RECOMMENDATIONS FOR LEADERS IN ORGANIZATIONS

1 **SET BOUNDARIES** around when individuals are expected to be 'at work' while at home. How soon do emails need to be answered? Just because people are at home doesn't mean they can work 24/7. Many employees will be taking care of children, parents, ailing family members or friends. Just getting regular life activities accomplished (i.e., groceries, laundry) will take up more time.

2 **PAUSE WHEN MAKING DECISIONS.** When gathering people together in crises to make a decision, it's very easy to pull in fewer and just your closest colleagues. Resist that, because by doing so you're more likely to rely on people who are like you and think like you. Doing so means you miss making more broadly effective and sustainable decisions as you fail to include diverse perspectives, or recognize the breadth of issues your employees are facing.

3 **OUT OF SIGHT OUT OF MIND:** Because you are in virtual mode, you only see who you invite to be with you online. As a result, your scope of input and perspectives narrow. You no longer run into someone in the cafeteria who is in town from another business unit/geographic location. You no longer get pulled into a meeting spur of the moment as you pass by a conference room. Make a list of people whose opinions and perspectives you value, and be intentional about setting up ways of staying in touch.

4 **ESTABLISH HOW AIR TIME IS USED** in Zoom or virtual meetings. Women are socialized to not interrupt, and research shows that both men and women more freely interrupt women than men. If there are no protocols established and maintained, women's voices often aren't heard. Establish a separate "air traffic controller" role to pay attention to people who are raising hands to speak, and temporarily mute those who keep interrupting.