Accelerate Trust

What	Why	How
Create a "dense social network"	Avoid the out of sight out of mind syndrome. A virtual team must communicate with one another and with internal stakeholders twice as often as individuals who are co-located or onsite.	• Stay connected with your team. Be hyper-vigilant in holding ongoing 1:1's, don't cancel them! • Create opportunities for direct reports to work together if possible • Adopt a mentality of "new month = new connection" – where someone on the team introduces the team or a team member to a new internal connection
Make information easily accessible to all team members at all times	Virtual teams rely heavily on the quantity, accuracy, timeliness and relevance of information	• Establish principles for information-sharing based on team goals • Utilize feedback loops with team to gain feedback – what is working/not working • Utilize Sharepoint or central repository for all documents/communications • Check in frequently to make sure team has information they need to perform and feel connected
Make it easy to ask for help, acknowledge difficulties Encourage people to help each other find solutions, offer assistance	Create a safe, mutually supportive team environment	• Model desired behavior by acknowledging your own strengths, concerns, limitations • Allocate team time for sharing ideas, surfacing issues, problem-solving • Demonstrate your support as a leader. Rather than giving direction, consider asking: "What can I do to help?" • Support ongoing development plans and efforts for all team members

Build a Level Playing Field

What	Why	How
Dole out coveted, visible assignments across the entire team	Makes all feel included and equally valued, bolstering engagement and retention	• Keep track of whom you've tapped for prime assignments. Roll out future assignments equitably.
Give equal air time and stage time.	Enables everyone to feel equally included with equal time to 'shine'	• During meetings, rotate who speaks first. If time is short be sure that the next meeting begins with whoever was missed at the last meeting. • In 1:1 meetings, instead of you leading the conversation, start with "What would you like to begin with today?" • Help draw out those who have not participated "I haven't heard from …., what are your thoughts?"
Establish team norms	Rules of engagement are critical for virtual teams to ensure alignment around expected	• Facilitate a conversation with your team to create norms: • Expected behavior during team calls (arrive early?

behaviors and stem any future misunderstanding.

Your team will know that you are following up with each one of them in the same way and not treating one differently than another.

Establishing Team Norms helps to Create the Playing Field. How you reinforce the norms (and yes, you will be called upon to do it!) keeps the playing field level or even for all.

On time? 5 minutes late okay? Multitasking allowed or not?)

- What is expected in terms of communication regarding commitments and due dates?
- How do we engage with one another for urgent matters and escalations (get on phone? IM?)
- Follow ups (how frequent, how much, when is it micromanaging?)
- What is our commitment to each other regarding TAT for email and voicemail responses (commit to 24 hours, 48 hours)
- Write down team norms, distribute to the team and hold each other accountable if a norm has been broken. Review team norms to any new team members that join.

Creating Social Capital

What	Why	How
Quickly Get Past "Just Business" mode	Team members who are co-located get the chance to look at wedding photos, ask about vacations, comment on the new coffee and compliment a new hairstyle when they are in the office together. Re-create these moments of social capital for your team. Social capital helps you forge deeper bonds across your team, creates a team presence and identity, and demonstrates how you value your team as individuals.	• Create team photo. Kids, pets and loved objects allowed! Request that people post photos in central location. Update periodically. • Keep a team birthday, special events calendar - Send cards to celebrants - Celebrate virtually (IM to send wishes, group call, etc) • Use Video Conferencing as much as possible. Seeing one another is an added bridge or connection. Your effort to hold a video call will be reward with double the engagement! • Start all your meetings by sharing something personal about yourself. Encourage your team to do the same • Create a team motto or tag line. Carve out time to have fun with this activity. Put in on pens and distribute to your team or use the name when scheduling team meetings. • Bridge the geographical divide. Ask a non obtrusive question such as "Describe what you can see outside your closest window" "What's next to your computer today?"