

## Remote Working: Helping your employees succeed

23 March 2020

Dr A. J. Brough  
admin@broughleadership.com

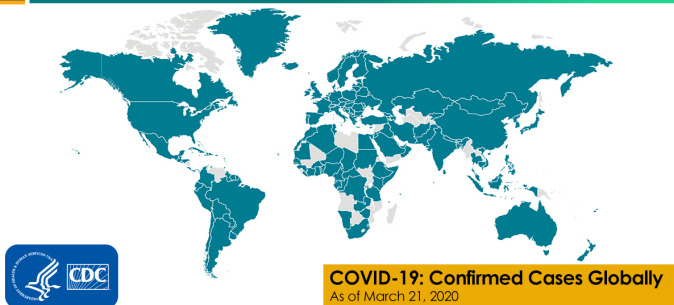
**CN** COUNTRY  
NAVIGATOR

tma<sup>world</sup>  
borderless learning

1

## The Coronavirus (COVID-19)... business impact

**CORONAVIRUS DISEASE 2019**  
(COVID-19)



**COVID-19: Confirmed Cases Globally**  
As of March 21, 2020

- Biggest global health crisis since the Spanish Flu of 1918.
- The FTSE, Dow Jones Industrial Average and the Nikkei have all seen huge falls since the outbreak began on 31 December 2019.
- Central banks in more than 50 countries cut interest rates.
- Thousands of companies to throttle down or temporarily shut assembly and manufacturing plants in the U.S. and Europe.
- Travel industry: 320 million jobs affected.
- Global GDP growth could dip to below 2%.
- Corona pandemic to fundamentally change the way many organizations operate for the foreseeable future.

2 | © Country Navigator Ltd. All Rights Reserved.

2

## The Coronavirus (COVID-19)... Unprecedented.

- The Coronavirus has meant **social distancing** is mandatory.
- One of the immediate decisions is that people who can, must work remotely **immediately**.



These are **unprecedented** times. I am acutely aware that these changes to our working arrangements will have a big impact on our lives

Alan Jope,  
Chief Executive of Unilever

This is **unprecedented**. It may change the workplace forever. Everyone will need to embrace a different sort of workplace behaviour.

Ann Francke,  
Head of the UK Chartered  
Management Institute

- Josh Bersin highlights people are scared and that means that *"we have to create a sense of trust, shared responsibility, and safety"*.

## Workplace challenges...

### ...working across:

- Multi-sites
- Co-located and/or remote teams
- Generational and functional differences

**SEVERELY** testing old ways of thinking and doing



## We are here today to:

- Understand our new world of work - VUCA
- Identify barriers to effective remote working
- Overcome challenges of distance using a collaboration model
- Explore how to build trust remotely and create remote resilience



We are facing trying times. But, we're also facing changing times and a possible future we never expected.

Source: Forbes

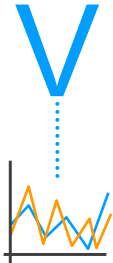
## From VUCA negative



Volatility

Continual and disruptive change

## From VUCA negative



### Volatility

Continual and disruptive change



### Uncertainty

High level of unpredictability

## From VUCA negative



### Volatility

Continual and disruptive change



### Uncertainty

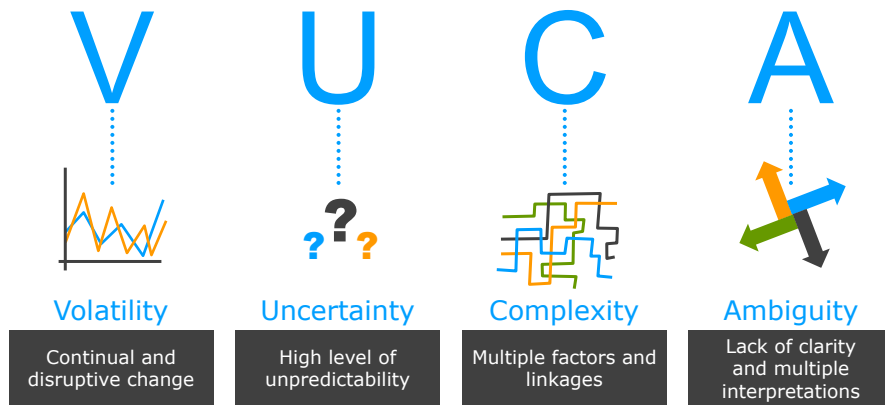
High level of unpredictability



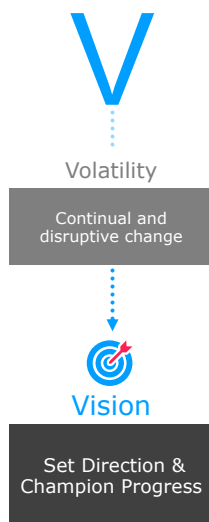
### Complexity

Multiple factors and linkages

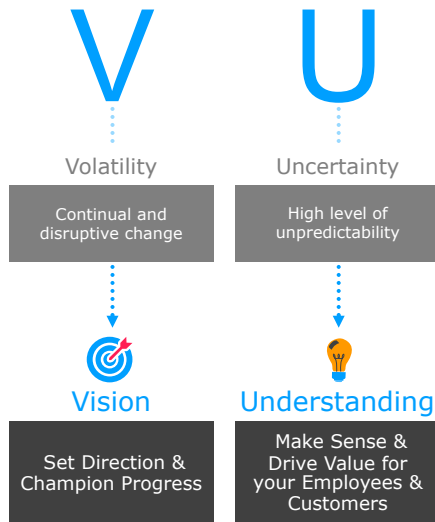
## From VUCA negative



## From VUCA negative to VUCA positive



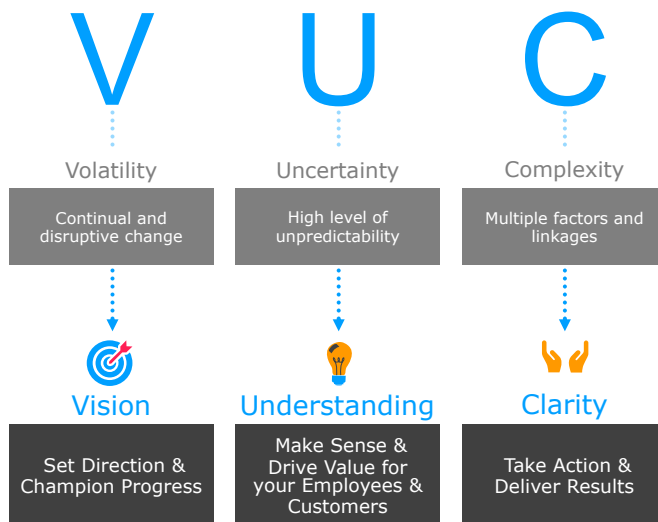
## From VUCA negative to VUCA positive



11 | © Country Navigator Ltd. All Rights Reserved.

11

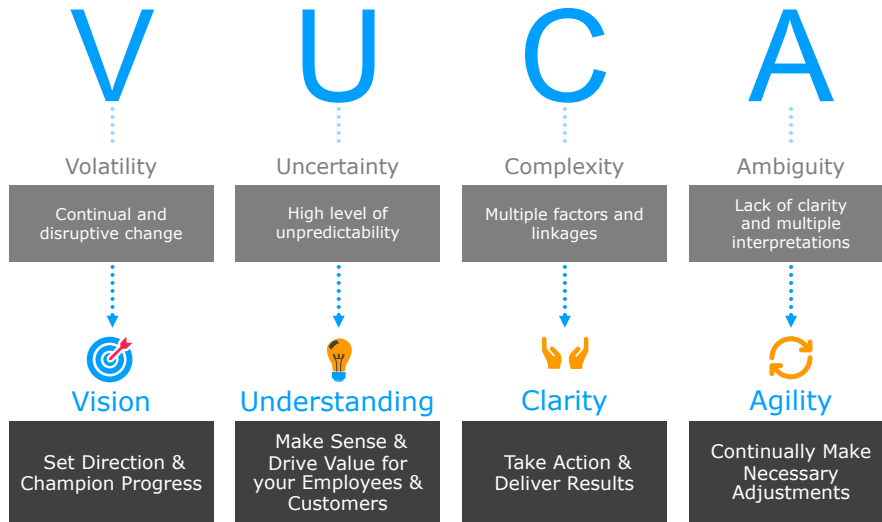
## From VUCA negative to VUCA positive



12 | © Country Navigator Ltd. All Rights Reserved.

12

## From VUCA negative to VUCA positive

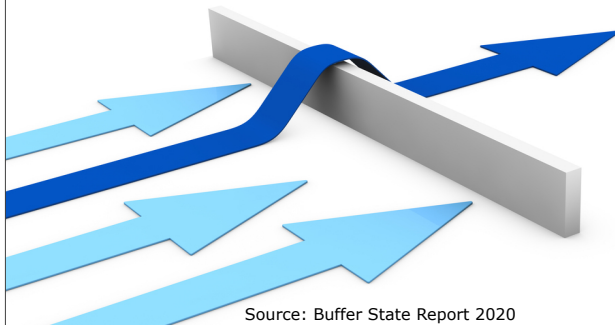


13 | © Country Navigator Ltd. All Rights Reserved.

13

## Top 3 challenges of remote working

- 1 Collaboration and/or communication (20%)
- 2 Loneliness (20%)
- 3 Plugging off after work (18%)



Source: Buffer State Report 2020



Remote work isn't just a different way to work – it's a different way to live.

Amir Salihefendic  
CEO of DOIST

14 | © Country Navigator Ltd. All Rights Reserved.

14

## 'Think Leadership first, location second'

As you adapt to new ways of working, effective team leaders need to demonstrate leadership presence, without being present



15 | © Country Navigator Ltd. All Rights Reserved.

15

## The 'Big Three': Barriers to remote working

### Isolation



Example:

Being immediately thrust into a remote team context for the first time

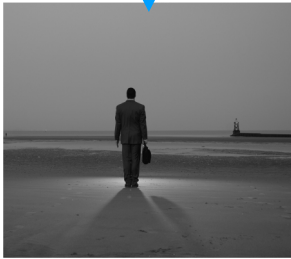
16 | © Country Navigator Ltd. All Rights Reserved.

16



## The 'Big Three': Barriers to remote working

### Isolation



#### Example:

Being immediately thrust into a remote team context for the first time

### Fragmentation



#### Example:

Receiving work in a format that is difficult for you to work on because members of the team use other methods and systems.

## The 'Big Three': Barriers to remote working

### Isolation



#### Example:

Being immediately thrust into a remote team context for the first time

### Fragmentation



#### Example:

Receiving work in a format that is difficult for you to work on because members of the team use other methods and systems.

### Confusion



#### Example:

Misunderstanding when there is a sudden change in priorities because this change has not been communicated well.

## Overcoming barriers to remote working

Isolation

Engagement

19 | © Country Navigator Ltd. All Rights Reserved.

19

## Overcoming barriers to remote working

Isolation

Fragmentation

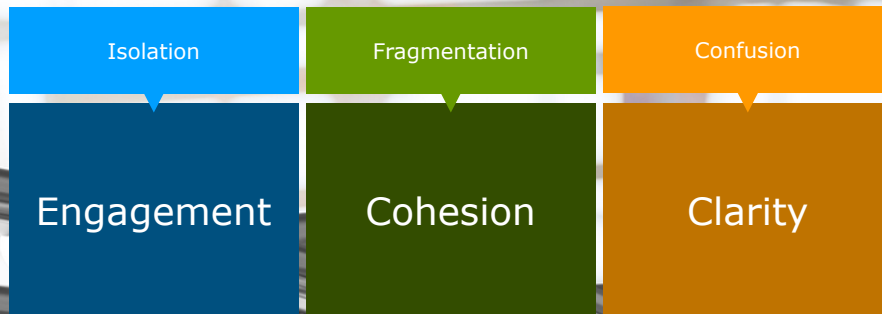
Engagement

Cohesion

20 | © Country Navigator Ltd. All Rights Reserved.

20

## Overcoming barriers to remote working



21 | © Country Navigator Ltd. All Rights Reserved.

21

## Performance zones to overcome the challenges

We work well together  
(COOPERATION)



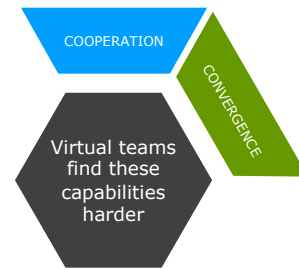
22 | © Country Navigator Ltd. All Rights Reserved.

22

## Performance zones to overcome the challenges

We work well together  
(COOPERATION)

We pull in the same direction  
(CONVERGENCE)



## Performance zones to overcome the challenges

We work well together  
(COOPERATION)

We pull in the same direction  
(CONVERGENCE)

We stay organized and keep things moving  
(COORDINATION)



## Performance zones to overcome the challenges

We work well together  
(COOPERATION)

We pull in the same direction  
(CONVERGENCE)

We stay organized and keep things moving  
(COORDINATION)

We share what we have to leverage our team performance  
(CAPABILITY)



## Performance zones to overcome the challenges

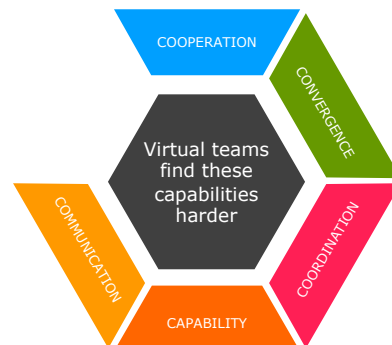
We work well together  
(COOPERATION)

We pull in the same direction  
(CONVERGENCE)

We stay organized and keep things moving  
(COORDINATION)

We share what we have to leverage our team performance  
(CAPABILITY)

We communicate clearly and pay attention to each other  
(COMMUNICATION)



## Performance zones to overcome the challenges

We work well together  
(COOPERATION)

We pull in the same direction  
(CONVERGENCE)

We stay organized and keep things moving  
(COORDINATION)

We share what we have to leverage our team performance  
(CAPABILITY)

We communicate clearly and pay attention to each other  
(COMMUNICATION)

We value our diversity and include everyone  
(CULTURAL INTELLIGENCE)



## 6Cs Collaboration model

### Cooperation

Develop trusting relationships

### Convergence

Align efforts to team's goals

### Coordination

Synchronize work across distances

### Capability

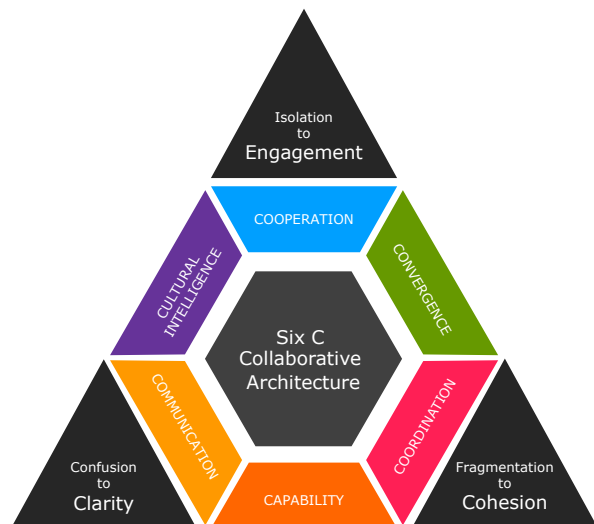
Share knowledge and expertise with the team

### Communication

Generate shared understandings across borders

### Cultural Intelligence

Be inclusive of value and style differences



## Virtual contradiction



Virtual teams depend on high levels of trust and cooperation for their success.

Using technology to communicate delays trust and makes it fragile.

## Cooperation | Building trust across distance

### CREATE TRUST

- 1. Personal Tone:**  
'Positive Electronic Courtship'
- 2. Consistency:**  
Be predictable - reduces unwanted surprises!
- 3. Impartiality:**  
Break bad news immediately
- 4. Integrity:**  
Maintain confidences
- 5. Interdependencies:**  
Create opportunities for people to contribute
- 6. Role Clarity:**  
Roles should be clear ...create mutual obligations

## Cooperation | Building trust across distance

### CREATE TRUST

1. **Personal Tone:**  
'Positive Electronic Courtship'
2. **Consistency:**  
Be predictable - reduces unwanted surprises!
3. **Impartiality:**  
Break bad news immediately
4. **Integrity:**  
Maintain confidences
5. **Interdependencies:**  
Create opportunities for people to contribute
6. **Role Clarity:**  
Roles should be clear ...create mutual obligations

### DESTROY TRUST

1. **Impersonal Tone:**  
Always purely transactional messaging
2. **Lack of Consistency:**  
Not delivering on promises and sporadic participation
3. **Favoritism:**  
Only connecting and building rapport with part of the team
4. **Lack of Confidentiality:**  
Discussing things shared in confidence
5. **Lack of care for interdependencies:**  
Not being proactive – constantly waiting for others to initiate
6. **Role Confusion:**  
Not asking clarifying questions.

## Top tips for remote resilience: avoiding burnout



- Adjust to a self-service mindset
- Optimise your workspace and prioritise ergonomics
- Don't celebrate long hours - celebrate results rather than activity
- Set boundaries (thick/thin) between work and home (establish routines)
- Understand the penalties involved in cognitive switching
- Manage mental health – intentionally build social cohesion remotely
- Undertake sentiment tracking and feedback





## Remote workers action plan - making the connection

### Technology Connection

- 54% of HR leaders in a Gartner poll indicated that poor technology and/or infrastructure for remote working is the biggest barrier to effective remote collaboration
- Ensure your team has what is required and set them up for success (hardware/software/bandwidth)



## Remote workers action plan - making the connection

### Technology Connection

- 54% of HR leaders in a Gartner poll indicated that poor technology and/or infrastructure for remote working is the biggest barrier to effective remote collaboration
- Ensure your team has what is required and set them up for success (hardware/software/bandwidth)

### Social Connection

- Building trust at a distance doesn't happen by accident – be more intentional
- Overcommunicate: Communicate in the ways that best work for others rather than based on your own personal preferences
- Create a drumbeat rhythm to your meetings
- Establish the Boundaries/Clarify the Expectations
- Ensure an Alignment of culture
- Create virtual Water cooler moments/Opportunity for Virtual celebration
- Consider the well-being of the remote contributors – be more context aware! Don't assume everyone has a clear desk to work on; health and safety issues in the home?

## Top tips for HR and business leaders



- **Hiring:** HR professionals need to role model ways of adapting to the new world of work.
- **Onboarding:** Job sharing? Be ready to explain 'psychological safety (Level 3 contracting)' to show people are valued as part of the inclusive climate.
- **Engagement:** HR and leaders need to communicate a lot more than normal with remote workers to counteract feelings of Isolation and Confusion.



# Thank You

- enquiries@tmaworld.com
- +44 (0) 207 917 2784
- www.tmaworld.com