



The People Manager's

Virtual Management Checklist

A toolkit for the virtual leader to ensure team effectiveness and continuing success.



People Managers' Virtual Battle

In response to the uncertainties presented by Covid-19, many companies have asked their employees to work from home. The new policies leave many employees — and their managers — working out of the office and separated from each other for the first time. Companies will now need to select and deploy new tools and methodologies in order to continue their business in the new remote setup.

While People Managers are setting clear remote-work policies in advance, in times of the crisis and rapidly changing circumstances, this level of preparation may not always be feasible. People Managers will also need to ensure that they have equipped themselves with supporting mechanisms in order to manage their teams and monitor performance effectively.

This checklist serves as guide to help you navigate through what you need to ensure you are on the right track to manage your remote team effectively.

Four Categories of Tools to Consider



Connect

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Connect with your team

- **Videoconferencing** enables *real-time* communication with your team. It ensures your team remain and feel connected when you meet online.
- **Email** and **chat** tools enables *asynchronous* communication. It allow teams to be updated and communicate when convenient for the user with disrupting their flow of focus.



Engage

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Engage your team

These tools help you to **keep teams engaged** during remote working sessions. You can for example gather their feedback on previously discussed topics, carry out a polling and take a decision or create a quiz to have some fun together.



Assess

Assess your team's capability

These tools help you to make sure your existing team has the **right skills they need** to help the organization succeed. Assessment tools enable you to measure what **skills gaps** you have in the skills you need currently, and those you will need in the future (e.g. digital readiness).



Develop

Develop your team

These tools engage your team in learning and development opportunities to bridge skill gaps. upskilling is essential especially when business continuity is threatened.

Connect

During the start of lockdown, many companies would have already set up a designated communication tool with video-conferencing functions.

Having the right tool in place to communicate and knowing how to use it to communicate effectively goes a long way to ensuring your team stays connected and continually engaged.

We recommend taking these steps ensure a conducive and productive virtual meeting with your team.

	Pro-Tips for Virtual Meetings
<input type="checkbox"/>	Don't be distracted by other activities, close your email inbox and other chats if necessary
<input type="checkbox"/>	Minimise ambient noise and go on mute while you are not speaking
<input type="checkbox"/>	Prepare for virtual meetings the same way you would for on-site meetings
<input type="checkbox"/>	Test your technical equipment in advance
<input type="checkbox"/>	Participate actively and engage everyone as you would in a meeting
<input type="checkbox"/>	Verbalise your reactions – Your team members probably can't see you nod
<input type="checkbox"/>	Create a personal relationship: Turn on your video, set profile picture and encourage small talk
<input type="checkbox"/>	Make use of emoji and GIF to express emotion and lighten atmosphere
<input type="checkbox"/>	Intervene when participation becomes unbalanced

Engage

Now is a critical time to reach out to employees and ask for their feedback.

To find out what your workforce needs now, it is important to give your employees an opportunity voice their concerns and questions. Listening to your employees is one effective way to make them feel supported and learn what they need. Listening builds trust, support, and psychological safety.

Collective conversations can be empowering, especially after months of remote work and social isolation. Through virtual dialogue, leaders, managers, and employees can learn from each other and build a stronger sense of community even when they're working apart from each other.

	What To Look For In An Employee Listening & Engagement Tool
<input type="checkbox"/>	Ability to capture insights and produce live reports
<input type="checkbox"/>	Qualitative data from employees for action-planning
<input type="checkbox"/>	Audience segmentation function & demographic filters
<input type="checkbox"/>	Flexibility and freedom to improvise content (e.g. customizable questions)
<input type="checkbox"/>	Quick time to insight
<input type="checkbox"/>	Smart reporting and analytics (e.g. detailed excel reports, infographics)
<input type="checkbox"/>	Customisable and buildable surveys
<input type="checkbox"/>	Ability to track trends and identify which changes are working
<input type="checkbox"/>	Ability to diagnose larger issues on an ongoing basis

Assess

The overarching question looming on many managers' minds is, "Is my team future-ready?"

The answer to this question begins with simply assessing skills gaps within their teams and subsequently taking the appropriate measures to bridge those capability gaps.

By using virtual assessment tools to kick-start the assessment process, you can scale up the process of identifying high-potential employees to create a high-performing team without having to get everyone in the same room at the same time.

	How to Kick-Start the Skills Assessment Process
<input type="checkbox"/>	Evaluate current lay-of-the-land core areas in business
<input type="checkbox"/>	Identify changes in work priorities, processes, interactions and digital ways of working
<input type="checkbox"/>	Assess what jobs are going away and start re-aligning people towards new roles
<input type="checkbox"/>	Partner with HR to identify skills needed for desired positions
<input type="checkbox"/>	Determine workforce skill requirements in hybrid environment
<input type="checkbox"/>	Identify "nice-to-have" and "must-have" skills (e.g. digital literacy, negotiation, data analytics)
<input type="checkbox"/>	Align core skills identified with assessment tool
<input type="checkbox"/>	Evaluate results of assessment and measure gaps

Develop

Since the start of lockdown, we are seeing a huge shift from instructor-led training to online learning technologies. Remote working should not entirely eliminate employee learning and development opportunities. Many organizations still encourage a culture of learning that includes coaching and mentoring, and on-the-job experiences even if it means doing it virtually.

Cloud-based technologies also make developing learning programs budget friendly. The focus however must be on personalized training experiences. AI in learning makes this possibility much more real.

These virtual learning and development tools help make learning fun, engaging and accessible to learners of all skill levels and backgrounds.

	Questions to Self-reflect
<input type="checkbox"/>	How often do you ask HR for updates regarding development opportunities within the organization for your team?
<input type="checkbox"/>	Do you know what formal and/or virtual development opportunities exist within your organization?
<input type="checkbox"/>	Think about your employees – do you currently have a development plan in place for them?
<input type="checkbox"/>	How often have you talked to your employees about their developmental goals and aspirations?
<input type="checkbox"/>	Do you ensure your employees are kept up-to-date with virtual development opportunities?
<input type="checkbox"/>	Are there any virtual training courses about which you would like to learn more?

How We Can Help

- ✓ We support clients to think about **the employee engagement and experience** as the business redesign service delivery.
- ✓ **Skills-based needs assessment to** help clients understand current skills as part of an assessment of fit to future roles.
- ✓ We can help accelerate the adoption of new HR skills to deliver on a new configuration with our low cost **online HR training modules (Mercer Learning)**
- ✓ We help clients on their **digital transformation journey** by assessing HR digital tools and support their implementation via digital adoption and data analytics for long-term transformation.



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