

How can a supervisor lead effectively when employees are greeting each other with instant messages rather than handshakes? When meetings are held via WebEx rather than face-to-face? Leading a virtual team requires supervisors to “double down on the fundamentals of good management, including establishing clear goals, running great meetings, communicating clearly, and leveraging team members' individual and collective strengths.” The *Supervising Remote Teams Table* identifies essential supervisory competencies (Leading Individuals, Leading Teams, and Driving Results), the related core skills, and a set of supervisory resources to help promote supervisor and team success.

Leading Individuals	Leading Teams	Driving Results
<b>Skills</b> 1. Orient employees to the new remote workspace 2. Monitor goal accomplishment and provide ongoing employee training 3. Reward strong employee performance and improve weak performance	<b>Skills</b> 1. Leverage technology to support virtual communications and team meetings 2. Establish networking and team engagement activities	<b>Skills</b> 1. Track, record, and communicate team performance

Leading Individuals	
Core Skills	Resources
<b>1. Orient employees to the remote workspace</b>  a. Provide employee guidance on working remotely  b. Monitor the employee’s remote workspace needs  c. Provide remote onboarding for new hires	<b>Purdue Websites:</b> <ul style="list-style-type: none"> <li>▪ <a href="#">Purdue Flexible Work Guidelines</a></li> <li>▪ <a href="#">New Employee Orientation Resources</a></li> </ul> <b>Articles:</b> <ul style="list-style-type: none"> <li>▪ <a href="#">Remote Work Foundations</a></li> <li>▪ <a href="#">3 Questions the Best Leaders Ask Their Remote Teams Every Week</a></li> <li>▪ <a href="#">A Guide to Managing Your (Newly) Remote Workers</a></li> <li>▪ <a href="#">9 Tips for Managing Remote Employees</a></li> <li>▪ <a href="#">15 Questions About Remote Work, Answered</a></li> <li>▪ <a href="#">How Managers Can Support Remote Workers</a></li> <li>▪ <a href="#">How to Manage Remote Direct Reports</a></li> <li>▪ <a href="#">COVID-19 Has My Teams Working Remotely: A Guide for Leaders</a></li> <li>▪ <a href="#">How Remote Work Changes What We Think about Onboarding</a></li> </ul> <b>Resources to Share with Your Direct Reports:</b> <ul style="list-style-type: none"> <li>▪ <a href="#">Tips for Working Remotely</a> (video)</li> <li>▪ <a href="#">Time Management: Working from Home</a> (video)</li> <li>▪ <a href="#">Onboarding Remotely</a> (video)</li> <li>▪ <a href="#">20 Tips for Working From Home</a> (Article)</li> <li>▪ <a href="#">Ergonomics Recommendations for Remote Work</a> (Articles)</li> <li>▪ <a href="#">Thriving @ Work: Leveraging the Connection between Well-Being and Productivity</a> (video)</li> <li>▪ <a href="#">Managing Stress for Positive Change</a> (video)</li> <li>▪ <a href="#">Building Resilience</a> (video)</li> </ul>
<b>2. Manage goal accomplishment and provide ongoing employee training</b>  a. Enter employee performance and training goals into SuccessFactors and support goal attainment	<b>Purdue Websites:</b> <ul style="list-style-type: none"> <li>▪ <a href="#">Performance and Merit Process</a></li> <li>▪ <a href="#">Determination of Merit and Promotion Increases</a></li> <li>▪ <a href="#">Staff Promotion Guidelines</a></li> <li>▪ <a href="#">Business Book Summaries</a></li> <li>▪ <a href="#">LinkedIn Learning</a></li> <li>▪ <a href="#">Fee Remission Policy</a></li> <li>▪ <a href="#">Fee Remission Process</a></li> <li>▪ <a href="#">Purdue Global Fee Remissions</a></li> <li>▪ <a href="#">Resources in Learning Management System</a></li> </ul> <b>Videos:</b> <ul style="list-style-type: none"> <li>▪ <a href="#">2019 2020 Performance Review Process</a></li> </ul> <b>Articles:</b> <ul style="list-style-type: none"> <li>▪ <a href="#">Feedback Practices for Employees working remotely</a></li> <li>▪ <a href="#">How to Do Performance Reviews - Remotely</a></li> </ul>

Leading Individuals	
Core Skills	Resources
<b>3. Reward strong performance and improve weak performance</b>  a. Reward strong employee performance and improve weak performance	<b>Purdue Websites:</b> <ul style="list-style-type: none"> <li>▪ <a href="#">Disciplinary Guidelines and Grievance Resolution</a></li> </ul>
	<b>Articles:</b> <ul style="list-style-type: none"> <li>▪ <a href="#">How to Manage an Employee Who's struggling to Perform Remotely</a></li> </ul>

Leading Teams	
Core Skills	Resources
<b>1. Use University supported technology to support virtual communication, team meetings, and collaborations</b>  a. Use University supported technology in an integrated way	<b>Purdue Websites:</b> <ul style="list-style-type: none"> <li>▪ <a href="#">Purdue ITaP Resources for Working Online</a></li> </ul>
	<b>Videos:</b> <ul style="list-style-type: none"> <li>▪ <a href="#">MS Teams Tips and Tricks</a></li> <li>▪ <a href="#">Learning WebEx</a></li> <li>▪ <a href="#">Microsoft Teams Essential Training</a></li> <li>▪ <a href="#">Microsoft Teams Quick Tips</a></li> <li>▪ <a href="#">Microsoft Teams Working with Files</a></li> <li>▪ <a href="#">Microsoft Planner Essential Training</a></li> <li>▪ <a href="#">Microsoft Teams help and learning</a></li> <li>▪ <a href="#">Learning Confluence 2018</a></li> </ul>
	<ul style="list-style-type: none"> <li>▪ <a href="#">Learning Zoom</a></li> <li>▪ <a href="#">Trello Essential Training</a></li> <li>▪ <a href="#">Trello for Agile Teams</a></li> <li>▪ <a href="#">Learning Slack</a></li> <li>▪ <a href="#">Learning Skype</a></li> <li>▪ <a href="#">Learning BlueJeans Meetings</a></li> <li>▪ <a href="#">Google Hangouts Essential Training</a></li> </ul>
<b>2. Establish team engagement activities</b>  a. Implement activities to build synergy across the team	<b>Articles:</b> <ul style="list-style-type: none"> <li>▪ <a href="#">Microsoft Teams help and learning</a></li> <li>▪ <a href="#">Use Planner in Microsoft Teams</a></li> </ul>
	<b>Videos:</b> <ul style="list-style-type: none"> <li>▪ <a href="#">Leading at a Distance</a></li> <li>▪ <a href="#">Managing Virtual Teams</a></li> <li>▪ <a href="#">Leading Virtual Meetings</a></li> <li>▪ <a href="#">HBR Leading Remote Teams Effectively</a></li> </ul>
	<b>Articles:</b> <ul style="list-style-type: none"> <li>▪ <a href="#">10 Tips for Successfully Managing Remote Workers</a></li> <li>▪ <a href="#">Top 15 Tips to Effectively Manage Remote Employees</a></li> <li>▪ <a href="#">20 Minute Manager: Leading Virtual Teams</a></li> <li>▪ <a href="#">The Long Distance Leader</a></li> <li>▪ <a href="#">How to Get People to Actually Participate in Virtual Meetings</a></li> <li>▪ <a href="#">How to Build Trust in a Virtual Workplace</a></li> <li>▪ <a href="#">Leading High Performance Remote Teams: Your "Top Four" Checklist</a></li> <li>▪ <a href="#">Manager: Here's a 7-Step Practical Guide to Leading a Remote Team</a></li> <li>▪ <a href="#">Bloomberg Work Life Balance during Pandemic</a></li> </ul>

Driving Results	
Core Skills	Resources
<b>1. Track, record, and communicate team performance</b>  a. Create a dashboard to communicate team performance	<b>Purdue Websites:</b> <ul style="list-style-type: none"> <li>▪ <a href="#">Purdue Moves</a></li> </ul>
	<b>Articles:</b> <ul style="list-style-type: none"> <li>▪ <a href="#">Performance Dashboards</a></li> <li>▪ <a href="#">The Balanced Scorecard</a></li> </ul>
	<b>Videos:</b> <ul style="list-style-type: none"> <li>▪ <a href="#">Productivity Tips: Finding Your Productive Mindset</a></li> <li>▪ <a href="#">Measuring Business Performance</a></li> <li>▪ <a href="#">Writing Business Reports</a></li> <li>▪ <a href="#">Excel: Creating a Basic Dashboard</a></li> <li>▪ <a href="#">Balanced Scorecard and Key Performance Indicators</a></li> <li>▪ <a href="#">Business Analysis Foundations: Business Process Modeling</a></li> <li>▪ <a href="#">Business Analysis: Business Benefits Realization</a></li> </ul>