



THE LEADERSHIP HANDBOOK

HOW TO SUPPORT REMOTE WORKING TEAMS

MARCH 2020

LET'S...



BEGIN.

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01 INTRODUCING THE LEADERSHIP HANDBOOK

INTRODUCTION

The aim of this handbook is to help new and existing leaders to better understand remote working. It aims to support you in leading your teams from afar in a way that maintains team effectiveness, cohesion and wellbeing. It will help lay out what you will be doing, what is required of you, and how you and your team fit into remote working as part of a larger organisation.

It provides practical remote working support to help you as leaders in your task of successfully embedding remote working at a local (team) level while positively promoting, supporting and maintaining your organisation's vision, mission and ways of working.

This pack provides a range of practical tools, checklists, techniques and links to further helpful resources to support your role as a remote working leader, and to help you in leading your teams in adopting new remote ways of working.

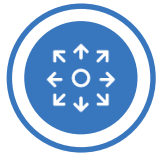
This handbook has been developed around four key capabilities of great remote working leadership:



They are self-aware and lead by example - listen, work together and be open



They are visible and communicate effectively with their teams



They understand and can identify human responses to change



They are resilient and accept responsibility for delivering remote working



02 DISPELLING MYTHS



When it comes to remote working, it's common for leaders to become distrustful about what their team members are actually up to when they work from outside the office.

“

“If I can't see them at their desks, how do I know they're working?”

“

“Remote working is never as effective as face-to-face meetings”

“

“It may work for other teams, but we're different”

“

“I don't like my team working from home – they're never as productive”

We may find some of these amusing, but the truth is that the success of remote working is driven by leaders and line managers. There are a number of myths around remote working that are easily dispelled upon closer inspection – most of which are usually the result of poor behaviours and policies. Success comes from team leadership that role models the right remote working practices and behaviours that have been agreed upon as a team. The point to remember is that **there is no one-size fits all solution**.

MYTH #1: REMOTE WORKERS AREN'T ACTUALLY WORKING

One of the biggest myths around remote working is that if leaders cannot see their team physically at their desks, then they assume that they are not working or delivering value.

The truth is that it really doesn't matter if an employee is in the office or working at home, if they want to avoid work they will find a way. The trick to ensuring team members are working is to manage by output rather than how long they are at their desks. Leaders must clearly communicate their expectations and set agreed upon deadlines. If your people are set tasks, given clear delivery responsibilities and deadlines to achieve them, then it quickly becomes clear who is working and who isn't – because the work you've set them simply doesn't get done.

Leadership Tip: Why not try setting up a mix of formal and informal reward mechanisms to recognise when a member of your team delivers? Public recognition can often go a long way, as do vouchers or perhaps extra days off.



Leadership Tip: Why not come up with a list of different types of meetings that your team has and then assign whether they can be done via IM or email, over the phone, or if they require video conferencing?

MYTH #2: VIDEO MEETINGS ARE NOT EFFECTIVE


While this particular myth may have been more accurate 10–15 years ago, both video technology and internet connection speeds have vastly improved.

While it is true that face-to-face meetings do come with some additional benefits, video conferencing saves both time and travel, which means that it can offer significant increases in productivity. Video conferencing also offers an opportunity to reduce or avoid unnecessary meetings that can often distract your team members from actually getting on and delivering the work that they are supposed to. Improvements in technology mean that video conferencing can connect remote teams far more effectively and substantially reduce the number of unproductive meetings your team members have to attend.

MYTH #3: REMOTE WORKING STILL MEANS 9 TO 5

The fact of the matter is that not all of your team members are the same. Some of them will be early risers up at the crack of dawn, while others will be night owls preferring to work long into the small hours.

It's easy to assume that because office hours tend to be in the region of 9 to 5, that this is when most people like to work. Remote working offers people the opportunity to work when they feel that they are most effective or that suits their lifestyle. You may find that allowing people to work in this way ends up improving your team's engagement and overall performance. As long as individual working hours or periods are well communicated and clear guidance set on attending team meetings, then you should look to empower your team to work the hours when they are most productive.



Leadership Tip: Why not get your team to mark out their available working hours on their Outlook calendars or in whichever collaboration platforms you are using?



MYTH #4: PEOPLE AND TEAMS NEED TO BE FACE-TO-FACE TO FORM REAL CONNECTIONS

When people work remotely it does not mean the quality of communication or team building has to go down. While digital communication methods can reduce in-person nuances it also tends to encourage them to be far more open far more quickly. Behavioural studies on the role anonymity plays in digital interactions have found that anonymity can reveal personality traits that face-to-face interactions may hide and that it also enables the establishment of strong group cohesion and values to guide individual behaviour.

When communicating face-to-face people tend to unconsciously monitor the behaviour of others around them and adapt their own behaviour to help them be accepted by the group. When communicating digitally we do not have such feedback mechanisms and therefore often allow ourselves to act far more naturally than we would in real world office settings.

Leadership Tip: Why not provide digital methods of informal socialisation such as setting aside specific blocks of time for casual “social chat” via video calls, non-work related chat platforms e.g. films, music or sports, and offsite meetups are all ways that remote teams foster communication and feel connected.

03 REMOTE WORKING LEADERSHIP



LEADING REMOTE WORKING TEAMS

How does remote working change the role of leaders?

Not only is the way we are working changing – the way we lead our teams needs to evolve as our teams do. Leading remote working teams means moving away from supervision by presence to **managing by tasks and output.**

Many of the leadership skills required are the same as always, only they need to be applied with more discipline so that people working at a distance are not treated differently, forgotten about or excluded from the team.

The main challenge that leaders will face when it comes to remote working will be in becoming comfortable in letting go and **truly trusting your team to deliver** against the tasks you set for them.



This involves **building a culture of trust within your team** and starts with simple changes. Taking different approaches to day-to-day activities – such as how you keep in touch with your team members, how you assess individual workloads, and your approach to monitoring and measuring performance.

You will need to make it clear that changes in your leadership style will also involve your team **adopting greater levels of individual responsibility.** Communications, collaboration, and meetings will all need to be managed effectively at the individual level.

As leaders you should ensure that there is a high degree of role modelling. The best way to bring about the desired practices and behaviours in your team is for you to **set the example that you want your team to follow.**

Remember, **your teams will be looking to you** to set an example about what is considered acceptable, and experience shows that they will then quickly copy the positive behaviours remote working requires to be successful.

PEOPLE PLACE TECHNOLOGY

Remote working can take a number of forms and over the past few years a range of different ways of working have become increasingly popular amongst both public and private sector workforces.

The specific deployment of remote working within your organisation will mean different things to different teams. Solutions can be combined to meet the requirements of individuals, teams and wider business units.



PEOPLE

- Align new ways of working to your organisations cultural framework
- Manage by output, rather than presenteeism
- Build trust-based relationships

PLACE

- Delivers changes to your ways of working
- Suitable advice and guidance on setting up remote working environments
- Teams are empowered with greater choice and more flexibility in how they carry out their work

TECHNOLOGY

- Increased mobility and flexibility
- Accessible, available and user-friendly
- Increased collaboration with colleagues

Remote working will change the way in which we work together so that we can work more flexibly. This means that we may need to adapt our ways of working to get the best out of being separated from our team members.

As we look to set team practices and then ensure that they are adhered to, some practices to consider might be:



01

Communication of place of work, for example sharing and updating calendars. Agree processes to ensure lines of communication remain open when team members are working.



02

Disciplined use of digital collaboration platforms to ensure work is easily accessible.



03

Have clear reporting structures in place so everyone knows where they sit within the team and who they need to inform when working flexibly.



04

Encourage individual responsibility for remote working decisions, including when to use email and pick up the phone and call.



05

Agree methods of maintaining team cohesion and interaction when working remotely.



06

Set expectations of etiquette and behaviour in online communication and virtual meetings.

MANAGE YOUR TEAM THROUGH OUTPUT

To get the best out of remote working you will need to manage your teams through output – this may require you to deal with problems and issues before adopting flexible working practices. For some leaders, there may be trust issues.



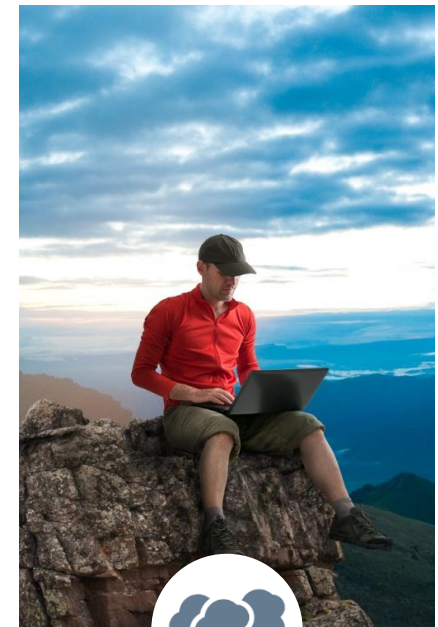
Provide clarity on your employees' responsibilities, tasks and deadlines, ensuring they meet operational requirements.



Build trust-based relationships by starting from a position of assumed trust and share this intent with your team early on.

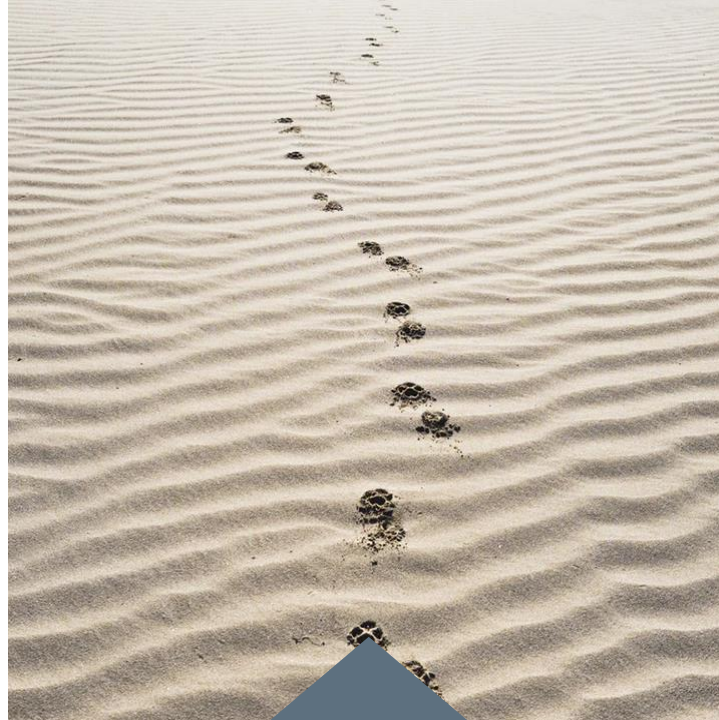


Maintain communications, factoring in team work time and collaboration, ensuring remote workers are not excluded.



Allow your team to work from locations that suit them; don't insist on having to see everybody every day.

Remote working is changing the dynamics of the working environment. Your team will be enabled to work more flexibly so you may need to adapt your leadership style to get the best out of a virtual workforce. With remote working, we are reflecting a more modern work-life balance by providing people flexibility over how they work, thus supporting wider culture and behaviour change.



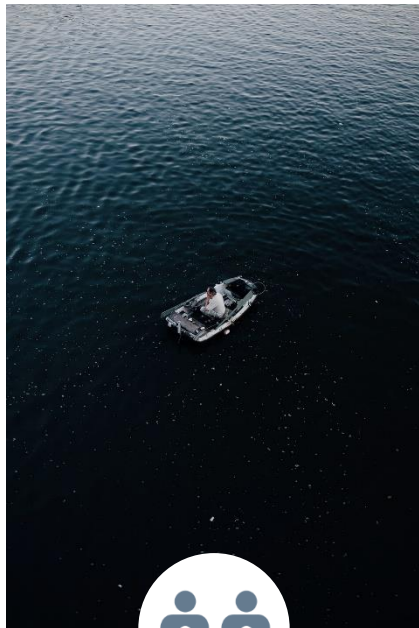
Encourage your team to think about the way in which work is conducted and where it is undertaken. This will help embed remote working practices within your team.

Role model remote working practices and behaviours to develop and foster a culture of trust in order to fully embrace remote working.



DEAL WITH PROBLEMS AND ISSUES BEFORE ADOPTING REMOTE WORKING PRACTICES

Discussing up front how, when and where your team members like to work and in which environments they are most productive.



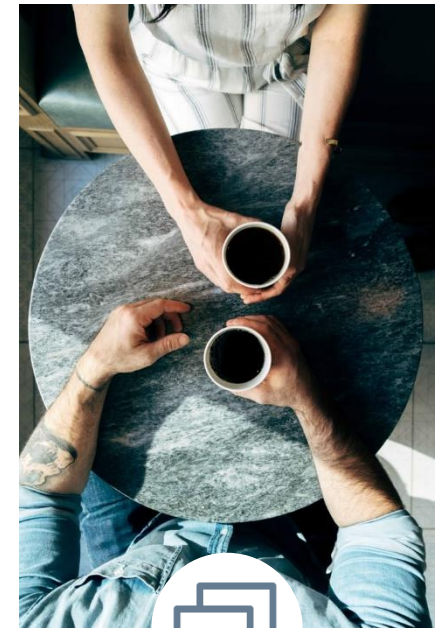
Engage with staff who may feel isolated and a loss of team spirit if working remotely.



Provide guidance on the technology available and appropriate levels of support when working remotely.



Discuss concerns over 24/7 working and intrusion of work into home life.



Facilitate conversations about managing performance aligned to the new ways of working.



Maintain responsibility for the health and safety of individuals, even when they are working remotely.



As leaders this links strongly in the employee lifecycle to how we continue to manage our people. The adoption of remote working may require some leaders to adapt their leadership styles in ways that feel uncomfortable or unfamiliar.

04

HOW TO BUILD TRUST REMOTELY

WHAT IS TRUST?

Trust is at the core of remote working and effective collaboration. The most basic definition of collaboration is working jointly with others for shared goals and outcomes. Trust, which involves creating environments of psychological safety, is the most significant indicator of team performance.

Teams which are inhabited by individuals who trust one another have shown an increase in productivity and a decrease in financial overheads. Instead of retaining negative energy, individuals can focus on their role in the company. This then helps you build more meaningful relationships, increasing the effectiveness of remote working within your team.

WHY IS TRUST IMPORTANT?

Builds teams

Trust is vital to effective teamwork because it provides a sense of safety. When team members feel safe with each other, they feel comfortable to open up, take appropriate risks, and share openly.

Helps drive change

Similar behaviours that build trust help to deliver change. Building trust helps teams step into the boldly into the unknown, to stay committed to managing the confusion with confidence, and to embrace change as an opportunity to learn, grow, and do great work together.

Deepens the leadership shadow

Over time, teams take on the characteristics of their leaders. When adopting remote working practices, the most important shadows come from leaders and leaders. Therefore, if you want your team to work remotely, then role modelling desired behaviours is a must.

Establishes firm cultural roots

Cultures can be positively shaped when leaders actively work towards building a solid foundation of trust within their team. This acts as a strong behavioural base for teams to more effectively harness the whole organisation's skills and capabilities for a multitude of future projects and programmes.

Fuels innovation and collaboration

Without trust there's less innovation, collaboration, creative thinking, and productivity. Instead people feel the need to waste their time protecting themselves and their own interests.

Deepens employee engagement

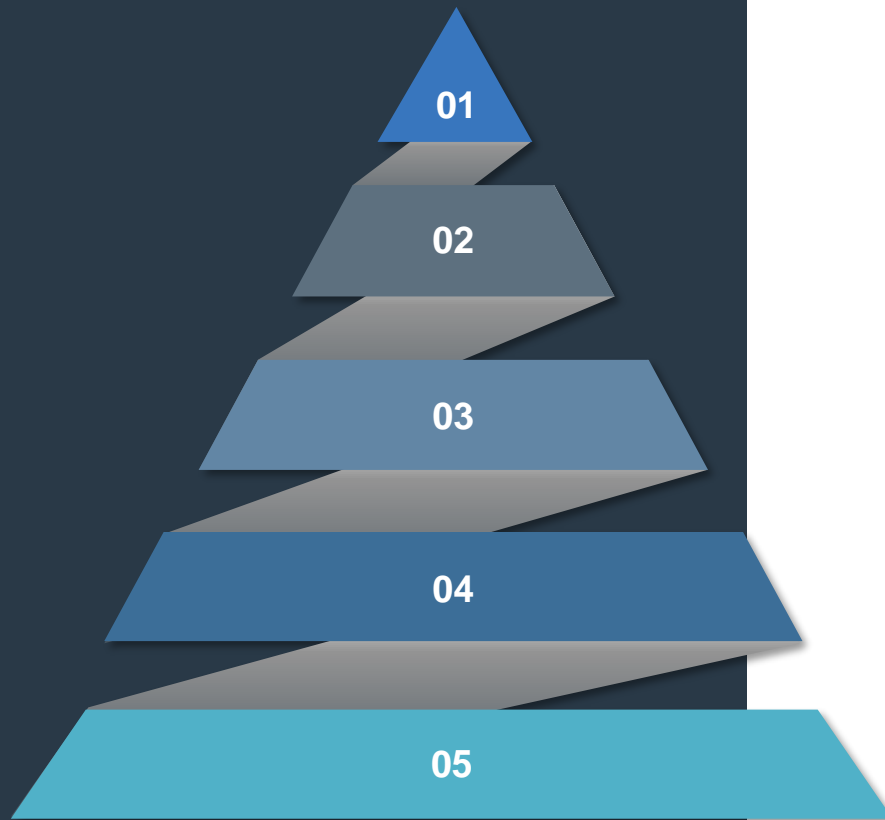
Trust helps retain talent and create working environments that are rewarding and satisfying. Team engagement is vital not only to support the success of today but also the success of tomorrow. Through trust, people are happier, secure, and better engaged – all of which makes them more productive.

Distributes knowledge

Trust is also essential for acquiring and sharing knowledge. If team members trust one another, they're far more likely to share knowledge, and communicate openly.



HOW DO YOU LOSE TRUST?



Lencioni's model, "the five dysfunctions of a team"

01. Inattention to results

The pursuit of individual goals and personal status erodes the focus on collective success.

02. Avoidance of accountability

The need to avoid interpersonal discomfort prevents team members from holding one another accountable.

03. Lack of commitment

The lack of clarity or buy-in prevents team members from making decisions they will stick to.

04. Fear of conflict

The desire to preserve artificial harmony stifles the occurrence of productive ideological conflict.

05. Absence of trust

The fear of being vulnerable with team members prevents the building of trust within the team.

HOW TO DEVELOP TRUST AND FLEXIBILITY



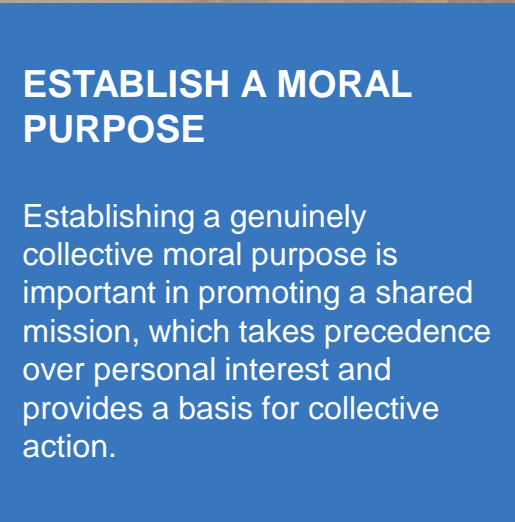
COMMUNICATE OPENLY

Trust is supported by on-going discussion and, wherever possible, the open sharing of information.



PROMOTE FLEXIBILITY

Clearly stating your comfort with facing the unknown and encouraging others to confront their doubts and anxiety over change helps to build both trust and team flexibility.



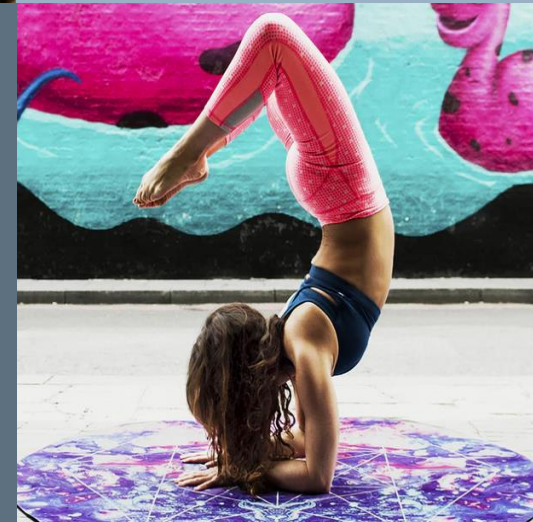
ESTABLISH A MORAL PURPOSE

Establishing a genuinely collective moral purpose is important in promoting a shared mission, which takes precedence over personal interest and provides a basis for collective action.



DEMONSTRATE PERSONAL COMMITMENT

Consistently demonstrating your personal commitment to flexibility is critical in encouraging others to value it too.



05

EFFECTIVE COMMUNICATION



MANAGING COMMUNICATIONS IN REMOTE TEAMS

The past decade has seen an explosion in business communication capabilities. With such increases it can become easy to assume that technology will do most of the heavy lifting and that we can sit back and enjoy the ride. However, the truth is that the success of remote working hinges on how well your team understands and is able to use these tools, not on the technology itself.

As a leader it can be easy to fall into the trap of assuming your team members are suitably clued into the challenges and opportunities afforded by modern communications technologies as you are. Given the large differences in both age and technological abilities of modern teams, this however, is not always the case. There may be big gaps in the depth of understanding and capability between individual team members, which as a leader you should identify and aim to close.

By identifying those within your team that understand and role model effective communication skills and behaviours, you can then employ them in sharing their knowledge to help increase the overall capabilities of your team.

HOW WE INTERPRET DIGITAL COMMUNICATIONS

Limitations of digital channels of communication can sometimes lead to misunderstandings and missed intent. Remote working means that you and your team will have to adapt how you give and receive information from others. This means that your team will need to become more measured around how they think and respond to digital forms of team communication.

Having some open and honest conversations with your team upfront about possible ways that digital messages can be misinterpreted can help raise people's awareness. Awareness both of how they communicate and how they should approach understanding what others are trying to say.

Keep in mind the following as some useful guidance for interpreting online communication:

IF IN DOUBT – ASK. We're all human and communicate in ways that make sense to us. If you want to know why someone said something don't assume – ask them.

USE VIDEO FOR DIFFICULT CONVERSATIONS. Face-to-face is always better if you need to have complicated or potentially difficult conversations. That way you can clearly communicate the meaning behind your words.

TEAM REMOTE ACTION PLANNING. Setting up an agreed upon action plan for ways of working (see page 43) should include actions on how to respond to digital miscommunications.

DEVELOP YOUR EMOTIONAL INTELLIGENCE. One person's enjoyable debate can be another's combative argument. Building up your emotional intelligence can help you spot the difference between the two.

DON'T BOTTLE THINGS UP. If a possible misunderstanding has occurred, don't ignore it. Continuously pushing down emotions that stem from small things over a long period of time will only result in them all eventually exploding out again later – usually at the worst possible moment.

THE 5 Ps OF EFFECTIVE MEETINGS

Just as in the real world, digital meetings should follow a set format and agenda (see page 42). The well-known '5 Ps of Effective Meetings' work just as well as guiding principles for digital meetings as they do for those that are face to face so that your meetings run smoothly and produce their intended outcomes:

- **Purpose:** Be clear what the objective of the meeting is and why it needs to take place. Set an agenda and key goals that the meeting should aim to achieve.
- **Participants:** Make sure that only those that need to attend the meeting are invited. Ask yourself if they are the right people to support the meeting in achieving its stated purpose.
- **Preparation:** Set out what preparation needs to take place before the meeting in order to support it running effectively (e.g. materials or pre-reading).
- **Process:** Set out how the meeting will run and think about how to keep the meeting on track and achieve the purpose and product.
- **Product:** Describes the intended output of the meeting and any outcomes that need to be realised when it finishes.

06 VIRTUAL COLLABORATION



HOW WE INTERPRET DIGITAL COMMUNICATIONS

There is a clear shift toward companies being increasingly relaxed about allowing their employees to work remotely. These changes in ways of working are still, of course, subject to common sense in regards to specific job role requirements dictating whether an employee can work remotely or not. However, an increasing amount of research in this area shows that remote working employees are more engaged, productive and contribute towards realising significant business cost savings.

A key objective of remote working is developing self-motivated and productive employees who have strong communication skills and can work effectively away from the office. It's essential that leaders set new minimum requirements for remote working technology know-how so that team members realise the value of virtual collaboration. Ironically, individual remote working requires a team effort to succeed. Remote teams must be able to collaborate in virtual spaces – which they can't do without understanding the new available technologies.



THE MOST EFFECTIVE TECHNOLOGIES FOR VIRTUAL COLLABORATION

If you are questioning whether your team members need to know something, they probably do. The question is – how do you best share the information?

When your team members are working remotely they should experience the true power of the latest digital technologies that are available. Most teams should have at least some experience with running virtual meetings and workshops using different tools. There are a host of proven tools and virtual collaboration techniques to help teams to continue to operate effectively, wherever they are working.

Picking the rights tools means siting down with your teams to understand what your collective needs are in order to deliver effectively. No two teams are the same. So take the time out to match your teams' requirements with the capabilities of different tools, even if that means using more than one. This can result in huge improvements to your team's ability to work remotely.



EXPLORING TOOLS FOR VIRTUAL COLLABORATION



MURAL: Brainstorming and collaboration

- Digital workspace for visual collaboration.
- Plan, brainstorm, learn, and collaborate with team members and stakeholders.



ZOOM: Open video communication

- Combines video conferencing, online business meetings and mobile capabilities.
- Free and provides the ability to scale capacity quickly.



SLACK: Instant communications and interactions

- Professional user groups collaboration and instant messaging service.
- Interactive and collaborative engagement with easy-to-use tools.



TRELLO: Collaborative project management

- Easy to use and visual UI for collaborative project management.
- Free and can invite outside members to a board within the organisation.



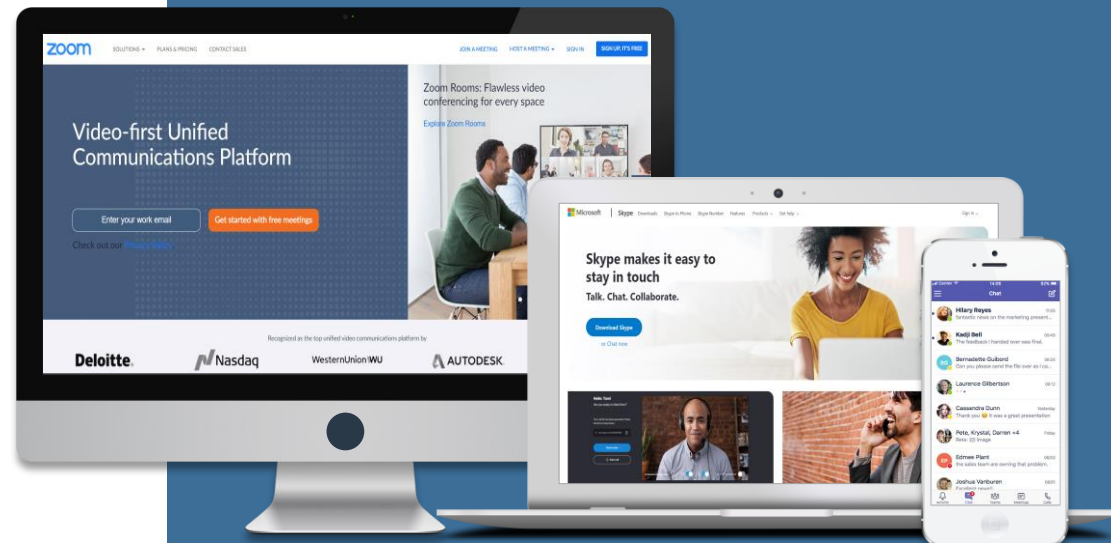
WHATSAPP: Mobile communication





- Enables face-to-face communication wherever, whenever.
- Flexible, adaptable and personable.



MS TEAMS: Team Hub Office 365

- A full suite of communication tools: video, text, project management and more.
- Enables collaboration and online virtual interaction through a multi-layered system.



				
Teleconference	✓	✓	✓	✓
Videoconference	✓	✓	✓	Requires upgrade from free version
Content sharing	✓	✓	✓	✓
Virtual whiteboard	✓	Yes, but only if it has been enabled for the entire organization (add-on)	✓	✓
Multi-company	Limited. No available chat or availability view across companies	✓	✓	✓
Security/compliance	✓	✓	Not regulated by company policies	Not regulated by company policies
Cost	Enterprise solution existing in most organizations	Enterprise solution existing in most organizations	Free for sessions of max 100 participants. Requires users to sign-up	Free with limited features
Notes	Lowest level of change management required to start using	New to some users, requires initial guidance but very easy to learn	Has an integrated platform solution for companies	Has useful whiteboard templates for visual boards including Agile tools
Tips	Slide 10	Slide 13	www.zoom.us	www.miro.com

www.microsoft.com

KEEP YOUR TEAMS RUNNING WITH VIRTUAL COLLABORATION SPACES

ONLINE PLANNING REVIEW (PI EVENT)

To ensure the quarterly strategy reviews, we organised Agile PI Planning Events remotely with 200 participants. Looking for the best match between audience, goal of the session and available tools, we leveraged the following capabilities;

- The big room moments organised via Skype, including video support and screen sharing;
- The team break-outs and planning moments via MS Teams and the planning plug-in;
- The retrospective evaluation via Mentimeter



ONLINE STRATEGY BRAINSTORM

To run strategy workshops planned with the leadership team we host them virtually with online power pitches and breakouts

- Microsoft Teams was used as the general collaboration tool for video conferencing and screen sharing.
- The brainstorming was realised via Stormboard, where all members could share, prioritise and enrich other ideas.
- Further deep dives were facilitated via the different solutions in Mentimeter. These were implemented while the session was live.



07 YOUR REMOTE WORKING TOOLKIT

LEADERSHIP TOOLKIT

Now it's your turn. Think about how you're going to approach your role as a leader from a remote working perspective. How will you generate enthusiasm, productivity and energy around remote working in a way that works for your team?

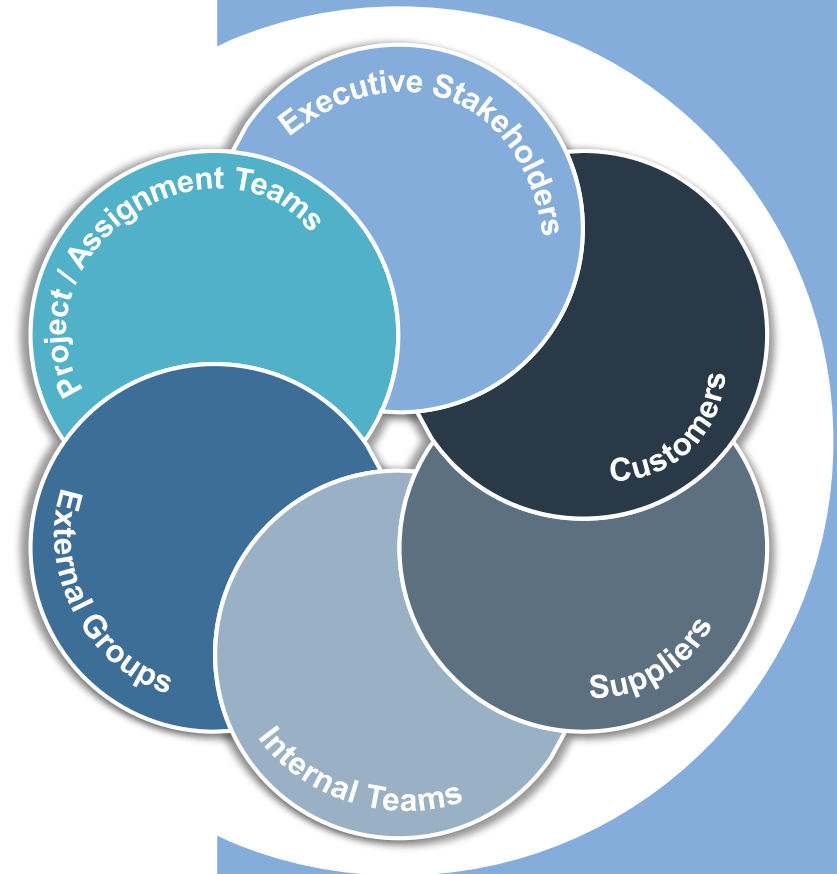
Remember, you won't be working alone on this. Your team is there to work alongside you and should be your go-to source for input on how they best work together as a collaborative group of individuals – each of which has their own remote working needs.

This short toolkit contains some suggestions to get you going. There's a variety of ideas here. Some are quick and simple but effective and fun. Others require more consideration and discussion amongst your team. Take a look and decide which of them suits your team and your personal leadership style.

START WITH CONSIDERING WHO YOUR TEAM WILL BE WORKING WITH

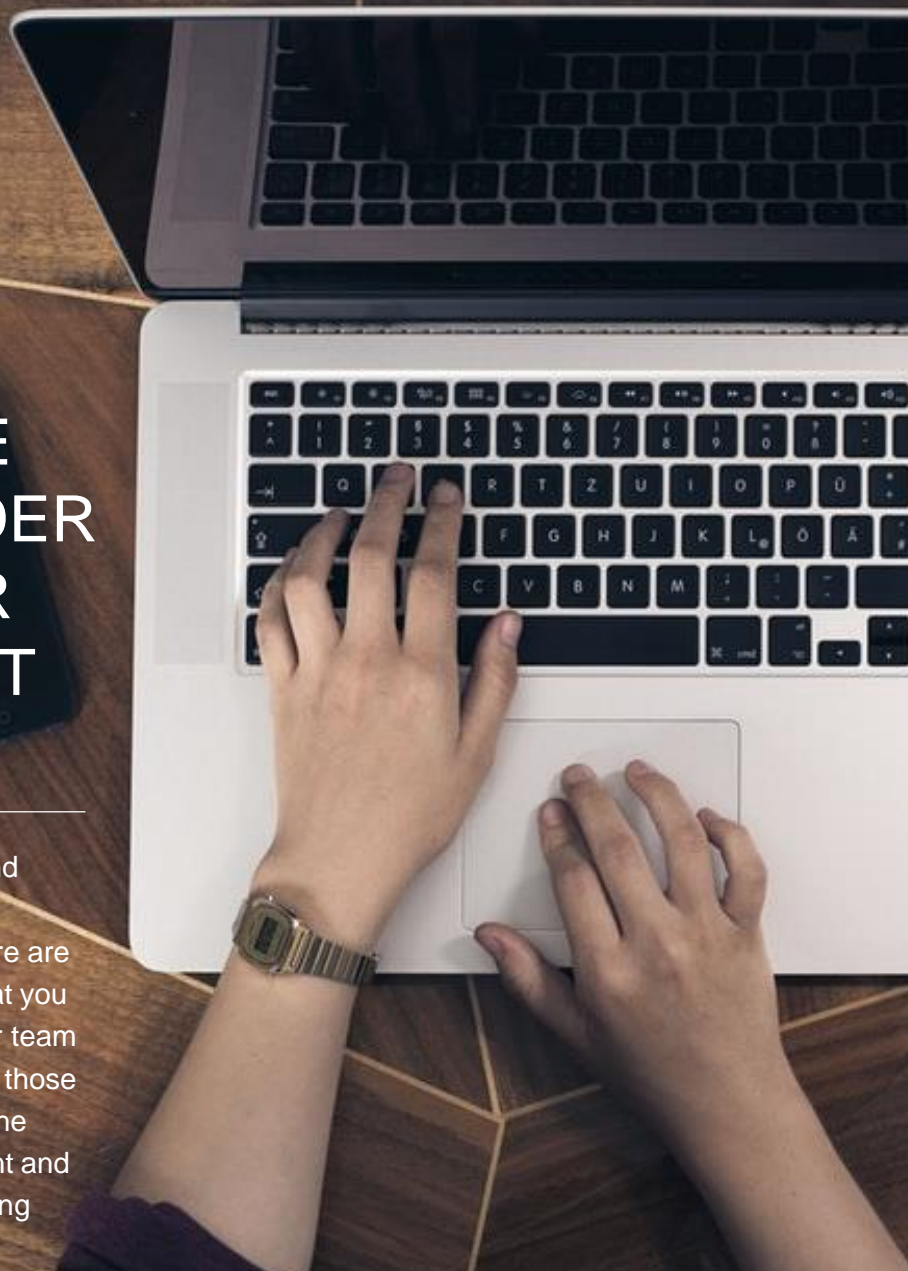
Firstly, take some time to consider your stakeholder groups. Map out your stakeholders and think about what is important to them, the interest they have in your team and the level of influence they have on you achieving success. This will help you decide how and when you need to engage them, as well as for what purpose.

Remote working is just as much about what communications work for your stakeholders as what works for your own team.

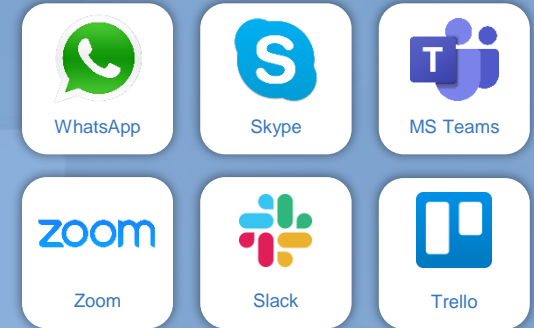


NEXT TAKE SOME TIME TO CONSIDER HOW YOUR TEAM WANT TO WORK

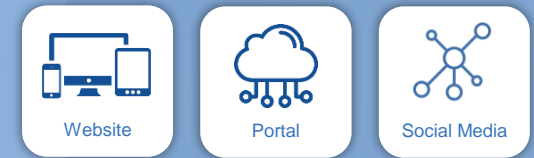
Consider your available and preferred communication channels and forums. There are a host of different ways that you can connect with both your team and customers, so choose those methods that best fit with the purpose of the engagement and the people who will be taking part in it.



Apps



Systems and platforms



Electronic means



Traditional means



NOW THINK ABOUT WHERE YOUR TEAM IS WORKING

Consider the types of working environments that your team may encounter.

Where they are working may define the best way to engage with them and help identify different preferences amongst your team around where they like to work.



Working from home can have positive benefits, however there may also be lots of distractions.



Working at your office provides you with the opportunity to collaborate with colleagues and access IT peripherals.



Working in a shared work space / with your customers or suppliers can be very effective. You do also need to be mindful of your surrounding and the nature of discussions.



Working in a public space i.e. coffee shops has its advantages, however be mindful of what you are working on and speaking about in public places.



Do you have a desk and suitable chair, monitor, lighting? Your working environment is very important, especially from a DSE and H&S perspective.

FINALLY, ADDRESS WHEN IS BEST FOR YOUR TEAM TO WORK AND CONNECT

Consider the frequency of both team and individual check-ins. These will of course vary depending on the tasks, governance arrangements and what is happening at the time.

It is worth bearing in mind that the traditional nine to five mindset is rapidly becoming a thing of the past. more and more teams are switching to a flexible approach to enable people to structure their working hours around increasingly busy and complicated work and home lives.



15 MINUTE DAILY STAND-UPS

Great for short turnaround deliverables where you need pace and all of the team focussed on the deliverables and outcomes.



TWICE WEEKLY CATCH UPS

Team catch ups at the beginning of the week to set tasks and focus for individuals, with a catch up at the end of the week to check in on progress and plans for the following week.



ONE TO ONES

Helpful for leader catch ups, mentoring discussions, informal catch ups. These can be as often as needed.



GROUP CATCH UPS

These can be team meetings, cross organisation groups, communities of interest, discussion forums. Usually monthly, although can be more frequent for rapid collaboration.



GOVERNANCE

Boards / meetings held in alignment with the governance model. When these occur may differ depending on the agreed frequency, TORs and associated milestone deliverables.



Social isolation

Set up quick catch up chats, coffee breaks and check-ins



Irregular hours

Be curious with your team about their preferred ways of working



Taking a break

Recommend that every 30 to 45 mins people take a break



Switching off

Make it clear that its ok to disconnect from work and unwind



Asking for help

Make it clear that you are available and here to support



Exercise

Check what your team are doing to keep active



Childcare

Identify and share various team childcare responsibilities



Nutrition

Avoid low-level grazing with planned meal and snack breaks



Sleep

Encourage your team to get enough sleep (7-8hrs)

THERE ARE LOTS OF THINGS YOU CAN DO TO POSITIVELY SUPPORT TEAM HEALTH AND WELLBEING

In a recent survey, majority of UK leaders acknowledged putting their organisation's needs before the wellbeing of their team. When Business in the Community (BITC) and YouGov ran a survey of 4,000 UK employees^[1], 62 per cent of leaders said that they have put the company ahead of employee wellbeing.

Remote working can run the risk of increasing this type of behaviour due to the levels of detachment that virtual engagement can create. Therefore it becomes even more critical for you as leaders to consider and act to support the health and wellbeing of your teams.

QUICK SOLUTIONS TO COMMON ISSUES

ECHO AND BACKGROUND NOISE

Do not put your phone on speaker, the noise is unreliable and can produce echo if the sound sensitivity is too high

I'M HEARING FEEDBACK (STATIC, BEEPING, CLICKING)

Move your mobile phone away from the PC

THE PERSON SPEAKING SOUNDS ROBOTIC, CHOPPY OR UNDER WATER

Usually a connectivity issue. Try moving to a location with better connectivity or change from headset to PC

CAN'T UNMUTE

Sometimes your headphone has a microphone 'off' feature. Read the manual to find how to enable it.

PEOPLE INTERRUPT EACH OTHER UNINTENTIONALLY

With many participants, it is difficult to time questions. Use the Q&A feature, or message board, or ask people to "ping" if they would like to say something

KEEP YOUR COMPUTER CHARGER CLOSE-BY

Getting caught out by a low battery is a common occurrence. Rather than attach themselves to a limited range power source, a lot of people opt to risk it and end up getting cut off.

USE HEADSET CABLE INSTEAD OF BLUETOOTH

While modern Bluetooth headsets offer the freedom of movement, they can also be subject to a lot of interference that cable headsets are not



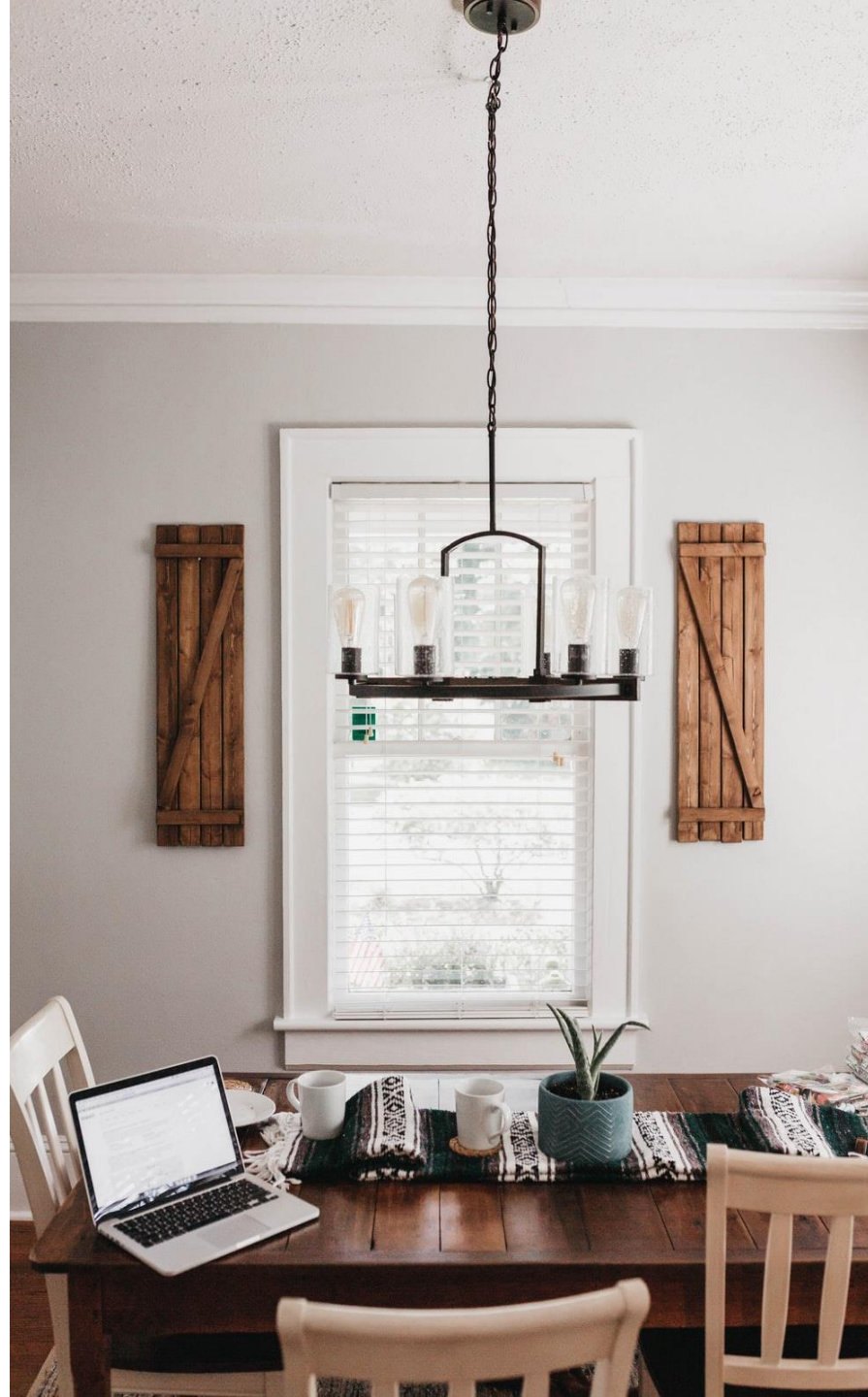
6 USEFUL TIPS FOR PRODUCTIVE REMOTE WORKING

BE CREATIVE

Your long slide-deck or comprehensive Excel spreadsheet might be too complex to manage over Skype, so try to use online sessions for guiding work, but consider using visual whiteboards, video conferences and other online tools to make long sessions easier to manage.

EXPECT THE UNEXPECTED

Schools are closed so some of your colleagues are trying to fit a day of work along with a full day of parenting, so be prepared for kids and noise in the background or colleagues needing a 5-minute break to deal with a situation.



WORKSPACE PREPARATION

Avoid the temptation of working from bed in your PJs. Designate a space where you will “go to work” to help you get into a productive mindset.

JOIN FROM A COMPUTER

To the extent possible, participate from a PC, so you can use functions such as chat, presentation sharing, whiteboard...etc.

ENGAGE IN ADVANCE

Reach out to the participants of your session in advance and agree on a convenient time for your meeting, send the agenda, and a set of rules for how you will work from a distance.

KEEP IT SHORT

It takes longer to communicate a message when not in person, so make sure to present information in a more simple and considered way. Reduce the amount of text, and keep statements short and to the point.

BUILDING AN AGENDA FOR AN ONLINE SESSION (EXAMPLE)

Recommended maximum duration for an online call is 2 hours, try to break longer sessions down into multiple 2 hour sessions if possible

2 HOUR AGENDA EXAMPLE

- 09:00 – 09:10 Welcome (Turn on your video camera)
- 09:10 – 09:30 First topic (PowerPoint or screen sharing)
- 09:30 – 09:45 Discussion on first topic (Open microphones and/or VC)
- 09:45 – 09:55 BREAK
- 09:55 – 10:30 Second topic (PowerPoint or screen sharing)
- 10:30 – 10:40 Interactive discussion and / or activity (Open mics and/or VC)
- 10:40 – 10:50 Conclusions
- 10:50 – 11:00 Next steps and close down call (Turn on your video camera)



TEAM REMOTE WORKING ACTION PLANNING

This section allows you to document the practices that relate to the 'People' element of remote working.

You may wish to consider:

- That trust is a must in remote working. To be successful this needs to be earned and maintained by keeping commitments
- What managing by outputs means in terms of reporting on tasks and responsibilities
- How you will challenge poor behaviours as a team (e.g. honest and polite)
- That at times, remote working may not be an option for certain activities
- How your team will stay in touch
- How the team will onboard new joiners on the team practices

State the date that the practices were agreed (or reviewed)

State the team that the practices relate to

State the senior leader of the team

State the team's direct leader

TEAM REMOTE WORKING PRACTICES CHARTER		
Team(s)	Senior Leader	
Date	Line Manager	
PEOPLE	PLACE	TECHNOLOGY

This section allows you to document the practices that relate to the 'Technology' element of remote working.

You may wish to consider:

- How the team will store documents to help accessibility and collaboration
- How your team can best use virtual meetings and decide when email or video meetings are required
- That video meetings are a useful way to stay in touch
- What etiquettes should be adhered to (e.g. eating on calls, dress code for video chats etc.)

This section allows you to document the practices that relate to the 'Place' element of remote working.

You may wish to consider:

- How your team will share their location (e.g. through Skype or Outlook Calendar)
- How your team can effectively set up their home environment to be most effective for them
- Other locations other than home where work can be carried out effectively (e.g. libraries)

08 SUPPORT AND FURTHER INFORMATION



GET IN TOUCH

At PA, we believe in the power of ingenuity to build a positive human future in a technology-driven world.

We can help you get the most from your talent and prepare for a future marked by continuous and disruptive workplace change.

Contact the team to discuss our research, recommendations and how we can help you with your remote working challenges.



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SUPPORT AND FURTHER INFORMATION

Further reading

People-Centred Organisations, exclusive PA research outlines how AI and automation will shape the future workplace, unleash human potential and create more fulfilling jobs.
(Further Details: <https://www.paconsulting.com/insights/2019/people-centred-organisations/>)

Work-related stress: a short guide, Health & Safety Executive
(Further details: www.hse.gov.uk).

Flexible working employee survey, Department for Business, Enterprise and Regulatory Reform
(Further Details: www.berr.gov.uk).

'Five ways for business leaders to reassure their people and reduce uncertainty', what steps leaders can take to reduce uncertainty and bring greater reassurance.
(Further details: <https://www.paconsulting.com/insights/five-ways-for-business-leaders-to-reassure-their-people-and-reduce-uncertainty/>).

'Health and psychosocial effects of flexible working hours', an article by Daniela Janssen and Friedhelm Nachreiner, Revista de Saúde Pública
(Further details: www.scielo.br).

'Work smarter not harder', an article in Risks, number 223, TUC,
(Further details: www.tuc.org.uk).

Older workers and options for flexible work, a research report, Equal Opportunities Commission,
(Further details: www.eoc.org).

Culture-shaping 4.0: behavioural change in the digital era, a look at how cultures and behavioural change occurs in the digital age
(<https://www.paconsulting.com/insights/culture-shaping-4.0-behavioural-change-in-the-digital-era/>).

The Second Work/life Balance Study: Results from the Employer Survey, National Centre for Social Research, Department for Business, Enterprise and Regulatory Reform
(Further Details: www.berr.gov.uk/publications).

Homeworking – a guide for employers and employees, guide to help both employers and employees deal with the implications of working from home.
(Further details: <https://archive.acas.org.uk/homeworking>).

Flexible working: can home workers and their managers make it work?, Knowledge Ability
(Further details: www.knowab.co.uk).

Homeworking: guidance for employers and employees on Health and Safety, a report by the Health & Safety Executive
(Further details: www.hse.org.uk).

Managing change: practical ways to reduce long hours and reform working practices, Department for Business, Enterprise and Regulatory Reform in association with the CBI and TUC
(Further Details: www.berr.gov.uk).

The three biggest challenges of virtual collaboration, a look at how we can work together remotely in an efficient and value-adding way
(Further Details: <https://www.paconsulting.com/newsroom/expert-opinion/jyllands-posten-the-three-biggest-challenges-of-virtual-collaboration-19-march-2020/>).

Work-related stress, a guide to implementing a European Social Partner agreement, Department for Business, Enterprise and Regulatory Reform
(Further Details: www.berr.gov.uk).

Flexible working: can your company compete without it?, BT
(Further details: www.btglobalservices.com).

Flexible working: impact and implementation: an employer survey, Chartered Institute of Personnel and Development
(Further details: www.cipd.co.uk).

'Employment rights and the Disability Discrimination Act', an article on DirectGov
(Further details: www.direct.gov.uk).

hSo Guide to Remote Working, a whitepaper on remote working for organisations in 2020
(Further details: <https://www.hso.co.uk/p/whitepapers/remote-working.pdf>).

'Why Great Teams Embrace Remote Work', a PDF guide from Trello on remote working
(Further details: <https://info.trello.com/embrace-remote-work-ultimate-guide>).

'The dos and don'ts of remote working', outlines the benefits and pitfalls of remote working
(Further details: <https://www.peoplemanagement.co.uk/experts/legal/the-dos-and-do-nots-of-remote-working>).



About PA.

We believe in the power of ingenuity to build a positive human future in a technology-driven world.

As strategies, technologies and innovation collide, we create opportunity from complexity.

Our diverse teams of experts combine innovative thinking and breakthrough technologies to progress further, faster. Our clients adapt and transform, and together we achieve enduring results.

An innovation and transformation consultancy, we are over 2,800 specialists in consumer, defence and security, energy and utilities, financial services, government, healthcare, life sciences, manufacturing, and transport, travel and logistics.

We operate globally from offices across the Americas, Europe, the Nordics and the Gulf.

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