MODULE OVERVIEW

Leading a remote team: Cohesion and continuous improvement

Adaptive module | ~20 min

At a distance, what held a team together effortlessly disappears: issues are no longer settled in the hallway, and connection wears thin without anyone intending it. This module sets up two drivers to fix it. First, continuous improvement, through a regular team retrospective where the team decides for itself what to continue, stop, or change. Then cohesion, through short, regular moments that help people really get to know each other: the basis of trust, and so of collaboration.

LEARNING OBJECTIVES

01 Set up a regular team retrospective: what you continue, what you stop, and what you start doing differently.

02 Rotate who leads meetings, and establish mutual feedback that becomes a habit rather than a scheduled event.

03 Build team cohesion with short rituals: weather report of the day, twice-monthly one-on-ones, and success celebrations.

04 Include remote workers actively: an immediate call when a topic concerns them, anchor days, and regular pairs.

WHO IT'S FOR

Managers who want a distributed team where people know and trust each other and no one becomes isolated.

- **Prerequisite:** none

HOW THE MODULE WORKS

Self-paced, with practice tailored to each learner.

1. **Self-assessment**: on 9 dimensions, to gauge current habits and guide the practice.
2. **Expert video**: 10 minutes, with 3 pauses for reflection.
3. **Practice scenarios**: the first 2 chosen from the self-assessment, then 16 optional ones. Every answer gets feedback: what it leads to, and one way to improve.
4. **Dated commitment**: one action to try, written by the learner or picked from the suggestions.
5. **Memo to download**: key takeaways, questions, commitment, personal notes and checklists.

A SAMPLE PRACTICE SCENARIO

You manage ten social benefits officers who work from home two days a week. During the monthly video meeting, Sofiane says he mistakenly sent a rejection letter to a family whose application had been approved. The family called, furious; the correction letter has been sent. What do you do?

ASSESSMENT AND COMPLETION

Pass mark: 80%

The score takes into account your answers to the practice scenarios, your commitment and, where relevant, any additional learning activities. Passing requires a commitment and a score of at least 80%.

METHODS & MODELS

- Psychological safety – Amy C. Edmondson (1999).
- "Continue / stop / start" feedback – the "Start, Stop, Continue" agile retrospective method.
- Anchor days and remote/on-site pairs – proven remote management practices.

SOURCES & REFERENCES

- Harvard Business Review – survey of more than 180 senior managers: 71% consider their meetings unproductive and inefficient
- GitLab – fully remote organization, more than 2,000 team members in more than 65 countries, asynchronous feedback built into daily work
- Buffer – weekly random pairing algorithm for informal calls, "all-remote" culture
- Bloom, Han & Liang, Nature (2024) – trial on hybrid work, job satisfaction, and retention

Module created by Afthonios.com.

Content reviewed on 16 October 2026