>Use questions to connect</b>	<i>Who is on your mind in this moment? What are you feeling gratitude for? What is your favorite quarantine meal?</i>
<b>Model disclosure and (calculated) vulnerability</b>	Modeling vulnerability positions it as a norm and strength. But be mindful of oversharing personal details or showing up consistently with overwhelming emotional reactions.
<b>Structure participation for equity and engagement</b>	Do a go-around (with the opportunity to pass) Use breakout groups to give more chances for people to speak Give time for writing before asking people to speak
<b>Double check internal communications for tone</b>	<i>“I’m so proud of the way this team has valued connection, realness, and impact through these last few weeks of the pandemic.”</i>