



Management Interaction with Employees

Indicator	Observations
<ul style="list-style-type: none">• Formal or informal?• Only in the manager's office vs manager often on the floor?• Senior managers speak with all levels of employees regularly vs. only through their direct reports?• Open door environment vs. employees have to knock or make an appointment?• Employees frequently text, call, or instant message managers?• Managers drop in on Zoom, WebEx, Teams, or other video meetings?	

Engagement and Emotion

Indicator	Observations
<ul style="list-style-type: none">• What are people excited about?• Are they laughing and energized?• Are people morose or withdrawn?• If you walk by desks, are people friendly and comfortable interacting with you and other senior leaders?• Are people speaking up in meetings (in-person or virtual)?• Is there small talk at the beginning of meetings, or is it all business?• What are people's facial expressions during meetings?• Do people voluntarily come on camera during virtual meetings?	



Objects and Artifacts on Desks and Walls

Indicator	Observations
<ul style="list-style-type: none">• Desks/cubicles personalized?• Meeting areas interactive or sterile?• Family pictures or personal items on show?• Plants, toys, or knickknacks displayed?• What are people’s wallpaper backgrounds for virtual meetings?• Are people comfortable sharing their home work space on camera?	

Allocation of Space

Indicator	Observations
<ul style="list-style-type: none">• How much space is allocated to whom?• Is employee position clearly delineated by furniture style or office size?• Are remote work privileges distributed equally and fairly?• Are parking privileges determined by role?	



Displays and Common Areas

Indicator	Observations
<ul style="list-style-type: none"> • What is posted on bulletin boards? • What kind of artwork is exhibited? • How are common areas utilized? • Are breakrooms used? • Are breakrooms attractive and comfortable? • What is being done to make remote employees feel included? 	

Communication and Interaction

Indicator	Observations
<ul style="list-style-type: none"> • Is there a sense of energy in the room (or the virtual room)? • Do people talk with each other or communicate mostly by email? • Is email typically formal or informal? • Is hierarchy clearly delineated by where people sit in conference rooms? • How much do you see people speaking with each other? What is their tone? • Are people talking and laughing? • Do people suddenly get quiet because you or another leader walk by? • Do people get quiet if a senior leader joins a meeting? • Is informal communication used to build rapport (i.e., text, instant messenger, phone calls)? 	