VIRTUAL WAYS OF WORKING PLAYBOOK
BEST PRACTICES FOR SOCIAL IMPACT ORGANIZATIONS VIRTUALIZING COVID-19: What to do Now, What to do Next
We’re all in this together

COVID-19 has turned into a global crisis, evolving at unprecedented speed and scale. It is creating a universal imperative for governments and organizations to take immediate action to protect their people.

It is now the biggest global event—and challenge—of our lifetimes. As such, it is changing human attitudes and behaviors today and forcing organizations to respond.

However, the need to respond won’t end when the virus’s immediate threat eventually recedes.
COVID-19 has turned into a global crisis, evolving at unprecedented speed and scale. It is creating a universal imperative for governments and organizations to take immediate action to protect their people. The virus continues to rapidly spread to every continent, with most countries impacted and many new cases reported daily. Companies around the globe have had to adapt their working styles as employees and customers face new challenges.
INSIDE OUR PLAYBOOK
OUR TOOLKIT INCLUDES PRACTICAL GUIDANCE FOR WORKING VIRTUALLY, ACROSS THE CHAPTERS BELOW

01 WHAT YOU NEED TO WORK REMOTELY
02 HOW TO ESTABLISH A VIRTUAL CULTURE
03 HOW TO BE A GREAT LEADER FOR A REMOTE WORKFORCE
04 HOW TO EXECUTE A VIRTUAL WORKSHOP
05 HOW TO CARE FOR YOUR BODY & MIND
WHAT YOU NEED TO WORK REMOTELY

• Understand what technology my team and I need to work remotely
• Discover the tools I can use to conduct meetings, manage tasks, create content, and engage my team
• Determine associated costs of each tool
• Learn techniques to make virtual work more interactive and engaging
THE BASICS OF WORKING REMOTELY

Hardware, software and collaboration industry-preferred practices

→ Identify the **essential hardware** needed to work remote.

→ When implementing new tools **data security** is key. Use a trusted tools and download from a official site to avoid security risks.

→ Consider the **size of your audience**. Make sure the selected tool can support the group size and scale accordingly.

→ Make sure the tool is **compatible** with your team’s devices.

→ Balance between **cost and continuity**. You may have different options depending on whether it’s a one-off or recurring need.

→ Digital Collaboration tools enable you to work virtually from anywhere. When leveraged properly, they enable the modern way to **connect, collaborate, and create**.

→ Whether working **synchronously** (real-time) or **asynchronously** (at different times), there are many ways your team can productively and meaningfully work together.
ABOUT REMOTE SERVICES

WHAT THEY ARE

Remote Services are **coordinated systems of services designed to help enable organizations** to continue their work virtually.

They span services that focus on ways of working like video conference tools and internet access and ways of being like mental health support to child care. These services are not available from one central agency, but are made possible through the help of multiple individuals, agencies, and organizations.

WHY THEY MATTER

Remotes Services are **essential** to help nonprofits continue their work to support their communities.
WHAT HARDWARE DO I NEED?

**TIER 1:**
Primary capability
- Laptops
- Headsets/speakers
- Internet lines/WIFI

**TIER 2:**
Secondary capability
- Mobile phones
- Portable power supply units

**TIER 3:**
Alternative hardware solutions to tier 1 & 2
- Desktops
- Tablets
SELECTING FIT-TO-PURPOSE SOFTWARE

Microsoft offers **discounts and even donations** on their packages for qualified non-profits – for example Teams may be free of charge for non-profits with a recognized charitable status.

**With Teams you can:**

- Create group conversations, organize them by teams and channels, and conduct private group chats for smaller group conversations.
- From the team chat, add IM, audio, video, desktop sharing, send files and take notes.
- Tailor your teams by including content, features, meetings, tabs to provide quick access to frequently used files and work on documents right from the tool.
- Use Connectors to keep current with content and updates of interest from other services or tools you use.
- Everybody can see the content and chat history at any time, so everyone is in the know.
SELECTING FIT-FOR-PURPOSE SOFTWARE

All In One Tools

Managing teams tools (no fee options)
- Collaboration tools
  - Basecamp
  - twist
  - slack
- Project management
  - Podio
  - Agantty
- Cloud storage
  - Google Drive

Productive meetings tools (no fee options)
- Video conferencing
  - Hangouts
  - zoom
  - Skype
- Workshops, Design thinking
  - Miro
- Polling
  - Mentimeter

*All third-party products referenced in this document are included for demonstration purposes only, not as a recommendation or endorsement by Accenture.
HOW CAN I MANAGE MY TEAM REMOTELY?

**Manage project progress remotely**
Centralize tasks, team member accountability, and progress tracking with Planning and Task Management Tools.

**Share files from anywhere, instantaneously**
Work with a cloud-first mentality and use file sharing services to upload team documents.

**Centralize communication channels**
Deploy a one-stop-shop design for team communication on all project-related work.

**Co-author Deliverables**
Multi-user editability of project content drives progress on deliverables across teams, time zones, and skillsets.
NO FEE OPTION TOOLS FOR MANAGING TEAMS REMOTELY

**PROJECT MANAGEMENT**

Move projects forward by using reporting capabilities to empower management decision-making.

Podio

Tool that organizes projects into board to know what's being worked on and by who.

Trello

Project Management tool to organize and plan project tasks and teams responsibilities on Gantt charts.

Agantty

**CLOUD STORAGE**

Keeps all files in one secure and centralized location. Allows multiple people to edit files simultaneously. No cost plan includes 15GB of storage.

Google Drive

**COLLABORATION TOOLS**

Use channels, chats, screen sharing and video conferencing to collaborate with colleagues.*

Microsoft Teams

Use channels to chat with teams or use direct messaging. Share files, connect with your team by video/audio conferencing.

Twist

A chat room for the whole company, allows users to share files, messages and more.

Slack

Breaks up work to projects for ease of communication with group chat, To-Do’s, Docs & Files, etc.

Basecamp

* Currently no fee options for nonprofits with a recognized charitable status, read more.
HOW CAN I CONTINUE MEETINGS FROM HOME?

ENGAGE YOUR TEAM THROUGH VIDEO
Leverage video conferencing tools by turning on your camera and improve emotional connection during virtual meetings.

CONNECT THROUGH INSTANT MESSAGING
Touch base (quickly) with one or more team members via chat and convey emotion with punctuation.

GATHER TEAM INPUT VIA POLLING
Aggregate team feedback for key decisions and scheduling with real-time polling platforms.

CO-IDEATE WITH BRAINSTORMING TOOLS
Make virtual meetings more engaging by integrating Design Thinking and Whiteboarding tools.
NO FEE OPTION TOOLS FOR REMOTE MEETINGS

VIDEO CONFERENCING

**Microsoft Teams**
Use chat and video conferencing, including screen sharing and sharing files.*

**Hangouts**
Video, message or call up to 150 people at any one time, record demos and share files.

**Skype**
Online video and voice conferencing with your team, incl. call recording and screenshare.

**zoom**
Group calling app with great video quality, call recording and screenshare.

**slack**
In addition to their collaboration tools, Slack also has video conferencing features.

POLLING

**Mentimeter**
Quiz your audience during presentations.

WORKSHOPS, DESIGN THINKING

**miro**
Digital workspaces that also enable simultaneous editing for brainstorming, workshops and collaboration.

**Microsoft Whiteboard**
A digital visual whiteboard that allows team collaboration remotely.

* Currently no fee options for nonprofits with a recognized charitable status, read more.
## PAID TOOLS FOR WORKING REMOTELY

### MAIN FUNCTIONALITY

**Office 365**
- Channel-based communication
- Video conferencing
- Content creation & polling
- Task management

**Meet**
- Video conferencing tool
- Allows users to dial-in to access meetings if have no or slow internet connection.

**GoToMeeting**
- Online meeting, desktop sharing, and video conferencing tool that enables the user to meet with other users, customers or clients.

**Sway**
- Collaboration Tool
  - Content and presentation creation.
  - Co-editing features.

**MURAL**
- Design Thinking tool
- Teams can better plan, evaluate solutions, improve decision making process and brainstorm.

**meister task**
- Project management tool
- Create and manage workflows
- Assign and track task completion time

**GSuite**
- Channel-based communication
- Video conferencing
- Content creation
- Task management

**Dropbox**
- Workspace to sync, share and collaborate on documents.

### PRICING* (MONTHLY)

**Office 365**
- **Free 6 month trial** for Office 365 E1 package
- **$5/user** for essential package (annual commitment, web and mobile versions only)

**Meet**
- **Free 14 day trial**
- Included in Google suite: **$6/user per month**

**GoToMeeting**
- **Free 14 day trial**
- **$12-16/organizer**
- Additional cost applies for add-on

**Sway**
- **Included in Office 365 package**
- **$5/user** for essential package (annual commitment, web and mobile versions only)

**MURAL**
- **Free 30 day trial**
- **$12/user, per month after trial**

**meister task**
- **Free Basic plan** up to 3 projects
- **$8.25/month Pro plan** unlimited projects

**GSuite**
- **$6/user** (up to 30GB storage)

**Dropbox**
- **Starting at $10/month** (ask about discounts for nonprofits).

*Prices are indicative. Please contact vendor directly for current pricing and licensing options.*
INDUSTRY-PREFERRED PRACTICES
A DAY IN THE LIFE WITH COLLABORATION TOOLS

**Start the Day**
- File Sharing
  - Google Drive
  - Dropbox

**Collaborative Working**
- Host a co-creation session
  - miro
  - Miro
- Whiteboard

**Stand-Up Meeting**
- Connect with your team via video
  - Teams
  - Skype
  - Zoom

**Feedback Loops**
- Receive team feedback with stickies and polling
  - Mentimeter

**Track process roadmap and assign tasks**
- Trello
- Agantty

**Utilize content sharing & file storage services**
- Track
- Agantty

**End the Day**
- 5 P.M.
A DAY IN THE LIFE WITH E-MEETINGS

<table>
<thead>
<tr>
<th>WHAT</th>
<th>WHY</th>
<th>HOW</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide a roadmap</td>
<td>With certainty, brain structures responsible for both creative and logical thinking fire on all cylinders. It’s important to keep content connected.</td>
<td>Communicate the agenda at the start of session. Keep it visible throughout. Provide cues as to what comes next. Thread learning outcomes from topic to topic.</td>
</tr>
<tr>
<td>Limit one way communication</td>
<td>Attention is most vulnerable during passive receipt of information. Attention for on screen content wanders at 6 minutes.</td>
<td>Require pre-work before the session. Structure content as a dialogue rather than a monologue.</td>
</tr>
<tr>
<td>Leverage multiple modalities</td>
<td>Different modalities engage different parts of the brain, resetting attention and increasing the durability of the learning.</td>
<td>Include combinations of video, polling, markup etc. Provide a hard copy journal to serve as a session map and for reflection.</td>
</tr>
<tr>
<td>Protect breaks</td>
<td>Fatigued brains do not learn well. Period.</td>
<td>Provide a 10 - 15 minute break every 60 - 90 minutes.</td>
</tr>
<tr>
<td>Insert questions throughout</td>
<td>Retrieval of information is the most effective way to strengthen neural connections.</td>
<td>Use Polling, Multiple Choice Questions and open-ended reflection questions for a journal.</td>
</tr>
<tr>
<td>Incorporate callouts</td>
<td>Small amounts of stress accelerates learning. Keep attention tuned to the session.</td>
<td>Ask for perspectives from people in different functions, geographies etc.</td>
</tr>
<tr>
<td>Pause to reflect</td>
<td>Allow for content to be absorbed.</td>
<td>Allow for reflection time in a printed journal.</td>
</tr>
<tr>
<td>Repeat key learning points</td>
<td>Repetition reinforces learning.</td>
<td>Wrap each topic with the key takeaways.</td>
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</tbody>
</table>
TIPS TO KEEP YOUR TEAM VIRTUALLY ENGAGED

Turn on your camera
Seems obvious but it’s amazing how many teams are resistant to show some camera love. Be the first to turn on your camera on every call and you will see other faces start to pop up.

Hyper-set expectations
In the office, you can see if someone is in meetings and unable to reply to your message; this is tougher to gauge if you are remote. Set, align, and realign on detailed expectations around when you will be available, anticipated response time, and task deadlines.

Resist the email trap
The biggest risk in working virtually is losing the impact of person-to-person connection and tone. Where possible, rely less on email and instant messaging: hop on a quick call, send a voice memo, or send a video memo.

Create new traditions
Virtual collaboration presents the opportunity to introduce a new set of team rituals. Do you host a virtual lunch hangout? Do you kick off calls with an energy check and yoga stretch? Do you take a group coffee break with your favorite mugs?

At home with...
Take advantage of everyone being in their own habitats! Ask people to hold virtual tutorials on professional or personal skills—like a cooking lesson. Ask people to introduce their pets or share an embarrassing childhood photo, if they feel comfortable.

Set the scene
It is more important than ever to ensure your invitations to meetings explain how the session is going to feel and commitment required of participants (e.g. they’re not just dialing in to listen, the drop out).

No silent partners
You should be regularly hosting and participating in video chats. When on a call, check who is dialed in and encourage quieter participants to speak.

Create a shared playlist
If you can’t be in the same place, you can at least feel like you are. A shared playlist helps create a sense of sensory connection across distance. Create a team playlist that everyone can add songs to using a service like Spotify.

Decide well
It can be challenging to make collective decisions while working remotely. Consider sending pre-work/pre-reads for meetings so participants arrive with informed opinions and questions. Also consider using templates and breakout sessions to aid discussion.

Create a new tradition
Take advantage of everyone being in their own habitats! Ask people to hold virtual tutorials on professional or personal skills—like a cooking lesson. Ask people to introduce their pets or share an embarrassing childhood photo, if they feel comfortable.
QUICK RECAP – WHAT YOU NEED TO WORK REMOTELY

• **Assess your hardware needs from** basic to sophisticated and highly scalable based on the 3-Tier concept provided to determine what is right for your organization.

• **Select from readily available software.** With the right combination of hardware and software you can:
  - Manage your teams and projects and their progress
  - Manage remote meetings by leveraging video conferencing, connecting through instant messaging, polling and virtual white-boarding
  - Store your organization’s electronic artifacts and share files
  - Centralize communication, co-author and collaborate

• **Structure your remote work day by following best practice steps and keep your team engaged**
HOW TO ESTABLISH A VIRTUAL CULTURE

- Learn what it means for an organization to have a virtual culture
- Understand why an organization’s culture is important
- Understand how to get started in creating a virtual culture and help your organization embrace it
- Explore real-world case studies or examples of how organizations fostered virtual cultures
THE BASICS OF A VIRTUAL CULTURE

Dedicate time to **talk about shared values and mindsets** about work and life

Develop **new team rituals** to acknowledge occasions, acknowledge progress, positively address setbacks, and celebrate success

Leverage the right connectivity and productivity tools that will enable your team to **connect, collaborate, and co-create** from anywhere virtually

**Lead by example** to kick start the change to new, then provide space for employees to get involved and take ownership of the process

**Over-communicate**, and don’t forget the tonality associated with it. Express them by using emoji or hop on calls

Provide **flexibility** during the transition period to boost **trust and accountability** with your employees
WHAT IS CULTURE?

Every organization has a system of shared mind-sets and values that are visible through the ways people behave. Together, they make up the organizational culture.

Behaviors
The outward signs of culture
They are informed by underlying values and mind-sets

Mindsets
The assumptions we hold about the way the world is
These are often invisible to us and to others – the things we take for granted such as being customer-centric, agile and collaborative.

Values
The things we believe are most important
Integrity, Innovation, Speed, Drive, Accountability, Diversity & Inclusion

Virtual Culture
“The way we do things around here in a virtual workplace”
Culture is the sum of how people in the organization perceive, believe, and act. Everyone must take ownership in this ecosystem to create a strong virtual culture.
EMBRACE THE NEW REALITY WITH CULTURE

Elevating your company culture is more important than ever

Culture fulfills the need of connection and belonging that boost employee morale by showing and providing support to each other.

These days, many people join companies because they share values and a larger purpose. With geographically dispersed teams, those values and that purpose need to shine through brighter than ever, because they are the basis for workers’ sense of connection and of belonging to something bigger than themselves.

Time for company culture to go “virtual”

A strong virtual culture enables effective remote working through optimized technology, communications plan and policy guidance, and workplace champions - promoting trust, sense of belonging, and a human-centric way of leading and working - remotely.

Creating a virtual culture is key to driving successful virtual working.
WHY VIRTUAL CULTURE

There is no better time to set your organization up for success than now.

Advance to the future, experiment and de-risk
• With digital everything becoming table stakes, virtual working is the future.
• Use this time to step into the future, and experiment with virtual working. Leverage those learnings to help your organization de-risk when you are ready to scale virtual working in the future.
• Business travel is known to be taxing on our environment; working remotely drives a lasting reduction of business travel, thereby protecting our environment.

Manifest innovation during economic downturns
• During the toughest months of the last recession, start-up activity actually surged. In the UK, more than 550,000 new businesses launched in 2009.
• British economist, Christopher Freeman, found evidence that innovations didn’t just accelerate, but piled up during economic downturns. They are then unleashed as the economy begins to recover, ushering in powerful new waves of technological change.

Increase employee happiness
• 91% of employees choose to work remote because of being able to achieve better work life balance.
• Allowing your employees to have flexibility is a way to show your support for work life balance.
HOW TO CREATE YOUR OWN VIRTUAL CULTURE

Mobilize and Adapt to Virtual Working

Showing not saying
Employees need to see it to learn how to do it. Leaders need to lead by doing it.

It takes a village
A top-down approach only kickstarts things. It is important to include employees from all levels into the process so that employees start to vision it themselves. Authentic, sustained change comes from bottom-up implementation.

Be human with empathy
Sincere human touches are replicable “virtually,” think sending personal thank-you notes, gift cards, or walking the virtual floor and so much more

Key elements of a thriving virtual culture

• Communicate with clarity and context
• Work efficiently through hyper-connection & collaboration
• Engage by reinforcing purpose
• Keep accountability by highlighting progress
• Empower employees through flexibility and trust
ACTIVATING A VIRTUAL CULTURE

Connectivity & productivity
Cloud platforms, project reporting tools, and video conferencing foster collaboration and increase productivity. Feedback and polling tools keep remote sessions interactive.

Leadership
Create a sense of belonging and trust by having accessible leadership through human-centric interactions like webcasts and video calls to address employees’ needs.

Support the transition process
Allow for flexibility and adjustments as employees find what works for them. This is a new situation for everyone and will take time to transition successfully.

Drive engagement
Encourage to continue building the virtual community and making connections. It is easy to get caught up in work, but staying human should be emphasized.

Hold townhalls and webcasts, share blogs, and schedule virtual “water cooler” breaks and office hours.

Be understanding to potential problems with Wi-Fi connections, or distractions from kids and pets.

Schedule virtual coffee chats, adapt team rituals to fit a virtual environment, use video calls to embrace face to face interactions.

See Chapter 1 for a practical toolkit. It will help you launch and maintain a thriving virtual culture.
• Establishing a virtual culture is just as important as minding your team culture in the office as it represents your organization’s shared mind-set, its values and informs human behavior.

• For your team, a robust virtual culture is more vital than ever. To stay motivated and productive, create an environment through clear communication and identifying and empowering workplace

• Think of building your virtual culture as an investment in the future. Regardless of the immediate context, remote working is here to stay. Transitioning to it now demonstrates your commitment to and support of your employees' work life balance and will at the same time de-risk scaling up to remote working the future, positioning you to be ready for the economic recovery and the inevitable unleashing of new waves of technological change.

• Mobilize now by taking specific steps as illustrated in this section to strengthen human resilience, thereby establishing a vibrant virtual culture.
• Support, enable, and inspire employees as they adapt to working remotely
• Bolster employee productivity, morale, and engagement while working remotely
• Effectively lead and manage a remote workforce
• Set expectations and protocols for working remotely
THE BASICS OF GREAT LEADERSHIP IN A VIRTUAL SETTING

<table>
<thead>
<tr>
<th>Leading and managing for a remote workforce</th>
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<tbody>
<tr>
<td>Developing a trusting and comfortable environment for remote work is critical for a successful adaptation</td>
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<tr>
<td>A modern leader promotes and helps the workforce adapt to changes in their work environments</td>
</tr>
<tr>
<td>Leaders are enablers and facilitators for their workforce</td>
</tr>
<tr>
<td>Industry-preferred practices for support interaction, communication and collaboration are vital for everyone’s success</td>
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</tbody>
</table>
Responsible leadership has taken on an even deeper meaning, as our workforces and our customers find themselves in an unfamiliar, fast moving global environment. COVID-19 has changed the way we live and work already, with far-reaching impact. Leading with compassion and caring for our workforces and communities is more essential than ever.

Virtually all companies are still determining how we change the way we work, short- and long-term. But speed is of the essence, as our workforces and communities try to function and perform, while struggling to cope with what is happening in their daily lives.

Our research highlights what workers need from leaders in three basic areas: physical, mental and relational.

These needs apply at all times, but they are magnified in crisis. Leaders who rise to the challenge will help their people develop human resilience—the ability to adapt and engage through difficult times.

The time to act is now.

This report outlines the practical steps you should take to get started.
Workers shared two overarching needs that take precedence over all else:

A leadership team that is focused on **compassion and the care of its people.**

Confidence in their organization’s capabilities to **navigate the future.**

The ability for leaders to address people’s physical, mental and relational needs is the foundation of trust. While all of these needs have equal importance, there is an order in which they make the biggest difference.

Think of it as similar to Maslow’s hierarchy. If employees are worried about physical needs like safety and food supply, they will have a hard time focusing on productivity or a new way of working.
THE BASICS: PHYSICAL NEEDS

Meeting people’s needs to feel secure and safe

Empower me to take responsibility for my health and well-being.

Provide a working environment where I feel safe.

At a time when many usual freedoms are being restricted, people need help feeling they are empowered to do what is necessary to keep themselves and their families safe and well.

People in physical locations might be concerned about no-contact service and wearing protective equipment. Everyone might be worried about employment and a paycheck during the crisis. Asking early and often what people need or are concerned about will help your leadership team to determine your best actions.
THE BASICS: MENTAL NEEDS

Meeting people’s needs to build psychological resilience

Give me permission to work differently so I can achieve the productivity that helps my mental health.

Communicate the information I need to do my job, so I can respond to change with resilience.

In this new reality, consecutive hours of uninterrupted work may not be feasible. Managers have to evolve work rules for more flexibility, based on emotional intelligence and people’s individual needs. Educating managers on this sooner rather than later can help empower their teams to adapt.

Consistent, transparent and clear communication is essential to supporting productivity and mental health.
TOP OF THE PYRAMID: RELATIONSHIP NEEDS

Meeting people’s needs for connection and belonging

Show me my connection to our larger mission and purpose, to give me a sense of mission and belonging.

Provide me with the tools and ways of working that will help me co-create our new reality.

These days, many people join companies because they share values and a larger purpose. In times of crisis, those values and that purpose need to shine through brighter than ever.

People want to understand their new work experience in light of the disruption around them. Ask people to co-create with you a workplace reality that better fits the new world we’re in.
SO HOW DOES RESPONSIBLE LEADERSHIP LOOK IN A VIRTUAL WORKPLACE?
ENABLE YOUR VIRTUAL TEAM

1. Building virtual relationships
Remote work requires a different kind of supervision:
• A need to emphasize that you care by recognizing contributions
  – Rewarding to motivate your team members as motivation is key and matters
  – Proactively provide validation and encouragement
• Show trust in your workers/colleagues’ professional judgment

2. Supporting and assessing remote team members
• Teamwork is all about getting the right people matched to the right tasks
• Establish guidelines: articulate principles, recommendations and best practices
• Make sure team goals are clear to everyone and that the team works together on activities such as problem solving and brainstorming regardless of the distance
• Engage team to share ideas and information
  – Ask for input and feedback
  – Encourage sharing by asking open-ended questions

Remember: Engaged and motivated employees are productive employees.
ENABLE YOUR VIRTUAL TEAM

3. Establishing Communication Standards

Provide clear guidance on how to interact remotely
• Create standards for email, document sharing and tools
• Focus on protocols for effective team interaction
• Use file sharing to maintain records about dates and revision history

One of the most important decisions you have to make is which technology tools or a combination of them your team uses to effectively meet your team’s needs

4. Supporting and assessing remote team members

• Make sure that everyone knows how to use your chosen applications (check settings, updated hardware/software, reliable internet connection)
• Determine meeting times, agendas, procedures, and follow ups
  – Ensures structure, routine and that everyone understands the purpose of the meeting
• Communicate how to participate/behave virtually:
  – Mute unless you are speaking to keep background noise to minimum
  – Use chat to raise Qs to keep interruption at minimum
  – Encourage participation by recognizing and thanking for contribution during meetings
HOW TO PRACTICE LEADERSHIP, NOW

- Gather the troops. Develop a multidisciplinary C-suite “plan and act” center.
- Relieve people from unnecessary work and activities.
- Responsible leadership is an imitable formula. Use it.
- Elevate your most visible leaders based on compassion and caring.
- Hierarchy be damned.

Integrate your company’s purpose and values into every communication and initiative.

Tell a story. Don’t spew data.

Rally leaders around consistent communication.

You were always going to need remote workforce capabilities for at least a portion of your workforce. Now’s the time.

Don’t allow the crisis of the now to stop you from moving toward the next.

More info on Accenture.com
QUICK RECAP – HOW TO BE A GREAT LEADER FOR A REMOTE WORKFORCE

• Successfully leading people requires the ability to inspire trust. People must have confidence in their leaders that they genuinely care and can meet people’s physical, mental and relational needs. Organizations where workers trust their leaders are much more likely to navigate the future successfully.

• To build trust in your workforce, make sure to address the “pyramid of needs” ranging from physical, to mental and finally relational needs. Each build on each other and a great leader understands that all three must be addressed and sustained.

• To support the new way of working and building community and trust it is imperative to follow the approaches discussed in this section; they range from selecting the right tools, training the workforce in their use; to making an effort to reward and acknowledge, validate and encourage your team members and reports; setting achievable and actionable goals; providing guidelines and industry-preferred practices, and setting up frameworks which will inform how people will function and interact in a remote setting.
• Learn how to design and deliver a Virtual Workshop
• Discover the tools needed for collaborative virtual sessions
• Learn the key elements and industry-preferred practices to increase engagement and outcomes
THE BASICS OF VIRTUAL WORKSHOPS

Conducting virtual workshops and remaining truly human

- Mentally arrive to where we physically are. Use the best technology available (MS Teams, Zoom, etc.)
- Human connection is primary, digital tools are secondary. Engaging demonstrations supported by tools for team collaboration and co-creation
- Go slow, like REALLY slow. And structure content as a dialogue rather than a monologue
- If smaller group discussions are needed during the session, make the most of the breaks to divide the group into multiple chat channels or use tools that support breakout then reconvene
- Tech issues are inevitable. Laugh at them and have patience
LEARNING RESEARCH TELLS US...

- Collaborative Activities
  Are more engaging than lectures
- Well-structured Stories
  Increase engagement

Mind wandering begins at
6 mins
Brain needs to reset every
20 mins

It’s proven that Trust
Leads to better performance because we feel safe to share with each other, fail together, and take risks together

Retention increases by 25%
When people spend the time to think and reflect about what they’ve learned
## DESIGN THE SESSION

<table>
<thead>
<tr>
<th>Task</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Determine a framework to design the virtual session</strong></td>
<td>Less is more for virtual sessions to keep everyone engaged and able to have a voice. For larger sessions, plan for breakouts with facilitators.</td>
</tr>
<tr>
<td><strong>Focus on maximum engagement</strong></td>
<td>Find ways to have everyone heard. Say their name and where they are joining from at start. Prepare icebreaker activities at the beginning and throughout.</td>
</tr>
<tr>
<td><strong>Reduce session length and take breaks</strong></td>
<td>Plan for no more than a 4 hour session in one day. Virtual takes more time so don’t create a jampacked agenda with complicated technology. 10 minute break per 60 minutes is recommended.</td>
</tr>
<tr>
<td><strong>Focus on 2-way communication</strong></td>
<td>Plan to have more discussion than presentation for the content. Include reflection questions. People learn best when they engage and contribute.</td>
</tr>
<tr>
<td><strong>Design activities with the outcomes in mind</strong></td>
<td>‘Backwards planning’ means planning first for outcomes and then plan how to get to them. First think of what you want the audience to learn and then how will they learn it.</td>
</tr>
<tr>
<td><strong>Do your research</strong></td>
<td>If you will need to refer to a previous session, find out what was covered and make sure there is continuity to what you need to cover today.</td>
</tr>
<tr>
<td><strong>Ask people to be ready to use video</strong></td>
<td>This creates more engagement and presenters should always be on video when talking unless bandwidth is an issue.</td>
</tr>
</tbody>
</table>
EXAMPLE: VIRTUAL MEETING AGENDA & TOOLS

- **Introduction to today’s agenda and attendees** in PowerPoint
- **Icebreaker** exercise using Mentimeter
- **60 mins** overview of a project in PowerPoint
- **Audience poll** using Mentimeter
- **Road-mapping group exercise** on Whiteboard

- **9:00 – 9:15 AM**
- **9:25 – 10:25 AM**
- **10:45 – 12:00**

SCREEN SHARE ON TEAMS OR SIMILAR TOOL
HOW TO PREPARE THE SESSION

Send any pre-reads in advance

Provide lead time for pre-reads and executive summaries where possible; less is more. Distribute bios of all session attendees.

Send the apps or sites needed in advance

If any new tool will be used, ask people to download and test the apps in advance. Test all tech with a counterpart before session.

Rehearse as a team from the start to the end

Assign a role to different members to time the session, interact with the audience, and run through the full session to validate your planning.

Start with something they know

Don’t have everything be new, start with something they know already at the start so there is no barrier at the outset. Get the group actively engaged quickly.

Create a private group chat

Connect all facilitators to troubleshoot issues. Ensure alternative access on phone or iPad in case of screen sharing. Get cell numbers for all for urgent texts.

Meet the audience where they are

Include most relevant content for the audience by knowing what is top of mind for them; priorities can change so reassess them.

Prepare a Plan B if everything goes down

Send the deck in advance and have a dial-in number to connect by phone.
# FUNDAMENTALS OF FACILITATING A SESSION

<table>
<thead>
<tr>
<th>Build connection</th>
<th>Honor the session start and end times</th>
<th>Frequent check-ins to gauge engagement</th>
<th>Safe space</th>
</tr>
</thead>
<tbody>
<tr>
<td>When starting a session, say your name and something about yourself. Let your humanity shine through. It’s harder to make a connection virtually so this is more important than ever!</td>
<td>Join the session on time or a few minutes before in case of any technical glitches. Honor the end time of the session and do not run over.</td>
<td>Frequent checks of the chat box for questions ensures the content is resonating, activities are engaging, technology is working. If not, flex as needed to make it work.</td>
<td>Create an environment that feels safe, free of any judgement at the start. Set expectations that it’s OK if there are dogs barking, kids or family members around.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Make sure tech support is available during the session</th>
<th>Stop video if there are bandwidth issues</th>
<th>No egos</th>
</tr>
</thead>
<tbody>
<tr>
<td>Have someone on point that people can text, talk to, ask questions in private chat during the session if they have tech issues.</td>
<td>Start on camera but go off video if there are bandwidth issues. Make it a habit for people to go on camera when asking a question or responding to something.</td>
<td>If something doesn’t resonate or anything goes wrong, be prepared to move on and don’t make it about you.</td>
</tr>
</tbody>
</table>
AFTER THE SESSION

Provide the material covered in the session
Send out a pdf of the workshop deck the day after the session.

Provide a full readout deck of all session outputs
The readout deck should be sent no later than within a week of the session.

Ask for feedback on the session
Send out a quick survey and ask for feedback on the session, including quotes that can be used.

Schedule a follow-up call
Follow up on any open items, questions, discuss next steps etc.
QUICK RECAP – HOW TO EXECUTE A VIRTUAL WORKSHOP

• Just like workshops and work session in a non-remote setting – and perhaps even more so – successful virtual workshops require solid planning and preparation, technology support and the application of technique to keep the audience engaged, as well as a commitment to follow-up and gathering feedback after the session has completed.

• Follow the specific steps outlined in this section for each “phase: of a workshop – before, during, and after – to ensure consistently effective and engaging virtual workshops.
05

HOW TO CARE FOR YOUR BODY & MIND

• Understand the importance of focusing on physical and mental wellness at this time
• Learn about the small, simple actions you can take to feel energized, both personally and professionally
• Learn to incorporate exercise and good nutrition habits into your daily routine when working from home
• Explore techniques to improve the length and quality of your sleep
Focus on nutrition, physical movement, sleep and maintaining real, human connections.

- Be mindful of what you eat and how much you move - building small habits around eating well, sitting correctly, sleep etc., have a direct impact on how you think and feel.

- Make time on your calendar to get up, take a lunch break, and stretch – schedule these activities to contribute to your overall wellness and focus.

- If possible, physically separate your workspace from your relaxation space (e.g. don’t work from your bed). Permit yourself to work differently to achieve the productivity that helps your mental wellbeing.

- Ask your management and teammates for consistent, transparent, and clear communication in order to support productivity and mental well-being.

- Carve out time to have non-work conversations and talk about personal lives. Try out a style of meditation suited to your goals.
Food can be a great source of energy to recharge and enable us to build our capacity for resilience. When we fuel our bodies with proper nutrition, we bring energy and balance to our systems.

Maintaining a healthy diet is a powerful step in setting ourselves up for success. What we eat has major implications on how we think, sleep, and feel. The way that you eat and the way that you live affects the way that you feel tomorrow. The brain is like any other organ, it needs nutrition to function optimally.

**Nutrition tips source:** Dr. Joanna McMillan

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**#1 Find Time to Eat**
Skipping meals can lead to dips in mood, attention, and motivation.

**#2 Practice Mindful Eating**
Give priority and respect to meal times.

**#3 Hydrate**
Staying hydrated helps to boost your motivation and avoid increased fatigue.

**#4 Plant Based Food**
Incorporate lots of plant foods into your diet.

**#5 Cut out the junk food**
Limit or remove ultra processed foods from your diet.

**#6 Magnesium Rich Snacks**
Snacks like almonds help reduce the release of the stress hormone, cortisol.
**EXERCISE**

**Moving is essential** as working remotely often leads to increased screen time and less time away from your desk. If your schedule permits, take 15-minute breaks every couple of hours throughout the workday to step away from your desk and stretch or take a walk outside if you can.

**Even a little bit of exercise can boost your mood.** When you move your body, your brain releases serotonin and dopamine, two feel-good neurotransmitters vital to regulating mental and emotional well-being.

Try a **free workout app** or a **YouTube video** that works for you. A fitness app is a great way to get into an exercise routine, remember to set realistic goals.

**Try standing at your desk** or get up from your desk regularly. Download one of the many no cost smartphone apps that automatically reminds you to stand up and stretch.

In addition to exercise, it is important that your **workstation is ergonomic** and **posture is correct**. Follow these **tips from the Mayo Clinic** on how to create a comfortable workspace and make sure you change your sitting position frequently.
Sleep is an essential period of recovery for the brain and the body, and is critical for us to be able to perform at our best. When we don’t prioritize our sleep, it can affect our health, focus, cognitive functioning, self-control and mental well-being. **You should strive to get 7-9 hours of sleep each night.**

To improve your sleep, consider these actions:

**Keep it regular.** Go to bed at the same time, wake up at the same time; yes, including weekends.

**Think “cave.”** Dark and cool environments are preferred. Dim the lights in your home a couple hours before bedtime. Keep your bedroom cool – 65-68°F Fahrenheit (18-20°C).

**Don’t stay awake in bed.** If you’re in bed for 15-20 minutes and you cannot sleep, go to a different room, dim or turn out the lights and do something different (e.g. read a book, listen to soft music). Only return to bed when you’re sleepy.

**Avoid alcohol and over-the-counter sleep aids.** Both are sedatives. They do not promote sustainable sleep habits. They also eliminate the vastly important Rapid Eye Movement (REM or “dream sleep”) stage of sleep. Moreover, they can disrupt your sleep and you may wake up more often throughout the night.

**Don’t sacrifice sleep for exercise.** The physical and mental impairments caused by one night of bad sleep overwhelm those caused by an equivalent absence of food or exercise.
5 TIPS TO CULTIVATE MENTAL WELLBEING

#1
Accept the situation and the negative feelings it can bring. Know your strengths and weaknesses and do not feel guilt when negative emotions occur, they are normal.

#2
Have a plan for each day; plan for hours or days, plan also relaxation and off-work periods. Stick to the plan. Mind the variety of activities, which are necessary to feel good and balanced.

#3
Prepare briefly for crisis scenarios; do not dwell on this, however. Do not avoid such discussions, especially with your partner or kids. Mental preparation will reduce stress and fear of the unknown.

#4
Remain Positive. Consciously look for positive information and news. Positive thoughts will evolve and multiply. Avoid obsessive news browsing.

#5
Meditate to help to improve mental & emotional health.
HAVE MINDFUL CONVERSATIONS

Help your team stay **PRESENT** and maintain deep engagement

**POSITIVE**
see possibilities in people and situations

**REFLECTIVE**
being thoughtful and reflecting on what is said

**EXPLORATIVE**
being curious, adopting an ask vs. tell approach

**STRENGTHS FOCUSED**
noticing and leveraging strengths

**ENGAGED**
being in the moment, focused, listening deeply

**NON-JUDGMENTAL**
being open to different ways of thinking/seeing

**TRUSTWORTHY**
cultivating trust and intimacy through being honest and confidential

**HOW?**

- Schedule “water cooler” time to talk about personal lives
- Ensure conversations are two-way
- Share good news and gratitude
• Developing **consistent habits** around taking care of your body and mind has a direct impact on how you feel and think. Now it is more important than to cultivate a sense of wellbeing.

• Taking care of your body and maintaining your physical health takes a **three-pronged approach**. Take steps to develop healthy eating habits, take regular exercise (or just move!), and create an environment that promotes sufficient and restful sleep.

• The other side of the same coin to achieve and maintain a sense of wellbeing is to take action to cultivate your mind. **Use the PRESENT mnemonic** to remain balanced and positive when interacting and engaging with team mates.

• Since the blurring of work and personal spheres tends to accelerate in a remote work setting, **try whenever possible to create physical and mental distance between the place and time you work and relax** and spend your down time.

• Don’t forget to make time for **non-work conversation** and connecting at a personal level.
To help our clients navigate both the human and business impact of COVID-19, we’ve created a hub of all of our latest thinking on a variety of topics.

Each topic highlights specific actions which can be taken now, and what to consider next as industries move towards a new normal.

From leadership essentials to ensuring productivity for your employees and customer service groups to building supply chain resilience and much more, our hub will be constantly updated. Check back regularly for more insights.

VISIT OUR HUB HERE
About Accenture

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ADDITIONAL RESOURCES – PHYSICAL WELLBEING

Accenture has no affiliation with these tools and while they might be beneficial for some individuals, Accenture does not hold responsibility for their content.

ONLINE WORKOUTS

CorePower Yoga
If you want a selection of yoga and wellness classes, this studio has free online videos

Daily Burn
If you want bodyweight-only exercises sign up for this app to get 60 days of free workouts

NEOU
If you have weights at home and want to strength train, NEOU offers 30 days free

Orangetheory
If you want a high intensity workout, this studio is uploading free 30-min workouts daily

Shred 415
If you are looking for live workouts, this studio is posting them to their YouTube channel

305 Fitness
If you want to dance it out, this dance-cardio studio is offering free livestreams on their YouTube channel

Bulldog Online
If you are looking for a calming yoga session, use code EXTEND60 for 60 days of free yoga

Sweat Factor
If you want a mix of everything try the 30-day free trial app and test out tons of different workouts

Accenture has no affiliation with these tools and while they might be beneficial for some individuals, Accenture does not hold responsibility for their content.
ADDITIONAL RESOURCES – MENTAL WELLBEING

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<table>
<thead>
<tr>
<th>ONLINE THERAPY</th>
<th>MEDITATION</th>
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<tr>
<td>Talkspace</td>
<td>Headspace</td>
</tr>
<tr>
<td>LARKR</td>
<td>Calm</td>
</tr>
<tr>
<td>Brightside</td>
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<tr>
<td>Doctor on Demand</td>
<td></td>
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</tbody>
</table>

Talkspace: Text-based digital therapy service that pairs you with one of its online therapists
LARKR: Platform for live video counseling from trained therapists and a mood tracker
Brightside: Connects patients with online psychiatry and therapy which starts with a free evaluation
Doctor on Demand: Broad online health platform that provides urgent care as well as behavioral health services
Headspace: Popular meditation app that offers guided meditations
Calm: Nature-inspired app that provides guided meditation recordings

WHO GUIDANCE

Coronavirus Mental Considerations

World Health Organization

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LEARN A NEW SKILL

- **freeCodeCamp**: learn to code for no cost
- **Data Science A-Z**: real-life data science exercises
- **Ivy League Course**: ivy league universities are offering 450 no cost online classes
- **Skillshare**: offers courses for creative writing, film, photography, music, and more

VOLUNTEER VIRTUALLY

- **Translators Without Borders**: if you are fluent in at least one other language you can volunteer to translate medical texts, crisis responses and more
- **Be My Eyes**: no cost app that connects blind individuals with sighted volunteers for visual assistance through a live video call
- **United Nations Volunteers**: program contributes to peace and development through volunteerism

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ADDITIONAL RESOURCES – FOR CHILDREN (U.S. ONLY)

Accenture has no affiliation with these tools and while they might be beneficial for some individuals, Accenture does not hold responsibility for their content.

HOME LEARNING

Scholastic Learn at Home: Day to Day projects to keep kids growing

ABCmouse: Educational games, books, puzzles and more

Second Step: Reading List

Science with a Side of Awesome: ‘Crash Course Kids’ YouTube page

FunBrain: online educational games

NatGeo: Kids National Geographic

Time: Activities for kids at home during school closures

Mindful Schools: No cost online mindfulness classes for kids

Family Resource and Youth Services Center: podcasts for students and families

CHILD CARE

Action for Children

Provides child care and early learning information free of charge for parents and caregivers; a checklist for what to look for when choosing a childcare provider

FUN ACTIVITIES

GoNoodle Library: movement and mindfulness videos

CATCH: Health at Home, PE & Health Resources for Parents

Imagination Tree Blog: Activities for Fun at Home
MORE ACCENTURE RESOURCES TO EXPLORE

**Human Resilience**
During challenging times, employees look to leaders for compassion, care and confidence in navigating the company into the future, here is a checklist for immediate actions from the C-suite to act on people front.

**Elastic Digital Worker**
A practical guide of actions for business to take to protect their people and productivity during challenging times and working remotely.

**COVID-19: Managing the human and business impact of coronavirus**
A comprehensive site with Accenture’s POV and guide of actions to help enterprises address the long and short term consequences such as protecting their people, building resilient supply chains and new ways to serve their customers.

**Public Services: At the Forefront of COVID-19**
Framework of actions for Public Services industry to act on now to serve the customers during COVID-19.

**Connect, Collaborate & Create Together**
Microsoft Teams Resource Guide. Provides tips and best practices to access and set up Teams, collaborating effectively, connecting with people outside of your business, and hold meetings.

**Post Digital Culture Shock: Digital’s impact on workers: Tipping the scales for growth and good**
Insights on how digital change the employee experience and the importance to re-create organization culture in a new digital reality.

**Future Workforce Insights**
Comprehensive site with resources on how to create a more productive and adaptive workforce, uses technology to re-invent employee experience to be more agile.