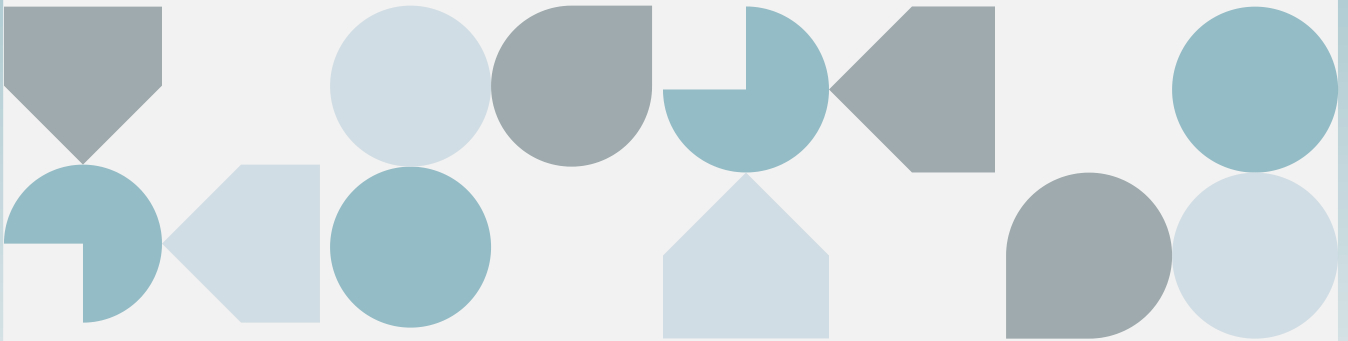




● **Virtual Office**
● **Manager's Handbook**

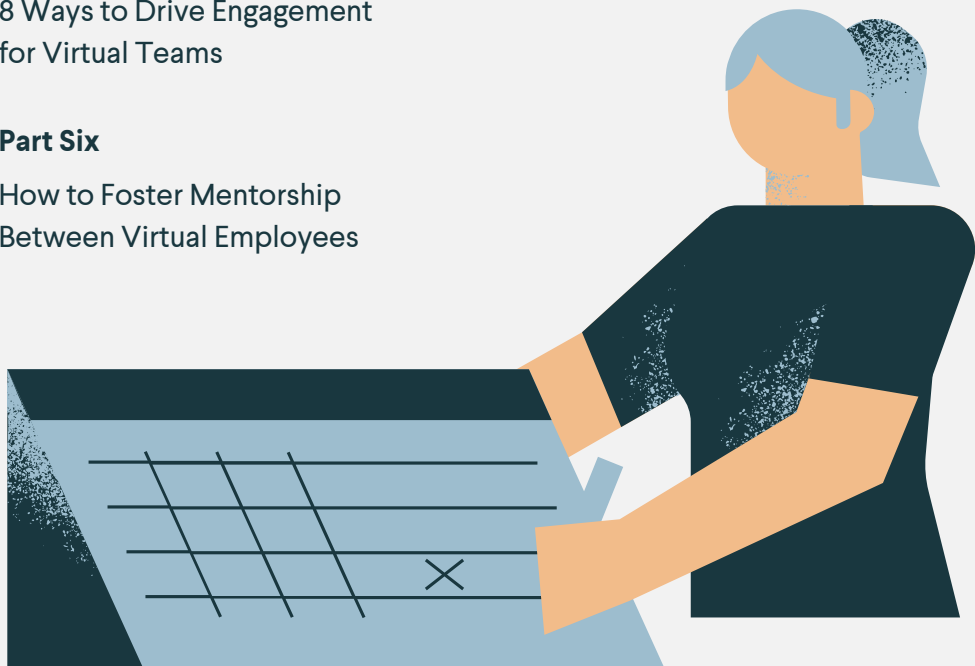
A Guide for Remote and Hybrid Leaders



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Introduction

From 1965-2019, the percentage of employees working from home went from .4% to 4.7%. During the pandemic, it spiked to 61% but has since settled into a trend approaching 30%, which is still fully 6-7x the 2019 figure.

This drastic workplace change has led to a flurry of new research, analysis, and experimentation within the workforce. While working from home has come with many benefits, critics have also pointed out various drawbacks, including increased distractions and difficulty collaborating with teammates.



To combat these drawbacks, many organizations have begun to invest in new workplace management software and adapt workflows to optimize the work-from-home experience. One of these changes has been the adoption of the virtual office manager.



What is a Virtual Office Manager?

There has been a recent increase in job postings and openings for 'Virtual Office Managers.' With many organizations shifting to remote and flexible work, the position is in higher demand than ever. Virtual office managers provide various services to reduce the executive teams' workload and support remote employee needs.

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What is a Virtual Office Manager?

According to [Glassdoor](#), in 2023, the average estimated total pay for a Virtual Office Manager is \$63,415 per year in the United States, with an average salary of \$51,197. Most virtual office manager positions require at least a Bachelor's degree in business administration, communications, or a related field; however, some may only require a high school diploma. Regardless of educational background, virtual office managers must have strong organizational and communication skills and the ability to pay close attention to detail.



Virtual Office Manager Responsibilities

The main goal of a virtual office manager is to keep the virtual office environment running smoothly, ensure remote employees are supported, and streamline processes and systems. As a result, the position and its responsibilities can vary greatly from organization to organization. While there is no all-encompassing job description of a virtual office manager's responsibilities, here are a few things that the role may include:

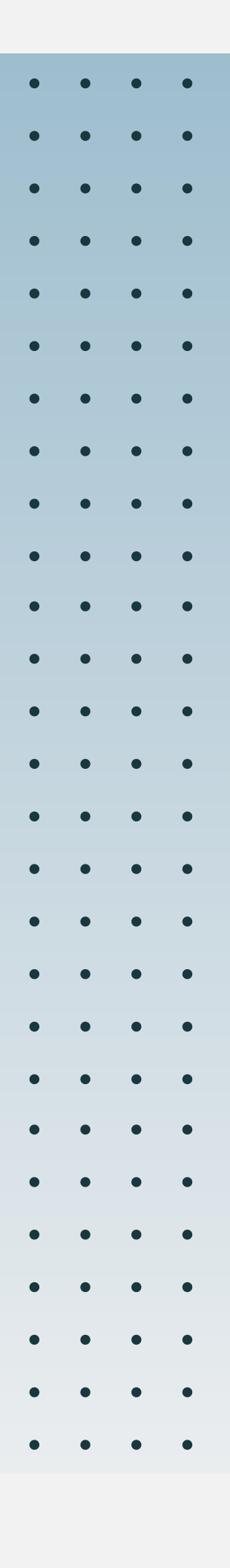
- Handle all internal communications
- Plan and manage company events
- Support finance teams with billing and payroll
- Onboard new employees
- Assist with technical setup and support
- Research new office software tools and solutions
- Coordinate the use of software tools across teams
- Arrange executive travel
- Book appointments and meeting spaces
- Field and manage any inbound emails from prospective clients
- Create guides and how-to documents to improve the employee experience



Virtual Office Manager vs. Virtual Office Assistant

You may have been wondering about the difference in skill set and responsibilities of a virtual office manager and a virtual office assistant or VA. While both roles can be beneficial, it is vital to identify what your business needs from the role in the long and short term. This chart outlines some of the key differences between a virtual office manager and a virtual office assistant:

Virtual office manager	Virtual office assistant
Leadership role	Support role
Strategic work	Task-based work
Responsible for entire project and organization scope	Responsible for individual tasks
Evaluates and implements new processes and strategies	Uses existing systems and processes
Annual Salary: \$63,415	Annual Salary: \$41,257



How Do You Know if You Need a Virtual Office Manager?

Now that you know what a virtual office manager is, how do you determine if a virtual office manager is the right fit for your organization?

Ask yourself these questions to decide if a virtual office manager is a good fit for your team:

- Do our executives spend significant portions of their day on administrative tasks?
- Is our company growing quickly?
- Are we disorganized in our processes and systems?
- Do we make it a priority to address our employees' needs quickly and effectively?
- Is our general company email inbox overflowing?
- Can we bring on a new team member, given our financial situation?

If you answered yes to all of the questions above, it might be beneficial for your organization to hire a virtual office manager. This eBook will focus on resources and best practices surrounding the role.



Best Practices for Managing a Remote Team

Managing a remote team can be challenging, as it requires effective communication, trust, and the right tools and processes. In this section, we will discuss some of the best practices for managing a remote team, including effective communication, performance evaluation, and strategies to maximize productivity.

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Effectively Communicating with Remote Employees

Communicating with remote employees is essential to building relationships, increasing engagement, and keeping your team on the same page. Follow these tips to ensure that remote employees feel valued and connected so that they can do their best work.



Set expectations

During the virtual onboarding process, ensure that remote managers and employees discuss expectations and boundaries surrounding working hours, job responsibilities, and communication methods.



Schedule regular check-ins

Regular check-ins with remote employees will help ensure everyone is on the same page and employees feel supported. These meetings will provide an opportunity to provide feedback, discuss progress, and identify any possible issues.



Create a sense of community

Remote work can feel isolating for some. Work to offer events to allow employees to socialize and talk about topics outside of work. This includes lunch and learn presentations, virtual happy hours, or coffee chats.



Provide feedback and recognition

Use a combination of formal and informal recognition to ensure that employees feel appreciated and motivated to continue to perform at a high level.

Evaluating the Performance of Virtual Office Employees

It is important to measure both virtual and in-office employees similarly, setting goals and expectations for both groups and then measuring their performance accordingly. Additionally, ensure that both groups have access to the same resources, such as training materials and support. Ultimately, managers should evaluate the performance of virtual and in-office employees based on their individual performance and their goals. Here's how.

Clearly define evaluation criteria

- Work with employees to set goals and clearly define evaluation criteria. Help ensure that employees clearly understand what they are working towards and how their managers will evaluate their progress.

Set time frames and incremental goals

- Ensure goals are time-bound. Include a variety of short-term and long-term goals to evaluate performance against

Track and monitor performance with data

- Use a combination of self and peer evaluations to monitor progress and performance. Managers can use self-evaluations to identify areas of strength and opportunities for improvement while allowing employees to reflect on their performance and identify areas for growth. Peer evaluations can provide valuable insight into the individual's performance, as peers can often provide insights and perspectives that may not be available to the individual.

Review performance and provide feedback

- Schedule a time to review performance with your employees. It's important to schedule a regular time for performance reviews, preferably once a quarter or at least twice a year. This regular cadence will give you and the employee ample time to prepare for the review and ensure that they know what you expect of them.

Strategies to Maximize Productivity in a Virtual Office Setting

Encourage your team to use these strategies to avoid burnout and maximize productivity when working remotely.

Create a dedicated workspace

According to a [study](#) by the Network for Comfort and Energy Use in Buildings, workspace layouts impact satisfaction, perceived health, and productivity. It is important to keep this in mind even when working from home. Consider granting your employees a home office stipend and encourage them to set up a dedicated workspace.

Schedule —and take—breaks

[94% of employees](#) feel happier when they can take a lunch break during the workday and agree that taking a break gives them a chance to return to work with a new perspective. These employees exhibit higher productivity levels and are more likely to stay at a company where managers encourage employees to take breaks.

Set SMART goals

According to psychologists Gary Latham and Edwin Locke, goal setting can increase productivity by [between 11 and 25 percent](#). Focus on setting SMART goals and track any relevant progress to help you stay on target.

Ensure access to the right technology

Ensuring access to the right technology is essential to maximizing productivity in a virtual office setting. Virtual office software can help to increase transparency and visibility while working remotely, enabling remote workers to collaborate effectively. In the next section, we outline how to choose virtual office software for your team.

SMART Goals

SMART goals allow you to set measurable goals and ensure you are accountable for making progress. Use the SMART acronym to help you set your goals. SMART stands for Specific, Measurable, Attainable, Relevant, and Time-Bound.

S	Specific: Set a goal that is clear and specific, instead of vague and general.
M	Measurable: Make your goal measurable so you can track your progress.
A	Attainable: Set a goal that is realistic and achievable.
R	Relevant: Make sure your goal is relevant to your overall objectives.
T	Time-Bound: Set a goal with a timeline so you can stay focused and on track.



How to Choose Your Virtual Office Software

When deciding to license a virtual office software, you must first understand how you and your team currently use your existing virtual tools and what you'll need them to do going forward.

Do you anticipate your team growing? Will the software you choose be able to scale with your team? What do your employees enjoy or dislike about how they work now? In this section, we discuss the best approach to finding software that meets your team's needs.

03

Survey Your Employees

Start by surveying your team on what they like and dislike about the tools you currently use. Does your team love their calendar integrations? Do they feel isolated when working from home? Do they love working remotely but miss connecting with their team? It's crucial to consider what you and your team like, what you need, and even where you can consolidate. Consider if adding a new tool will exacerbate or help eliminate these issues. Once you understand these pain points or annoyances, these can be great questions to ask your salesperson when shopping around!



Understand Your Goals

After digesting your team's feedback, it's time to consider where you want the team to grow. Do you want your team to feel a greater sense of camaraderie? Are you looking to boost productivity and collaboration? Certain teams may find value in some features over others. Still, your goal during product discovery should always be to understand the core functionality and benefits of any software you consider.



Now is also the time to consider the costs. Depending on your organization's budget or staffing plan, this may lead to a simple conversation or a lengthier one involving consolidating other tools you employ. Transitioning to a new platform—especially one meant to replicate or supplement your in-office experience—can overwhelm some team members. Therefore, regardless of any goals to consolidate multiple software platforms, we strongly recommend a substantial and supported transition period where team members can use and access your existing workflows as they adjust. Make sure your team considers this when accounting for the overlapping costs.

Engaging with Sales

Depending on the size of your team, it may make more sense to sign a month-to-month agreement as you try out new software. It's important to engage with a representative from the software sales team so that you can be sure it can meet all of your needs. Joining one of their representatives for a quick call can help you discover features your team could benefit from and provide an opportunity to clarify how a product like a virtual office platform will function in your team's current virtual workflow ecosystem.

Once you've begun engaging with sales associates from your prospective choices, it's time to share much of what you've considered above: goals, pain points, cost limitations, and future planning. After a demonstration of different software's capabilities, ask if you can use a demo environment or free trial to test some of the common needs or workflows you uncovered while surveying your team.

Suppose you've narrowed down your choices to one or two final options. In that case, we recommend asking about their implementation process, what education and support materials they will provide to your team members, and how they will continue to support you should you run into any problems or need assistance after you've closed the deal.





Creating an Engaging Culture in a Virtual Office

Regardless of which virtual office software you choose, you'll need to shape your new online workplace to foster engagement—which may require more effort than you think! Because the remote and hybrid work experience is now the primary work experience for many, a healthy and productive culture is a competitive must-have if you want to attract and retain a diverse and engaged workforce.

What Are The Common Barriers to Engaging a Remote Team?

Your company's culture will grow and change whether you prioritize it or not. From day one, you should actively shape that culture and correct any cultural issues before they fester. Luckily, there is plenty of data to help you understand where to focus.

When we say "culture issues," there are a few things to remember regarding remote and hybrid teams:



Weakening Connections:

More than half of remote workers feel less connected to their co-workers after the shift to remote work.



Unclear Communication:

Only 7% of remote workers strongly agree that their workplace leaders communicate openly, accurately, and within a timely manner.



Stress:

Workplace stress and feelings of worry have reached all-time highs since 2020.

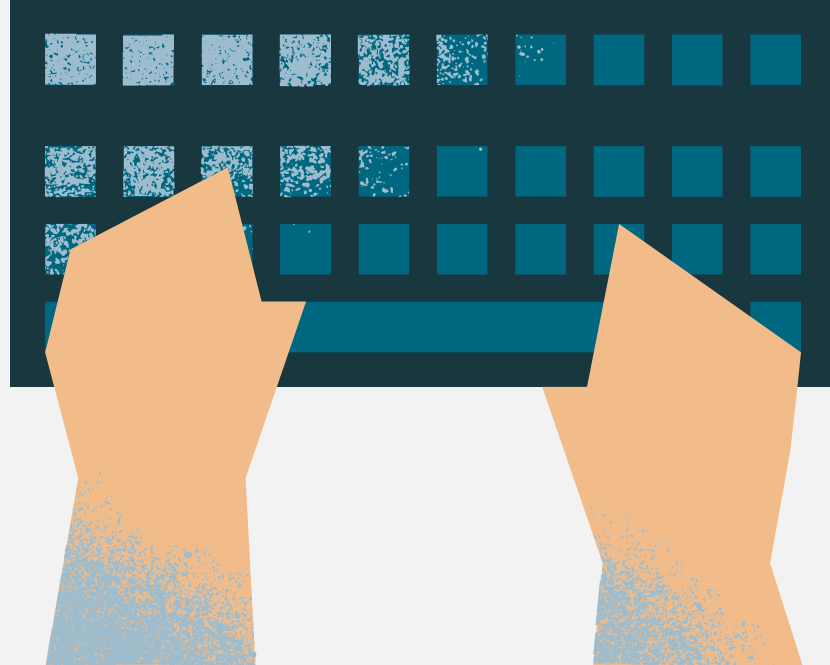


Well-Being Concerns:

One of the top concerns from workers about the future of remote work is that companies will decrease their focus on employee well-being.

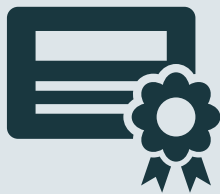
What Are The Common Barriers to Engaging a Remote Team?

Further, your employees may face new hurdles in a remote and hybrid setting requiring you to rethink your traditional engagement tactics. For example, employees will likely need training to understand their new workplace tools. Otherwise, they may naturally become frustrated by technical issues. Some employees may be unable to access high-speed internet or a dedicated working space, which can detract from their productivity and ability to join specific team activities. These considerations will affect how you should reach and engage your team members.



What Makes Remote Workers Happy?

Once you've minimized the potential hurdles you'll face in engaging your remote team, look to recent survey data to understand what helps remote workers thrive:



Recognition

Companies with a formal recognition program have a 31% lower voluntary turnover rate compared to companies with no recognition program.



Daily Check-Ins

Employees are 3x more likely to be engaged if they receive daily feedback from their manager instead of receiving feedback once a year or less.



Clear Expectations

The top thing remote workers request in a company policy is clarity on working and collaboration hours, including expectations on when to be online.



Career Growth Opportunities

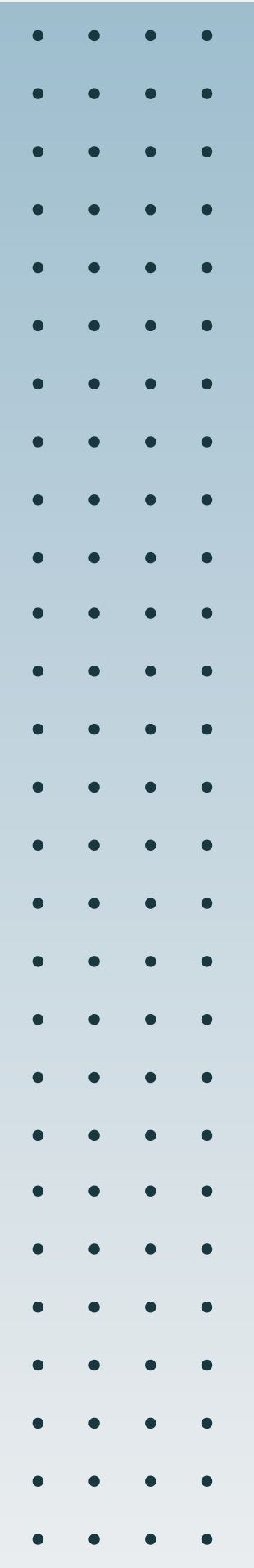
Nearly 40% of remote workers cite that their company does not promote remote career growth opportunities, but they wish they did.



8 Ways to Drive Engagement for Virtual Teams

Keeping the data in mind regarding what makes remote workers happy and the common barriers to engagement, how can you build a healthy virtual culture? Take these actions.

05



8 Ways to Drive Engagement for Virtual Teams

1.

Foster a Sense of Community

It's clear that remote workers need to feel connected with their coworkers. Enable—and truly encourage—your employees to set up coffee chats, virtual team bonding activities, networking hours, and other activities to help them get to know one another. You can even dedicate a room in your virtual workspace to be a virtual water cooler or chat room, where team members can join at any time to chat.

2.

Set Clear Communication Guidelines

Ambiguity can increase feelings of worry. Your team must understand how to connect and collaborate in a virtual setting. Create guidelines that explain your communication norms and expectations—are emojis appropriate on messaging apps? Should cameras always be on during a virtual meeting? How should your team use each collaboration tool at their disposal?

3.

Recognize Accomplishments

Celebrate your team's successes and publicly recognize individuals for their efforts. Public recognition is vital for helping everyone feel appreciated and a great way to reinforce positive behaviors. You can build an online “wall of fame” to highlight accomplishments or send a weekly or monthly team-wide email recognizing your team's strides.

4.

Prioritize Professional Development

To build a resilient workforce, identify your team members' career goals, co-create career development plans, and support them to continue expanding their skill sets. Invest in virtual training sessions, mentoring, online certification, expert guest speakers, and other programs to support professional development.

8 Ways to Drive Engagement for Virtual Teams

5.

Create Healthy Feedback Loops

Every team member should clearly understand their performance and feel safe expressing their needs or suggesting ways to improve the team culture. Ensure that managers meet with their team members at least once a week and share feedback through asynchronous channels daily to keep everyone focused, encouraged, and aligned on how to support the team.

6.

Protect Work-Life Balance

It's understandable many remote workers let work creep into their personal time now that their work and living spaces are combined. Reinforce the need for your team to prioritize their self-care and lead by example to assure them that your company prioritizes their work-life balance. Set boundaries, take breaks, and be flexible.

7.

Rethink Performance Metrics

How you measure success in an in-person setting may not transfer well to a virtual environment. As you adapt to your virtual workplace, ask employees whether their performance metrics accurately communicate the value they provide. As part of this, reassess your career paths and create new documents that explain how employees can advance in the company.

8.

Lead by Example

Workers in any setting will learn their workplace culture by observing the company leaders. Authentically embrace and follow each of the tips we've shared and model the behaviors you'd like to see across your teams.

Additional Considerations For Easing The Transition to a Virtual Office

Every team will face understandable growing pains when transitioning to a virtual office. In particular, proactively address these three areas:

- **Tech Training:**
 - Your employees will likely need training to help them best use your new virtual workplace tools and technologies. Host hands-on training sessions and create how-to documents for self-serve consumption.
- **Distractions:**
 - Remote employees may be distracted by family members, pets, household chores, and other life needs. Reinforce the expected working hours, but be flexible so employees can address life needs as possible (without detracting from their performance).
- **Online Security:**
 - Virtual workplaces are at high risk of cybersecurity threats, especially if employees do not understand how to protect their accounts and networks. Establish strong security protocols and host training to teach employees how to keep sensitive data and accounts secure.





How to Foster Mentorship Between Virtual Employees

Mentorship is a great way to build connections in your team and help them grow their careers.

Pair your established employees with new hires and encourage them to share guidance, feedback, and support regularly. To encourage informal mentorship, create virtual gathering spaces that connect cross-functional teams, including water cooler chats, lunch and learn sessions, team building activities, and informal company-wide social gatherings.

Virtual Mentoring Program Examples

Many leading companies host successful virtual mentoring programs that can inspire how you shape your mentorship strategy. Let's look at five examples:

Google:

Google's "Momentum" program pairs employees with experienced mentors from different departments or regions, focusing on career development, networking, and building new life skills.

LinkedIn:

LinkedIn's "Career Advice" program connects industry professionals with users to share advice and guidance on job searching, industry trends, and career development strategies.

Cisco:

Cisco's "Reverse Mentoring" program pairs tech-savvy employees with others to share insights about emerging technologies and how to use them in the workplace.

Deloitte:

Deloitte's "ConnectMe" program matches employees with mentors based on interests, expertise, and career goals.

IBM:

IBM's "MentorPlace" program connects employees with a global network of mentors who can offer career development and leadership advice.

How To Start a Virtual Mentoring Program

Starting a virtual mentoring program requires you to deeply assess your team's needs and how your virtual workplace can best foster mentor and mentee relationships. With the appropriate level of planning, your mentoring program will support your team's ongoing learning and development, improve your retention, and boost your engagement.



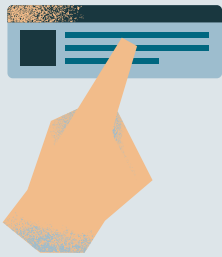
How To Start a Virtual Mentoring Program

To unlock these benefits, follow these steps:



Match Mentors and Mentees

First, pair employees based on their skills, interests, experience, and career goals. A mentoring program administrator will usually manage this pairing. You can use employee surveys to assist with manual matching or deploy a mentoring platform's tools.



Set Goals

Once you pair mentors and mentees, they should set goals for the mentee and develop a plan to achieve those goals—specific steps, timelines, and metrics for success to keep the mentee accountable and clear on how they can grow.



Host Regular Check-Ins

As mentioned early, communication is a core part of a healthy virtual workplace culture. Host a regular video call between the mentor and mentee and ongoing check-ins through email, instant messaging, and other communication tools. The purpose of these check-ins is to address any hurdles, share knowledge, provide feedback, and offer support.

How To Start a Virtual Mentoring Program



Prioritize Skill Building

Empower mentors to request new tools or training to help their mentees develop current skills or build new skills. If multiple mentors express the need for a specific type of training, offer it as company-wide training.



Provide Ongoing Feedback

Mentors should provide ongoing feedback to their mentees regarding their performance, progress, and areas of opportunity. Mentors should also evaluate the overall mentoring program's effectiveness and suggest ways to improve the experience.



Celebrate Accomplishments

Recognize your mentors and mentees in public channels, including awards or other incentives.



Planning and Managing Virtual Internal Events

Just because you aren't in the office doesn't mean you can't host events for your employees! Strengthen team connections with virtual internal events. In this section, we provide unique ideas and tips to help make your virtual events engaging and memorable.

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Planning and Managing Virtual Internal Events

Although research commonly cites feelings of loneliness and a sense of disconnect as drawbacks of remote work, you can easily build a connected team culture and boost engagement through virtual internal events. Here are a few common activities you should host:


- **Virtual Team Building Activities:**
 - Much like in-person team-building games, you can host exciting online activities that help your employees build relationships and get to know each other better. Ideas include online games, virtual scavenger hunts, remote happy hours, or activities like a ‘wine and paint’ night.
- **Virtual Town Hall/All-Hands Meetings:**
 - Keep your remote and hybrid employees up-to-date on the latest company news and updates through regular town hall meetings. These are especially useful for allowing employees to ask questions and provide feedback.
- **Virtual Recognition Programs:**
 - Celebrate your employees’ achievements through virtual awards ceremonies.
- **Virtual Employee Appreciation Events:**
 - Virtual holiday parties or celebrations for company milestones show your employees that you value their contributions and recognize occasions as a team.
- **Virtual Diversity, Equity, Inclusion, and Belonging (DEI&B) Training:**
 - Teach employees about core diversity, equity, inclusion, and belonging topics through virtual DEI&B training, such as workshops, webinars, and seminars.

Virtual Internal Event Tips


When planning and hosting virtual activities to help strengthen your team connections, there are a few considerations to ensure your event is as successful as possible:

1. 


Plan Ahead:
Start preparing for your event at least two or three months ahead of time so that you can prepare everything and coordinate with the relevant stakeholders. It is easy to tell if you threw an event together at the last minute, and doing so can discourage your team from attending future events.

2. 

Choose The Right Platform:
Host your event on a virtual event platform that offers all the features you need—such as video conferencing, chat functions, or screen sharing—and is easy to use.

3. 

Promote Your Event:
Encourage your employees to attend your events through various communication channels, like email announcements, social media posts, personalized invitations, and Slack or Teams messages.

4. 

Provide Clear Instructions:
Ensure everyone can access and prepare for the event. Provide instructions via email, including any login information or software requirements.

Planning and Managing Virtual Internal Events

5.



Be interactive:

Use interactive elements like polls, surveys, and breakout sessions to keep your participants engaged and connected to their peers.

6.



Be Mindful of Time Zones:

If your employees span multiple time zones, select an event time that works for everyone. Use a time zone converter to make planning easier, and consider hosting multiple events so everyone can join.

7.



Give Out Virtual Prizes:

Reward your participants with virtual swag bags or prizes to encourage them to join and engage in your virtual team events. Give out prizes like gift cards, customized virtual backgrounds, swag you will mail to them, and more!

8.



Say Thanks:

Always follow up after your event by thanking your participants and sharing additional resources. Email works best, as well as quick in-person conversations where you can ask for feedback on the event.



Onboarding New Employees

When it comes time to onboard new employees into your virtual office start with a technical orientation. Talk your new hires through logging on and share any troubleshooting tips or documentation. Depending on the new hire's technical fluency, you may want to start this process over the phone to guide them through getting set up. Once they are set up in the software, you can start bringing them up to speed on their team and role.



Share Common Verbiage, Workflows, and Meetings

The first day of joining a new team is scary enough without the added stress of learning new phrases, workflows, products, and projects. Sharing a document with common company lingo, meeting styles, and key project names immediately will set your new hire up for a successful first few days. It will also make their transition into your team smoother by eliminating the need to ask others to define every term they hear. This will also aid in their feeling of inclusion from day one.

A [McKinsey report](#) found that since the COVID-19 pandemic, increasing employees' sense of inclusion in the workplace has become more and more crucial to maintaining a productive work environment for all – especially with so many now working a remote or hybrid schedule. Giving new employees a leg up on day one by laying out as much of the shared knowledge as possible is one of the most straightforward ways to ensure all new hires, regardless of location, feel included in their new team.



Initiate Relationship Building on Day 1

Make a point to have your new team member meet 1-on-1 with colleagues they will be working closely with. For smaller organizations, schedule time with all the employees! These meetings will be key to helping new team members get to know their coworkers and understand how their role fits into your organization's bigger picture. Pre-scheduling these conversations makes joining a new team less daunting and encourages a culture of relationship-building throughout your organization.



While using a virtual office for your hybrid or remote team comes with many benefits, often, teammates will navigate and use a virtual office differently. Having your team reach out to set up 10-15 minute meetings will give the new hire greater context to workflows and help them get acquainted with their new role. These quick meetings will also be a great introduction to how different hybrid or remote employees use your remote office and tools.

Pair Your New Hire With A Buddy for a Day

The first few days of a new job are typically filled with onboarding and administrative tasks. Once your new hire has completed these, pair them up with another colleague who shares similar responsibilities for a day. Encourage the pair to attend the same meetings, discuss their tasks, and frequently debrief throughout the day. Depending on the size of your organization, this can help speed up collaboration between two crucial team members or give your new hire an established team member to reference when it comes to producing great work within your organization.

A dark teal sticky note with white text that reads "Shadow peers today!". The note is slightly tilted and has a light blue tab at the top. It is positioned in the lower right quadrant of the page.

Shadow
peers
today!

Encourage Engagement Throughout the Virtual Office

On a recent episode of McKinsey Global Institute’s Forward Thinking podcast, [Nicholas Bloom](#) discussed how integral a sense of connection with colleagues is to create a successful remote or hybrid work environment. It can be difficult for hybrid and remote new hires to know how to engage with their new colleagues within a virtual office space. Modeling how your team uses your virtual office before sending off your new hire to do so on their own can accelerate their learning curve and invite more opportunities for them to engage with their new colleagues.

One of the main benefits of a virtual office is the visibility and reachability of your teammates. Encourage new hires to occupy a virtual office or desk, venture to different virtual “locations,” and use statuses to convey their availability. Share how different team members use the space’s functionalities and tools and encourage new colleagues to try out the various aspects of your virtual workspace to identify their preferences.



Resources for Virtual Office Managers

Although we've packed this ebook with our best tips for building an engaging remote culture as a virtual office manager, we know we're not the only experts in this space. We recommend you visit the following sites, associations, and articles to access more resources and timely information.





Articles

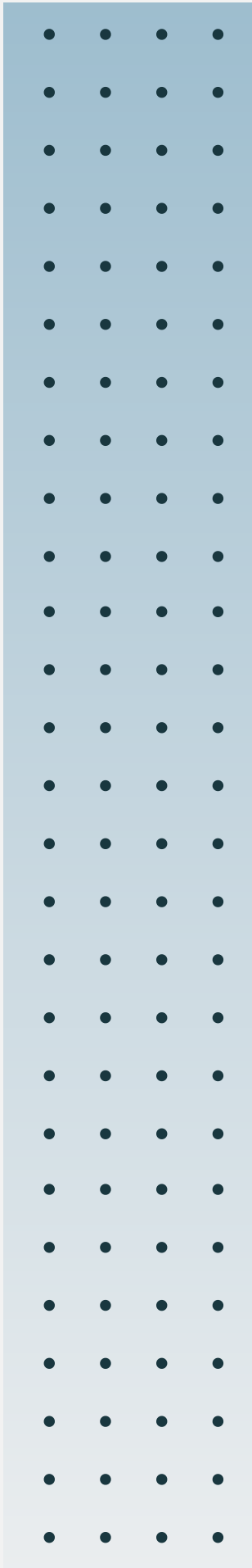
- [4 Tips for Welcoming and Engaging New Remote Team Members to Your Virtual Office](#)
- [Company Culture is Everyone's Responsibility](#)
- [Culture Is What Happens When You're Not In the Room](#)
- [Harvard Business Review Remote Work Articles](#)
- [The Long-Distance Leader: Rules for Remarkable Remote Leadership](#)
- [The Manager's Manual for Digital Work](#)

Associations and Communities

- [Remote Work Association](#)
- [Union of International Associations](#)
- <https://workfrom.co/>

Books

- [Digital Body Language: How to build Trust and Connection, No Matter the Distance](#)
- [How to Thrive in the Virtual Workplace: Simple and Effective Tips for Successful, Productive, and Empowered Remote Work](#)
- [Remote Not Distant: Design A Company Culture That Will Help You Thrive in a Hybrid Workplace](#)
- [Remote Work Revolution: Succeeding from Anywhere](#)
- [The Culture Code: The Secrets of Highly Successful Groups](#)
- [The Future of the Office: Work From Home, Remote Work, and the Hard Choices We All Face](#)





Software Tools

- [15Five](#)
- [Achievers](#)
- [CultureAmp](#)
- [Evernote](#)
- [Figma](#)
- [Flipboard](#)
- [Frameable Spaces](#)
- [Google Workspace](#)
- [Microsoft Teams](#)
- [Miro](#)
- [Notion](#)
- [Pocket](#)
- [Slack](#)
- [Trello](#)

Websites

- [Remote.Co](#)
- [Remote Leader Project](#)

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