

LEAD ANYWHERE

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Introduction

During difficult times, your team members may experience feelings of panic, fear, isolation, loneliness, depression, burnout, disengagement and possibly even trauma. They may shut down or become defensive, and that is completely natural. TEAM Anywhere gives us more choice than ever about when and how we work. However, working in a distributed environment can sometimes exacerbate these negative feelings. **As a people manager, how can you recognise the cues and signals that might indicate your team member is struggling - and what can you do to help? This play, along with the 4 Flags, has been designed to help you with this.**

Learn how to work out if your team member is just having a bad day, or if there are flags that indicate they may be struggling with burnout, their wellbeing or mental health. Then determine the right action to take. You can use this play with individual team members or for your whole team.

You can complete this play as part of the [Lead Anywhere Series](#) or you can do this on your own.

Use this play to...

- Have 1:1s that matter
- Build rapport and trust with your team members
- Better identify and manage the impact of burnout on team members
- Improve your Emotional Intelligence (EQ) and Empathy
- Identify how you can better support the mental health and wellbeing of your team members

✓ And why would I need that, exactly?

The reality is, we all have bad days, and our energy levels go up and down. But if you start to notice that your team members are having bad days on a more regular basis, they seem exhausted or burnt out, or if they are behaving in a way that is uncharacteristic for them, this may indicate that something deeper is going on for them.

As a people manager, it is your responsibility to provide your team members with the support they need.

Who should be involved

This play can be done by a leader either alone or with the support of their own leader or an HR Business Partner.

PARTICIPANTS

1 person

PREP TIME	10 min
RUN TIME	60-90 min
MATERIALS	<ul style="list-style-type: none"> • 4 Flags Hack :confluence: • 🗨️ What's the ONE thing a people leader can do? • 1:1 Notes 📝

Prep 10 MINS

- Read the 4 Flags Hack and 🗨️ What's the ONE thing a people leader can do?

Section 1

INTERACT WITH YOUR TEAM MEMBERS 30-60 MINS

- Have you met 1:1 with your team member in the last 5 days?
- Have you asked them these questions:
 - What are your priorities?
 - How can I help you?
 - How are you feeling?
- If you answered NO to the above, here and schedule a 1:1 for this week - read 🗨️ What's the ONE thing a people leader can do? for tips on a great 1:1
- Consider using a Poll in Slack to pulse check your team's level of burnout.

▼ Example poll:

9:51 AM

How energised are you feeling this week?

1

2

3

4

1: Super energised - I could take on anything right now!

2: Good energy - I am tracking well and feeling good

3: Feeling tired - I am looking forward to the weekend

4: Drained - I have nothing left in the tank

0% (0)

0% (0)

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Delete Poll

Sender: @Alison Torres (Alison) | 🗨️ Responses: Anonymous | ⌚ Closes: May 6 at 9:51 AM

👉 Get insight on your meeting's effectiveness with our [meeting feedback template](#)

✅ **Pro Tip:** You should be having weekly 1:1s with all your team members.

Section 2

CHECK YOUR DATA 15 MINS





- Have you read your latest TIP results?
- What trends are you seeing around Work Happiness, Engagement and Stress?

- What are your team's verbatims telling you?
- Do you have Workday data you can draw on? Eg. sick leave, annual leave, carers leave.

✓ **Pro Tip:** If there aren't enough people on your team to get TIP data (you need a minimum of 5 responses) you could work with your own leader to get a broader view across multiple teams - it won't be specific to your team, but will give you an idea.

Section 3

APPLY THE 4 FLAGS 15 MINS

- Think about your team member and reflect on:
 - The interactions you have had with them in the last few weeks
 - What you have discussed in their 1:1s
 - Any feedback or comments you have heard about them from others
- For each of the 4 Flags, identify if there is anything that the team member has been doing more regularly lately, or is out of character for them:
 -  **White Flags (Language)** - what has your team member been saying and how have they been saying it?
 -  **Red Flags (Performance)** - how is your team member working; are they doing too much or too little?
 -  **Black Flags (Behaviour)** - what is your team member doing, how are they 'showing up' on :zoom: :slack: :confluence: :gmail:?
 -  **Danger Flags (Take Action Now)** - are there signs that your team member may need immediate support or intervention?

✓ **Pro Tip:** We all have bad days, but when the bad days become bad weeks or months, we may need more support from our people leader and Atlassian.

Section 4

MEET WITH YOUR TEAM MEMBER 30 MINS

- Spend more time with your team member to:
 - Raise your concerns with them and share that you want to support them
 - Ask them if they are ok
 - Explore what might be going on for them. Some examples might be:
 - They feel isolated and don't have access to the right information tools, resources or people
 - They feel lonely and need more connection
 - They are being mistreated or bullied by others
 - They feel bored or under-utilised
 - They are struggling to balance work and home demands (eg. homeschooling, caring for a family member)
 - They have health or financial challenges
 - They don't enjoy their work or feel at a dead end
 - Ask them what support they want or need
 - Explore what you can do together to help them

✓ **Pro Tip:** Avoid making assumptions about what might be going on for your team member. Take the time to understand their experiences.

Section 5

TAKE ACTION 15 MINS

- Follow up with your team member on your agreed actions. These could include:
 - Access to the **Modern Health** page with certified counsellors and many other tools and resources that support wellbeing
 - Modified work schedules
 - Time off
 - Reprioritisation of projects
 - More time together in 1:1s
 - Dedicated 'connecting' time with the team, or with individuals
 - Reducing pressure to 'be live' on zoom all the time - giving permission to switch off camera, being ruthless about the meetings they attend
 - Coaching from the people leader
 - Clarity on role and performance expectations
 - Performance priorities (to help reduce feelings of overwhelm)

✔ **Pro Tip:** Spend time with your team member - even if you don't identify any Flags of concern, your team members want your attention. So give it to them!

Feedback or Questions

Please read through the [4Cs Bootcamp FAQ](#) first - if your question isn't answered there, head over to :slack: [#leadanywhere-4cs-beta](#) to ask questions, share your thoughts, or give feedback.