Virtual Working Team Energy Audit

As line managers, project managers and leaders, the working practices that we role model, reward, and celebrate have a big impact on the energies and focus in our teams. Unfortunately, some of the things we do with positive intentions may have negative consequences for others' energy and resilience. During times of uncertainty such as the current pandemic, personal and team energy management becomes even more critical. Use the tool below to analyze energy management practices in your team,and identify opportunities to choose sustainable ways of working.

Physical Energy

Energy Draining Practices	Energy Building Practices
- Team meetings start early morning, or go late in the evening - Teams members in other time zones are expected to join early morning / late night calls - Allowing ourselves to adopt ad hoc 'holiday' sleep patterns when working from home - Taking time for a walk or work-out during the day is discouraged - Home working makes it difficult for team members to maintain a consistent exercise regime - Regular patterns of food intake are set aside during virtual working - Food consumed during the working day has a high proportion of fat and sugar content - Meetings are scheduled for 90 minutes without a break - Meetings are scheduled back-to-back across the day, leaving little time for physical movement - Meetings often include a "working lunch" - We eat lunch at our desks as we work, on a regular basis - Work station set-up is uncomfortable or inefficient - Access to natural light or outdoor space is limited - Choice of clothing is better suited for relaxation or leisure activities	- Team activities are scheduled during normal business hours - Evening meetings are compensated by flexible working (i.e. team members choose when to take back their time) - Regular sleep patterns are maintained, including 7+ hours sleep each night - Team members take regular exercise before or after their working day and have the equipment they need - Breaks for exercise during the working day are encouraged - Healthy food choices are made during the working day - Health checks are available and readily accepted - Meetings are scheduled with short breaks every 45 – 60 minutes - Ample time is allowed for lunch, away from desk or home office - Ample time is allowed to stand up, stretch and walk around - Energizing, non-work activities are included in longer meetings - Work set-up is comfortable, and as free from distraction as possible - Access to natural light, window, balcony or garden is available - Work 'dress' is conducive to professional interactions

Mental Energy

- Colleagues monitor smartphones and laptops during calls - Colleagues interrupt scheduled conversations to respond to emails and calls - People speak loudly, without regard for their impact on others in the working environment - Senior managers do not adhere to virtual meeting rules (e.g., arrive late, leave early) - Team members feel the need to justify their daily work patterns (e.g., time for children, shopping) - Important questions are given inadequate time for discussion and reflection (i.e. the urgent overwhelms the important) - Meeting agenda often changes due to urgent topics - Main focus of team is the delivery of current results - Colleagues rarely take a pause to reflect on how they may work differently - Creative ideas that challenge status quo are quickly dismissed - Team members are expected to respond to emails out-of-hours - Out of hours working is seen as an key indicator of commitment - Working long hours draws praise and positive attention - Attending to family and life-balance issues is viewed negatively	- There are clear expectations that other media are switched off, during one-to-ones and team meetings - Video conferencing functions such as Webcam, Chat and Whiteboard are actively used during conference calls, to keep everyone engaged - Email is checked only at specific times during the day; we do not respond immediately to less urgent emails - Meeting times are short to enable focused attention - Stick to the agreed meeting agenda - Regularly make time to reflect on solutions to reoccurring problems - Schedule time each day, to address emerging priorities and urgencies - Dedicate time to discuss strategy, and how best to align resources - Time is set aside to discuss how to challenge our ways of working - Distribute / read papers before meetings, to enable discussion, collaboration - Time is set aside to move, reflect, let your mind wander - Individuals are free to create clear boundaries between work and home hours - Teams agree not to send, monitor or respond to email outside work hours - We praise the quality of deliverables and not heroic late nights of 'self-sacrifice'

Emotional Energy

Energy Draining Practices	Energy Building Practices
• Expect an impatient tone of voice, if results are not met • Expressions of frustration are regarded as "strong leadership" • Work and home life hours blend into one another • Business commitments intrude into the lives of our families • Sacrificing family-time is seen as a test of dedication, and right-of-passage for promotion to senior positions • Out of work interests compete with work commitments • Not taking at least 20 minutes each and every day to do something that you enjoy, just for you • Team members don't make time for their favorite pastimes • Feedback is mostly focused on what we could do better • Team moves on to the next task without acknowledging or appreciating each other's contributions • Success is focused solely on product quality, and not the creation of successful process	• Remaining calm in the face of setbacks (counting to 10 actually works!) • Start by assuming people are intelligent and have tried their very best • Focus on what should be done next, and not what should have been done • Team members are trusted to deal with their whole life situation free of judgment or commentary • Colleagues are curious however do not judge the home situation that they see on camera • Clear schedules are created to allow time for family and friends • Dedicate evenings and weekends to family and friends • Using time formerly spent commuting, on enjoyable recreational activities, or focused on family and friends • The ratio between positive and negative feedback shared around the team, is 3:1 • Say something genuine and positive to someone every day • Take two minutes each day to think about something you did well

Spiritual Energy

• The main focus is on the financial returns and target attainment - results come first, second, and third • We are uncertain how our contribution adds real value • We say the right things, however our actions do not match our supposed intentions • Our focus in on the urgent tasks that must be tackled immediately • We often compromise our values in order to deliver results • The general expectation is that we will act "for the business" without regard for our personal values and feelings • We make decisions in the moment without consideration for the longer term consequences	• There is a clearly stated purpose for our team's work beyond KPI's and P&L • Celebrate the positive impact that we have on stakeholders and society • We often remind each other of our mission and purpose • Spend time discussing the positive impact of the work • Focus on the activities that you enjoy the most, are best at, and where you add unique value • We make decisions and follow through, in line with our purpose and values • Finding energy and meaning by giving Time to a good cause, sharing our Talents or donating some Treasure

Shared with the permission of Mannaz Consulting. Mannaz specialises in providing executives with strategies to enable their leadership effectiveness and well-being. To find out more contact Mannaz on contact@mannaz.com/ *+44 203 119 1240*