

LEADING VIRTUALLY REQUIRES COMMUNICATING MORE THAN EVER BEFORE

Looking after your resilience

We work with many experienced leaders, but even they haven't known circumstances where nearly everyone is affected personally by events, and many people are working remotely. These leaders know that leading virtually means communicating more than ever. They are mindful of people's emotional need for **Clarity, Control, Connection, Celebration, and Empathy**.

Clarity isn't easy for leaders to give when the broader context is changing day by day. But it helps enormously to tell people what you know and what that means for their role. Short regular bulletins through an appropriate mix of virtual channels give reassurance and a sense of direction, which in turn build trust. Judge what might work for your audience, and act on their feedback.

Control is because people who feel powerless can easily despair. Each person needs to feel that their efforts contribute to the overall goal. Working remotely makes it even more important for them to feel part of a group or team with a clear remit and reporting line. This gives them a sense of shared purpose, and a reason to be in regular contact with others in the group.

Connection isn't only about the IT – though it is really important to make sure the technology works. It's about connecting people to each other when they may be feeling isolated or afraid, and it's about leaders sharing their own humanity. The leaders who inspire trust are real people who tell personal stories. They always look for reasons to encourage others and to smile.

Celebration applies to every achievement, every day. You can't overdo it.

And **Empathy** is the thread running through all of this. Even people who are used to remote working aren't used to having their kids around all day, or to being shut out of all their normal social activities. They're not used to the constant worry about loved ones who can't be visited. We need to recognise this in the way we communicate, and the expectations we set. Respect people's right and need to go offline, provide help if they're struggling, and we are much more likely to keep their trust and commitment.

These ideas take forward the thinking in the Praesta Insight "The Resilient Leader" [click here](#). For the accompanying video [click here](#).