

Navigating Remote Work & Leadership

Tips, Tricks & Advice for Employers



Some Do's as a Remote Leader

- **Be a role model** – Keep your promises and be accountable
- **Create a culture of follow-up and follow-through** – Set goals and expectations
- **Listen better** – Ask more questions
- **Organize scheduled one-on-ones**
- **Be boringly predictable** – We love consistency and predictability!
- **Recognize your team members** – by sending a short email; texting them a note + emoji; be creative!
- **Explore technology options... experiment and learn** – What's the worst that can happen?
- **Be encouraging**
- **Be patient...** with them and yourself!
- **Build connections – we need them!**
 - ✓ Quick check-ins – Daily? Weekly? Remember: We love boringly predictable!
- **Boundaries = Good** – Available 24/7? No. This is for them and for you.
- **“Open Door” Hours** – Set aside daily hour(s) where you are available to talk
- **Find the good** – You may find some hidden strengths/talents on your team while they work remotely

Some Don'ts as a Remote Leader

- **Forget your manners**
- **Assume they know** (what you're thinking...what you want...how you're feeling...how your day has been)
- **Be disrespectful of their time**
- **Focus more on their schedule versus their results**
- **Micromanage... Overlead...**
 - ✓ Lead based on what your direct reports need (Daily check ins? Every other day?)
- **Let standards/expectations slide**
- **Lose sight of business goals**

Communication While Leading Remotely

Overall

- Be consistent, clear and courteous
- Quality vs. quantity
- Understand the context
- Promote teamwork – no “us” versus “them”
- Stay calm under pressure

Communication While Leading Remotely (continued)

Some Tips

Set team individual communication norms i.e. respond to respond
Make time for “small” talk Be a human
Move from certainty to curiosity i.e. challenge the assumption of one active intentions
Ask good questions “What’s getting in your way?” “What has been a win for you today?”
Technology Use it differently i.e. mobile is used to convey emotions

Regarding your organization’s messages:

When they show respect for the organization, other teams, and other functions

Team Communication

Monitor team communication that seems effective/ineffective
Prompt check-ins
Send team updates weekly check your tone re you encourage in normative

Don’t:

Make assumptions
Communicate as you would in person
Be a communication bully do you really need to text email voicemail the same message
Choose your digital volume wisely
Think twice communication clear communication Sometimes twice is not enough
Forget a team member

One-on-One and Team Meetings While Leading Remotely

One-on-One Meetings: Schedule one on one calls with each direct report weekly Biweekly

Check in how are you doing are there any challenges you are experiencing working remotely
Schedule or scheduled calls how often when that will we discuss
How should we communicate between calls email Skype text all

Team Meetings: Hold a weekly team meeting

Technology is your friend
Invite each other – this is new for many and may exclude you include everyone as appropriate
Ask an open question to build connection
Seek feedback that’s working that isn’t that do we need to adjust how are we communicating

Team Meetings: Hold a weekly team meeting

Unmute
No multitasking – Be respectful
Important question/idea that isn’t directly relevant to discussion contact you separately
Only one person at a time speaking if possible
When commenting, speaker gives their name “his is” – based on number of attendees
Stay on time

What Behaviors are Required of a Remote Leader?

Clear Communication

Focused and Specific
When in doubt ask.

Focused Listening

Remove distractions
Stop. Pay attention

Emotionally Intelligent

Aware of Self
Aware of Others

Organized

Focus on Priorities
That is Urgent/important

Common Challenges of Remote Employees

- Working differently
- Isolation/loneliness/loss of connection
- Communication confusion
- On/Off
- Burnout

What Can You Do To (Specifically) Help Your Team Through These Challenges?

Work Differently

Coach them focus on their challenges and responses, as well as their results
Discuss their professional goals for the week suggest setting daily goals
Discuss/share best practices with the team
Encourage them to use organization tools calendar, project management tools, etc

Isolation/Loneliness (Loss of Connection)

Encourage them to reach out to others colleagues, family, friends
Help them see the challenge as a time of great opportunity
Remember in “check-ins” at appropriate intervals
Establish new team rituals – think outside the box eat lunch “together” once a week
Seek feedback on what you can do to help them

What Can You Do To (Specifically) Help Your Team Through These Challenges? (continued)

Communication Confusion

Setting communication norms (what do you/they prefer when communicating?)

Setting a “communication cadence”

Making time for “small talk”

Asking good questions

Using technology well

Organizing scheduled one-on-one meetings / Holding weekly team meetings

Ensuring your tone is appropriate (Encouraging? Informative?)

Monitoring team communication

Getting feedback on how to improve!

When communicating with different styles...

- ✓ Recognize your personality preferences... and theirs!
- ✓ Realize when something isn't “clicking.” (i.e. they aren't listening, questions seem “off,” their tone of voice, they're being overt, etc)
- ✓ Get feedback from them and adjust, adjust, adjust

Conflict

Accepting the conflict: Working remotely increases possibility for misunderstanding/misinterpretations

Focus on proactive conflict management (Address that you are working differently, there's a loss of connection, and there is communication confusion)

Moving from certainty to curiosity: Fight the assumption of negative intentions... Ask good questions when (even a little bit) in doubt

Discuss: How did we get here? What do we need to do differently so this doesn't happen again?

Burnout

Connecting with them. Checking in with them. This is important!

- ✓ Being cautious when defining “going above and beyond”

Be careful sending late night emails, etc. Lead by example

Asking questions: What is their work routine? How is it working out?

Setting boundaries: Discuss taking breaks and establishing work hours

Overall: How to Continue Moving Through the "Now Whats?"

Ensure quick successes, and celebrate them!

Postpone extra changes, if possible.

Begin to accept that change is the norm.

Communicate. Adjust. Communicate.

Bottom line: Be the leader you are.

Advice for Leaders

Be a Trustworthy Leader

Do what you say you will do. Be a role model. Listen to your team well.

Understand what matters to your team... and work hard to protect what is related to that.

Be authentic: Share yourself honestly

Ask for feedback

Trust must be mutual

Take Care of You

Coaching: What's working for you? What isn't?

Are you setting professional goals for yourself each week?

What best practices are you using? Are you prioritizing what is urgent vs. important?

Reach out to others... maybe schedule time?

See the challenge as a time of great opportunity

Monitor your work schedule – Are you taking breaks?

Be compassionate and kind to others, and yourself

Take the time to connect with people who make you laugh/happy!

