

# Take Your Virtual Team to the Next Level

A Guide for Remote Managers



# Introduction

Your role as a manager is essential in creating a positive experience for employees as they navigate these unfamiliar times.

According to Gallup, managers account for 70% of the variance in employee engagement scores, and engagement correlates to greater employee productivity and retention. In fact, employees whose managers consistently help them navigate their workload are eight times more likely to stay at a company.

Being an effective manager can be challenging, and in a virtual environment where some or all of your staff are working from home, it can feel even more difficult to build an engaging, productive work environment and stay connected to team members to best support their needs.

For many, the past few months have been the first time you have delved into remote management, which brings a host of new considerations when it comes to:

- Communication
- Relationship building
- Collaboration
- Productivity



# Your Guide to Engage Remote Team Members

As you seek to support your employees and lead effectively in a virtual environment, we've created a helpful guide to empower you to personalize your approach. In very little time, you will be better equipped to connect with the needs of your team and create an environment that supports their success.

## In our latest guide, you will:

- #1.** Gain insights into your preferred approach to work
- #2.** Understand the preferences of your team members
- #3.** Identify practical strategies to tailor your management practices to each employee
- #4.** Discover next steps to improve team performance with your entire group

# #1.

## Gain insights into your preferred approach to work

As you go about your work, you likely gravitate toward a preferred style. When working remotely, that tendency to approach work according to your preferences can be amplified as you have fewer interactions with colleagues who may think and behave differently than you would in a typical workplace.

While leaning into your preferences is a great way to get your own work done, the challenge is that your approach may not resonate with all team members, which can make communication, productivity and engagement more difficult.

By identifying your preferred approach, you can begin recognizing patterns in your leadership and areas that you may have a tendency to overlook. Reflect on these questions below to start understanding your preferences. *If you have an Emergenetics® Profile, be sure to review it as you respond.*



**When approaching a project, giving direction or leading a team, what burning question(s) do you find yourself most focused on?**

- Why?**  
You like to consider the bottom line and big picture objectives.
- How?**  
You like to dive into the details about the process.
- Who?**  
You like to think about the impacts to people.
- What if?**  
You like to brainstorm and imagine the possibilities.

You may gravitate to a few of these questions – that’s normal. Most people tend to focus on two areas. As you reflect, consider where you focus most often, and which question(s) typically interest and energize you most.

**When considering your approach to work, do you prefer to:**

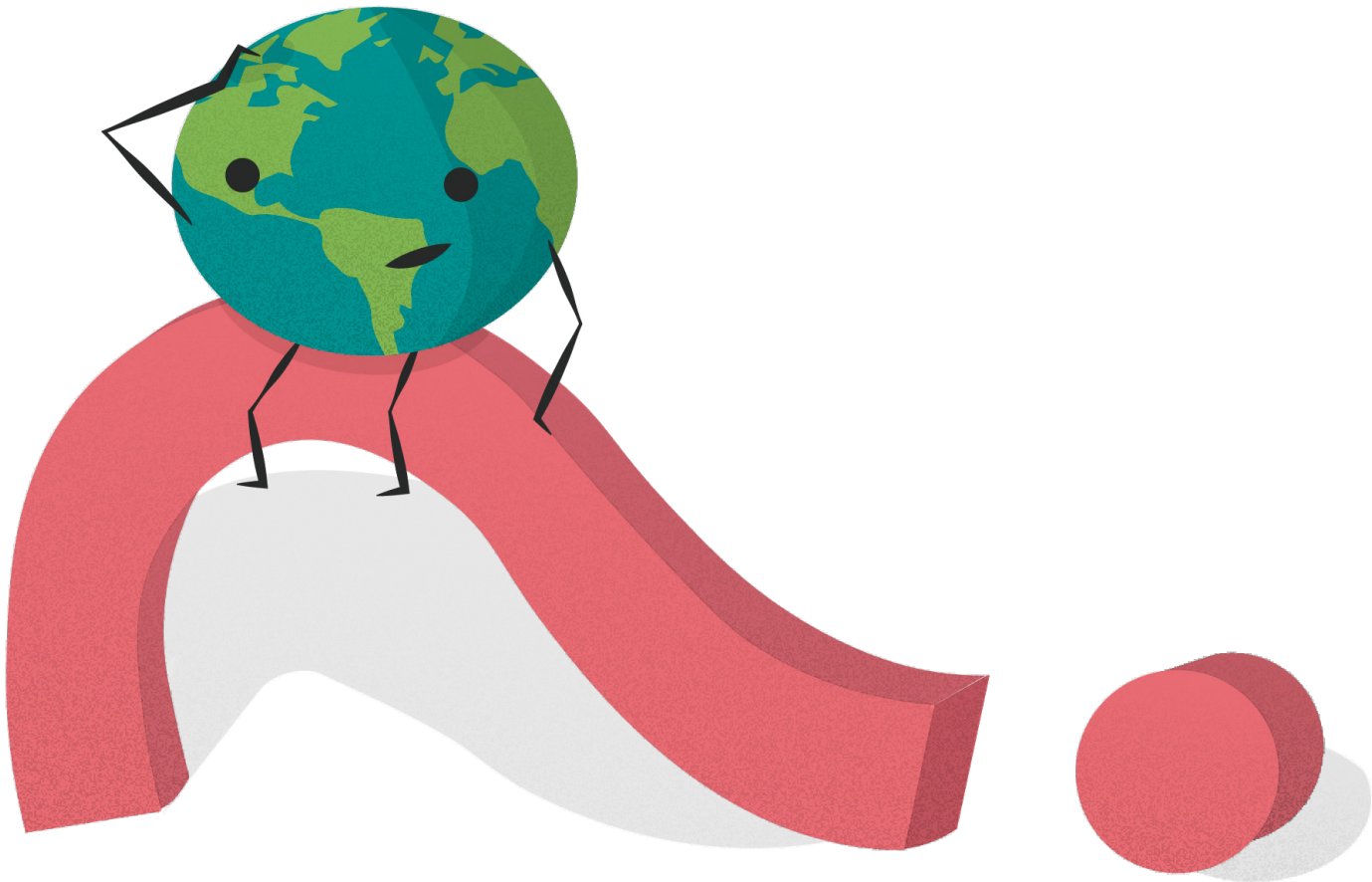
- Prepare your thoughts in advance independently or talk through your thoughts out loud?
- Build consensus and move at a steady pace or drive your opinions forward at a swift pace?
- View decisions as final or as rough drafts?

While you may find yourself falling somewhere between these two statements, consider which side you lean toward most often or if you’re truly at 50/50.

## #2.

# Understand the preferences of your team members

To better understand how your team prefers to work, set time in your next one-on-one meeting to discuss the same questions you've asked yourself. *If your employees have Emergenetics Profiles, encourage them to review their Profiles as they answer the prompts.*



As this activity does require some introspection, be sure to send the questions ahead of time to your staff members:



**When approaching a project, giving direction or leading a team, what burning question(s) do you find yourself most focused on?**

- Why?**  
You like to consider the bottom line and big picture objectives.
- How?**  
You like to dive into the details about the process.
- Who?**  
You like to think about the impacts to people.
- What if?**  
You like to brainstorm and imagine the possibilities.

You may gravitate to a few of these questions – that’s normal. Most people tend to focus on two areas. As you reflect, consider where you focus most often, and which question(s) typically interest and energize you most.

**When considering your approach to work, do you prefer to:**

- Prepare your thoughts in advance independently or talk through your thoughts out loud?
- Build consensus and move at a steady pace or drive your opinions forward at a swift pace?
- View decisions as final or as rough drafts?

While you may find yourself falling somewhere between these two statements, consider which side you lean toward most often or if you’re truly at 50/50.

In your one-on-one meetings, discuss each team member’s reflections, thoughts and preferences. Add the names of your employees (and yourself) into the template on the next page based on what questions and statements resonate with them most.

# Team Member Worksheet

<b>Why?</b>	<b>What if?</b>
<b>How?</b>	<b>Who?</b>
<b>Prepare independently</b>	<b>Talk it out</b>
<b>Build consensus</b>	<b>Drive forward</b>
<b>Decisions are final</b>	<b>Decisions are rough drafts</b>



## #3.

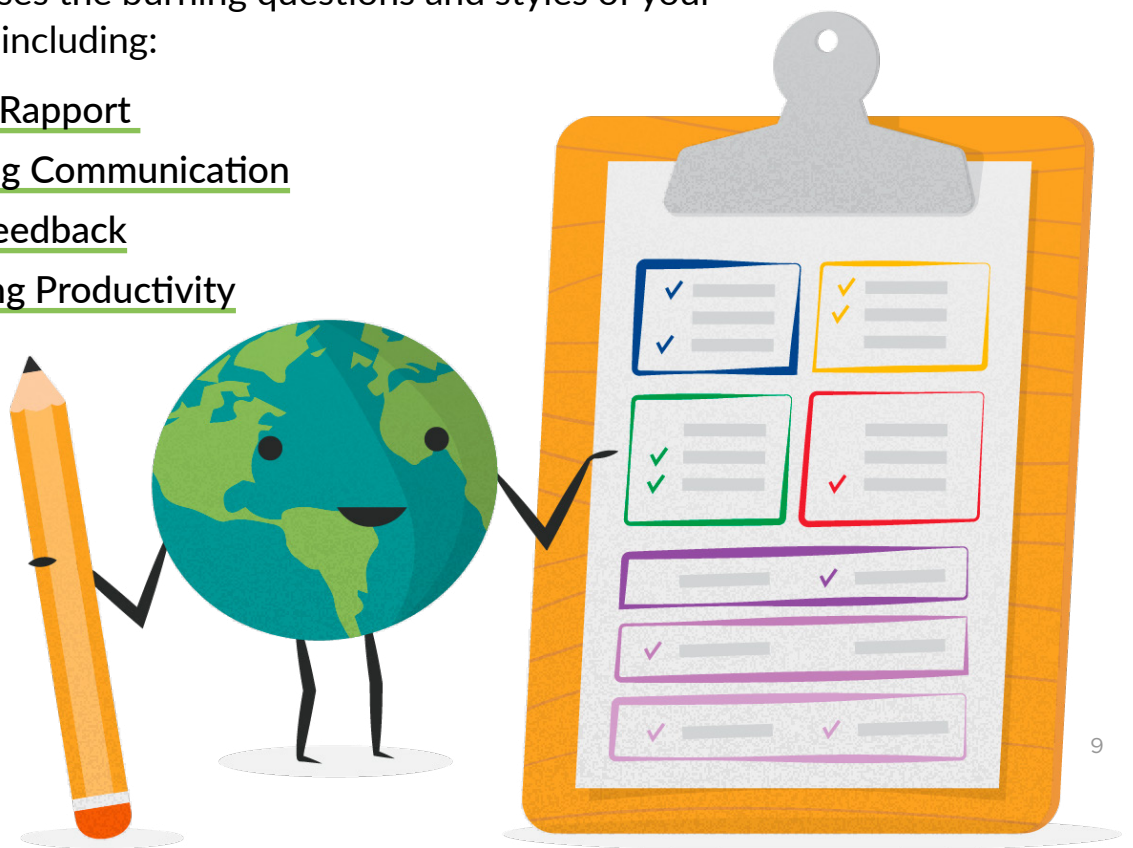
# Identify strategies to tailor your management practices to each team member

Now that you have mapped the preferences of your staff – as well as your own – you can start to understand where your natural leadership style may or may not align with team members.

As you work with each employee individually, reference the worksheet to remind yourself where your staff's preferences lie and flex your style to personalize your approach to their specific needs and interests. In doing so, you can build rapport, enhance communication and begin to see results – even across a screen.

To help you improve remote management and take your teams to the next level, we've included a few templates that you can print out or reference on your computer to guide your approach in a way that best addresses the burning questions and styles of your employees, including:

- Building Rapport
- Improving Communication
- Giving Feedback
- Enhancing Productivity



# Building Rapport

As you seek to build connection virtually with your team, reference your worksheet to see which burning questions and styles most align with your staff members and use these tips to strengthen rapport.

## Why?

- Provide transparency into team operations and company updates
- Leave time for and solicit questions
- State objectives up front for your meetings and projects

## What if?

- Keep things fun and allow for tangents
- Invite them to brainstorm and experiment – and listen without judgment
- Connect their work with the vision of the organization and team

## How?

- Outline expectations, roles and rules of engagement
- Follow through on your commitments and hold yourself and others accountable
- Honor meeting agendas as well as start and stop times

## Who?

- Check in regularly with team members
- Talk about life outside of work and encourage wellness breaks
- Ask for and validate their input and opinions

## Prepare independently

- Provide information up front before a conversation to allow for individual processing

## Talk it out

- Make time for video interaction, face-to-face conversations or phone calls to share information

## Build consensus

- Build consensus around next steps and direction

## Drive forward

- Engage in constructive debate during discussion

## Decisions are final

- Commit to decisions and limit changes throughout a process

## Decisions are rough drafts

- Ask for their suggestions to improve programs and projects along the way

# Improving Communication

When you are precise in your communication and speak to the questions and interests of your team members, you can limit intent-impact gaps. Use these tips to tailor your communication to staff needs.

## Why?

- Speak concisely
- Focus on the facts and the reasoning behind decisions
- Focus on the problem to be solved

## What if?

- Brainstorm and use metaphors
- Do not put boundaries to the conversation
- Give them the big picture

## How?

- Provide lots of detail, including what, when and where
- Be prepared
- Stay on point and stick to your agenda

## Who?

- Use stories
- Focus on the stakeholders involved
- Avoid sarcasm and be sincere

## Prepare independently

- Practice listening and allow for silence

## Talk it out

- Use expansive gestures and let them think out loud

## Build consensus

- Be mild in the way you state your opinion

## Drive forward

- Be vehement in your statements

## Decisions are final

- Suggest fewer changes

## Decisions are rough drafts

- Expect and encourage course correcting

# Giving Feedback

When providing feedback to your team members, personalizing your approach can help them better understand, receive and respond to the information. The tips below can help guide your approach.

## Why?

- Ensure feedback is accurate
- Provide evidence that warrants the feedback
- Cut to the chase

## What if?

- Present feedback relative to the big picture
- Give them time to think out-of-the-box
- Brainstorm ways to move forward

## How?

- Provide clarity on expectations and timelines
- Share all the details you have available
- Offer examples of the desired outcome

## Who?

- Give more than just the facts
- Ensure the feedback is fair and sensitive
- Empathize with the recipient

## Prepare independently

- Share feedback in writing

## Talk it out

- Share feedback in person

## Build consensus

- Respond gently and deliberately

## Drive forward

- Interact directly

## Decisions are final

- Interact frankly

## Decisions are rough drafts

- Offer new approaches

# Enhancing Productivity

To help your team members be their most productive, consider their preferred questions and styles and incorporate these recommendations as you give direction.

## Why?

- Define goals and outcomes, not activities
- Share any data you have to help inform the project
- Connect work to big picture, bottom line objectives

## What if?

- Provide a general sense of direction or vision for the project
- Encourage them to brainstorm and test out new ideas
- Give them the freedom to achieve the goal in their own way

## How?

- Provide clarity on expectations and timelines
- Share all the details you have available
- Offer examples of the desired outcome

## Who?

- Connect the project to its impact on stakeholders
- Encourage them to solicit input from and work with others
- Provide opportunities for them to check in with you or other team members

## Prepare independently

- Provide information in writing and in advance

## Talk it out

- Schedule a meeting to discuss a project together

## Build consensus

- Work together to build consensus around milestones

## Drive forward

- Encourage them to set the pace for completion

## Decisions are final

- Ensure they have uninterrupted work time to focus

## Decisions are rough drafts

- Allow for multitasking approaches toward task completion

## #4.

# Discover your next steps to **improve team performance**

As you lead your remote or hybrid teams, Emergenetics is here for you. The templates we shared can be used holistically in meetings and discussions that include your entire team. When you speak to all preferences, you can ensure that you're connecting with the needs of each individual, honoring the group and supporting stronger outcomes by utilizing a cognitively diverse approach.

The information we've shared in this guide has correlations to our scientifically valid, proprietary Emergenetics Profile, which reveals an individual's preferences for **three Behavioral Attributes (Expressiveness, Assertiveness and Flexibility)** and **four Thinking Attributes (Analytical, Structural, Social and Conceptual)**.



Through the Profile and its accompanying reports, employees enhance their self-awareness and managers gain valuable insights into the ways they prefer to work. Using the information from the Profile coupled with our digital programs – **Virtual Meeting of the Minds and Team Dynamics for Small Groups** – your team can understand their own tendencies and blind spots, learn how their colleagues prefer to think and behave as well as uncover practical strategies to strengthen communication, collaboration and productivity.

**Our recent client surveys have shown that:**



**87%** of our clients agreed that Emergenetics improves communication.



**80%** of Meeting of the Minds attendees reported enhanced self-awareness.



**Nearly 70%** of respondents reported improved working relationships in using Emergenetics.

As you look for ways to bring your virtual team’s performance to the next level, we invite you to build on our guide and take a look at our programs designed specifically to support the work of virtual teams.

---

To **learn more** about our programs and how Emergenetics can **help your teams**:



[Visit our website](#)



[Discover additional implementation tips](#)  
from our blog



[Click here to speak with a team member today](#)