



Managing Remote Teams

Business as Unusual

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ABOUT EXUDE

Integrated multi-disciplinary services including Employee Benefits, Human Resources, Wellness, Retirement, & Risk Management

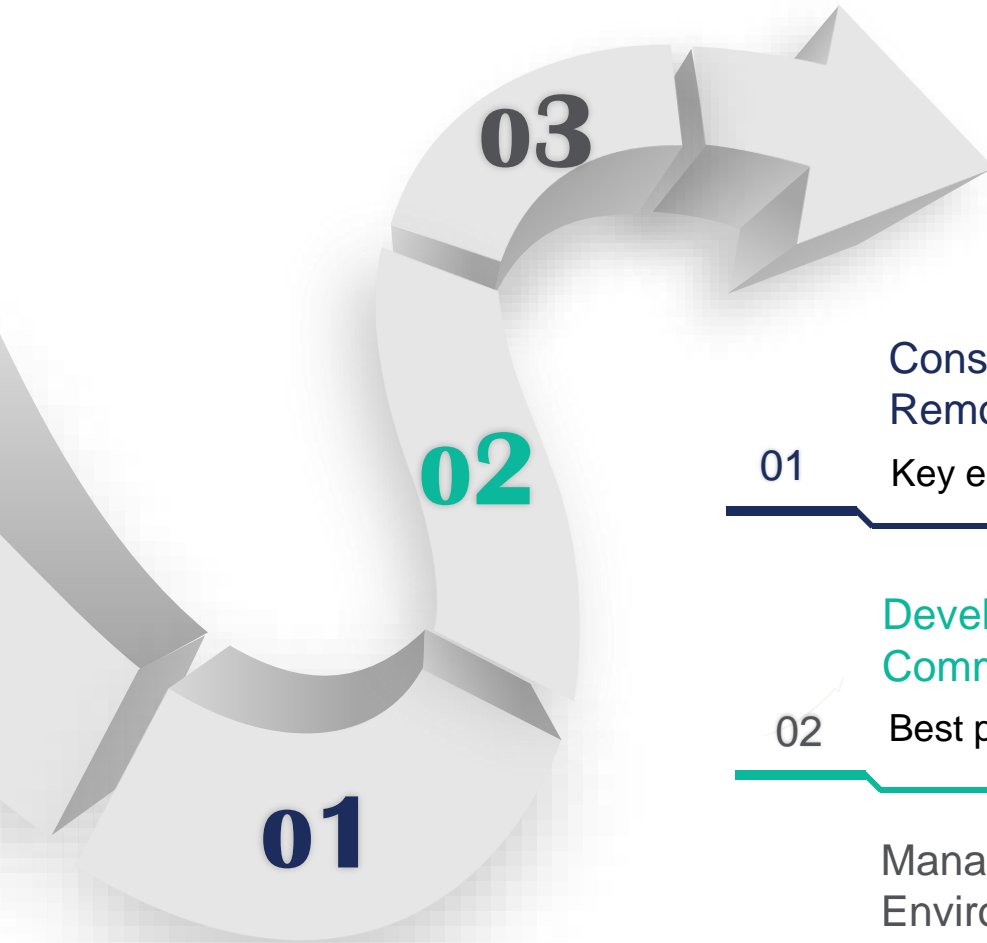
Purpose driven organization – Our Mission is to Support Yours

Boutique approach focusing on strategy creation, thought leadership, & customization

Unrivaled commitment to employee advocacy – 24/7/365



Today's Objectives



01

Considerations for a Temporary Remote Work Policy

Key elements to include

02

Developing an Effective Communication Strategy

02

Best practices for effective communication

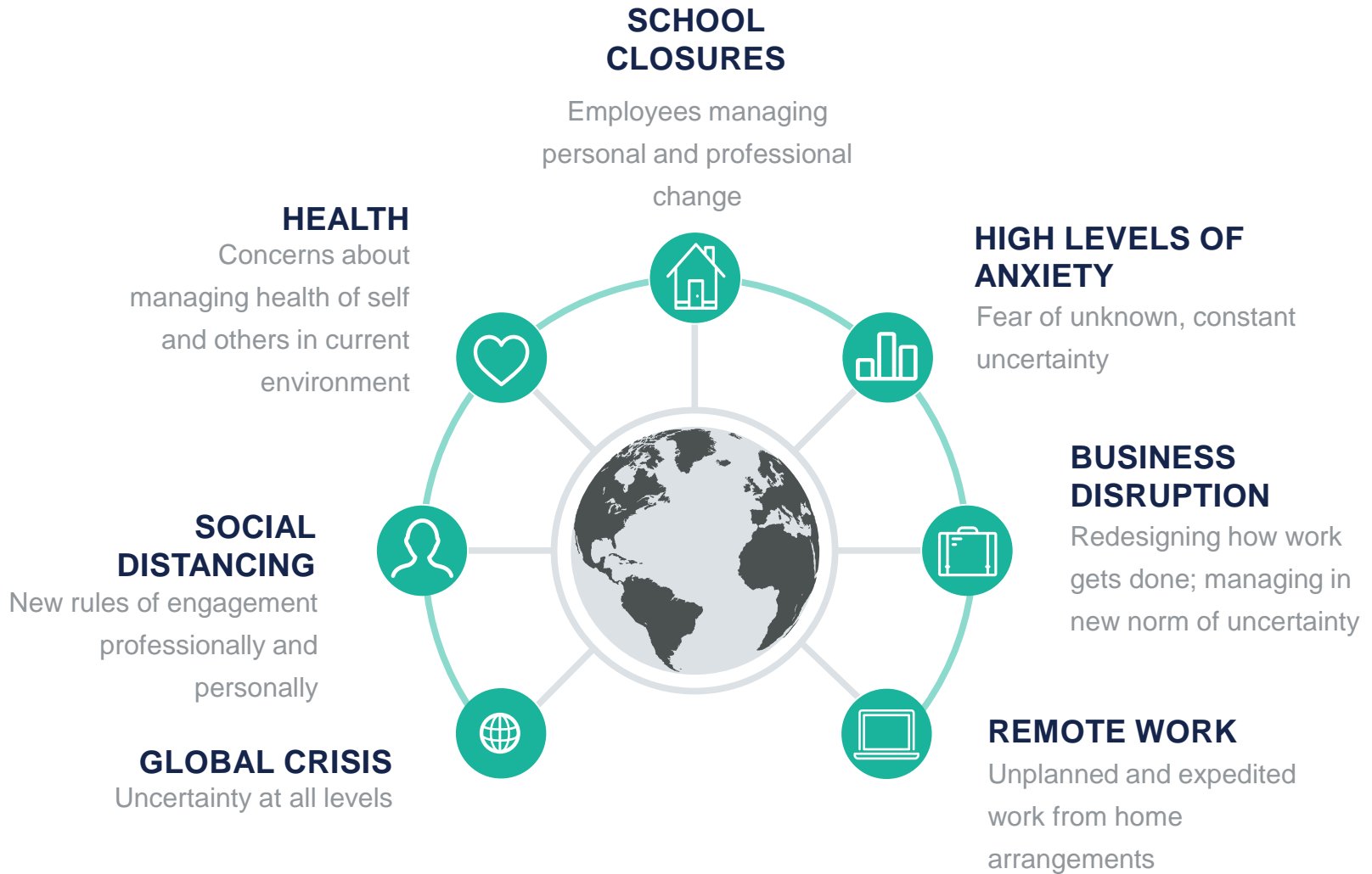
01

Managing Performance in a Remote Environment

03

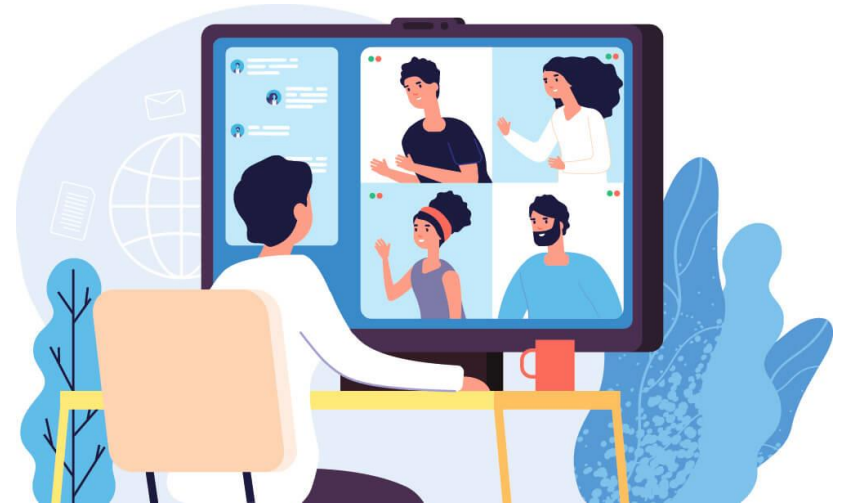
Tips to engage your employees, manage expectation and build trust

What's Happening?



Considerations When Going Remote

- Working remotely is different
- New for some – including the manager
- Varying levels of experience with remote work
- Work styles and communication styles and needs vary



To be successful:

- Must build foundation of TRUST
- Lead with learning/growth mindset
- Communication is everything!

Dispelling the Common Myths

1. Remote workers are slackers
2. It is up to the remote worker to constantly prove they are working
3. Remote workers not connected to company culture
4. Remote workers are available all times of the day

“Remote work starts at the top. When company culture leaders correct non-remote friendly behaviors and create inclusive processes, the effects trickle down into a successful experience for everyone.”

Trello

Facts

30%

Company Level

Only 30% of business leaders feel their organization is well prepared for the rise in remote work.*

10%

Leadership Level

Less than 10% of employees strongly agree that their leaders have the skills needed to thrive in the digital economy.

38%

Worker Level

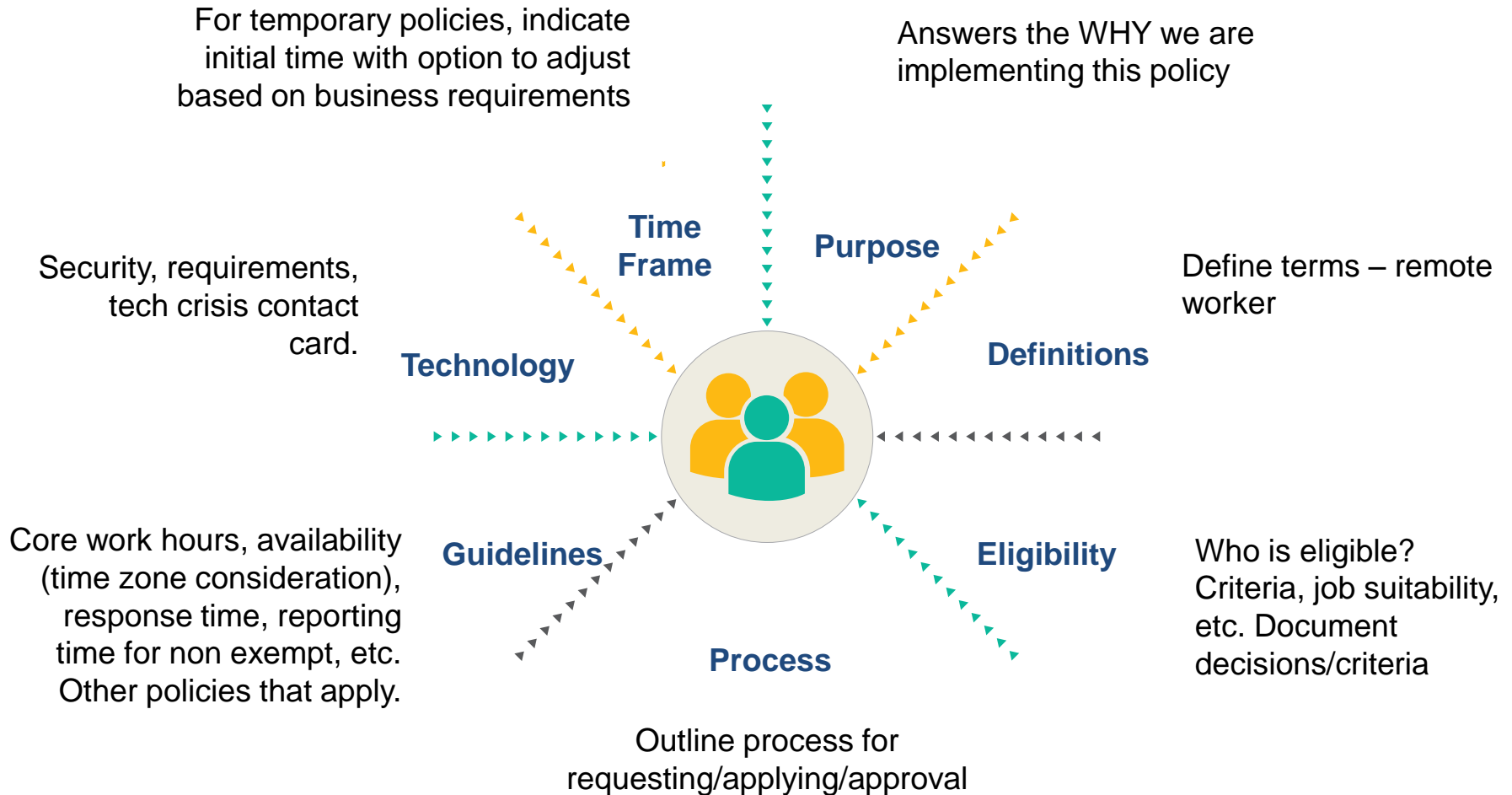
Even before this sudden shift, 38% of remote workers received no training on how to work remotely.

**Source: Workplaceless.com*



Considerations for Drafting Remote Work Policies

Elements of a Temporary Remote Work Policy



Elements of a *Temporary* Remote Work Policy

- Purpose – Why?
 - Response to current situation
 - Protect the health and wellbeing of our employees
 - Maintain business operations during
- Eligibility
 - Leverage team of leaders, IT, HR to review job suitability for remote work
 - Look at roles and duties to determine what can be done, remotely can partially be done, can't be done, not sure.
 - Make decisions accordingly – consider current technical capabilities
- Process:
 - Define process for moving to remote work
 - Applying and approval as applicable

Elements of a *Temporary* Remote Work Policy

- **Guidelines** – the company's general employment policies apply regardless of location
 - Work hours
 - Availability and response time
 - Completion of assignments/responsibilities
 - Performance expectations consistent with working in office

Potential legal issues:

- **FLSA applies**
 - Overtime rules and policies apply
 - Have to pay non exempt employees for hours worked – track time
 - Consider establishing “quiet time”
 - i.e.. No emails between 7 pm and 6am
- **Tax implications**
 - Employees responsible for adhering to federal, state, local tax rules around working from home
- **Workplace safety**
 - Check with your Risk provider re: suitable workspace, coverage, etc.
 - Safety standards apply

Elements of a *Temporary* Remote Work Policy

- Technology
 - Data security
 - Review policies and remind staff of responsibility to protect data
 - Reminder on general protocols and policies to protect computer equipment and usage
- Temporary Period/Timeframe
 - Reserve right to adjust based on business

Existing Policies Apply

- Existing rules, policies, practices, legislation and terms and conditions of employment continue to apply regardless of work location.
- Information Security and all related sub-policies
 - Password Standard
 - Remote Access
 - Mobile Devices
 - Electronic Communications
 - Acceptable Use of Technology/Emails/Internet policy
- Laptop Guidelines
- Confidential Information
- Conflict of Interest
- Health and Safety
- Time Off
- Reporting time/overtime



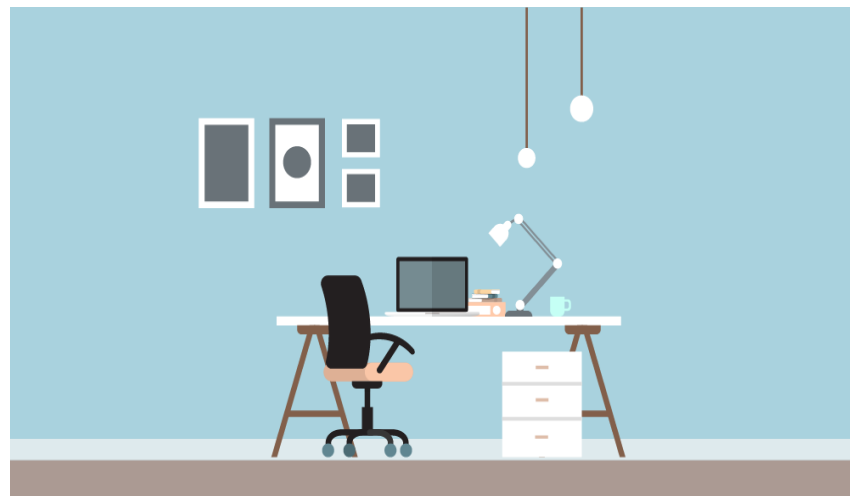
Tips

- This is temporary policy – reserve right to adjust based on business demands
- Make sure your employees have the access to the tools/resources
- Practice good change management
- Communicate regularly
- Seek feedback often
- Make appropriate adjustments
- Tip sheet for remote workers

Tips for Remote Workers

Best Practices Checklist:

- Select a dedicated work space
- Check internet connection
- Equipment
 - Computer, headphones, etc.
- Plan around distractions when scheduling calls
 - With coworkers and clients
- Dedicated location for video calls
 - Check your background!
- Taking breaks – and when to log off
- Communication expectations





Communication Strategy

Communication Strategy

Pre-launch

- Address key questions: why, what, when, who, how, where

Implementation

- Timelines
- Technology
- Planned and unplanned feedback mechanisms
- Training managers (checklists/tools)
- Training staff (checklists/tools)

Ongoing

- Communication plan for daily, weekly, monthly, quarterly check ins

Include

- Schedule of regular planned meetings/check ins (daily, weekly, monthly, quarterly, one-on-one, team, etc.)
- Unscheduled check-ins
- Platforms (technology – conference call, video recommended)
 - Beware technology overload in temporary situations
 - Technology support
- Standard agendas – get input from your teams as to what should be included

Sample Communication Structure

DAILY

- ✓ **Team Check-In/Huddle (15 Mins)**
- ✓ **Agenda**
 - Connection
 - Daily Game Plan
 - Support Needs
 - Updates
- ✓ **One-on-One Check-Ins (15 Mins)**
 - Connection/relationship building
 - Needs
 - Coaching
 - Updates

WEEKLY

- ✓ **One-on-One with Direct Reports (30 Mins)**
 - Connection/relationship building
 - Coaching
 - Tip: Use 2x2 Feedback model
- ✓ **Team Meeting (1 Hour)**
 - Connection/relationship building
 - Team updates
- ✓ **Tips**
 - Video conference if possible
 - First 5 mins – sets tone, focus on connection
 - Send agenda in advance
 - Allow open forum to discuss issues/concerns
- ✓ **Management Team (1 Hour)**
 - Connection/relationship building
 - Team updates
 - Outcomes updates
- ✓ **Project Meetings (30 Mins)**
 - Connection/relationship building
 - Team updates
 - Outcomes updates

Sample Communication Structure

MONTHLY

Define Agenda for Each

- All staff
- Department meeting

What will be shared:

- Reports to share/review
- Business outcomes
(sales/retention/trends/outcomes etc)

QUARTERLY

Define Agenda for Each

- Town Hall
- Management Team

What will be shared:

- Reports to share/review
- Business outcomes
(sales/retention/trends/outcomes etc)

Sample Communication Plan

DAILY

Activity

- Recruiting Team AM Huddles (30 mins)
- Recruiting Team PM Huddles (15 mins)

Reports Used

- Flash Report
- Activity Report (Bullhorn)
- Prioritization & Scoring Report

Metrics/Impact

- Activity Levels
- Min of 5 Prescreens
- Min 2 Submission
- Min. 10 Sourced/Attached Candidates

WEEKLY

Activity

- 1:1s FM/Recruiter Coaching Sessions 1-3 times/week (3 min)
- Recruiting Team (1 hour)
- Sales/Recruiting Job Order Review (1 hours)
- FM Mgmt. Meetings (1 hour)

Reports Used

- Prioritization & Scoring Report
- Performance Mgmt. Report
- BH Job Activity report

Metrics/Impact

- 10 subs/week
- 3 interviews/week
- 1 hire/week

MONTHLY

Activity

- Sales/Recruiting
- Partnership Meeting (1 hour)
- Sales Pipeline (1 hour)
- FM Recruiting Management Monthly Meeting (3 hour)

Reports Used

- Prioritization & Scoring Report
- 45 Day End Report
- Sales Forecast

Metrics/Impact

- 40 subs/month
- 12 interviews/month
- 4 hires/month

QUARTERLY

Activity

- FM Recruiting Management Meeting (1/2 day to day)
- 1:1s FM/Recruiter Performance Review (90 min)

Reports Used

- Pipeline Strategy
- Detailed Recruiter Report
- Open Orders Report
- Coverage Report
- Halogen Goals

Metrics/Impact

- Recruiter Productivity



Effectively Managing Performance In A Remote Environment

Drivers of Employee Engagement

What can managers do to build stronger relationships:

- Develop Trust
- Focus on effective communication
- Show appreciation
- Respect your Employees
- Implement Autonomy
- Show Value, Be Empathetic
- Regular one on ones

5 Drivers of Employee Engagement

There is no single, universal driver of engagement. There are many factors that combine to drive employee engagement.



1.) EMPLOYEE'S RELATIONSHIP WITH MANAGER.

Employees don't quit jobs. They quit bad managers. Employees are more engaged when they share good rapport with their immediate managers.

2.) CAREER OPPORTUNITIES AND GROWTH

Organizations with dedicated leadership and mentoring programmes are going to have a much better chance of retaining employees than organization which do not.



3.) CARING & COMPETENT SENIOR LEADERS

Regardless of how they lead, leaders help an organization unite behind a cause or goal. Without a leader, employees would not know who to turn to in times of crisis.

4.) GOOD WORK CONDITIONS

Good working conditions go a long way towards ensuring that employees feel comfortable about the work they are doing. Only when they feel comfortable can they actually be motivated.



5.) PRIDE IN WORKING FOR THE ORGANIZATION

Employees who take pride in being a part of an organization more often than not feel like they are a part of the larger mission. It drives them to work harder or assimilate better into an organization.

7 Tips for Managing Remote Teams

- Have a Daily Check-In
- Communicate often
- Take Advantage of Technology
- **Manage** Expectations
- Focus on Outcomes, Not Activity
- Resource Your Team
- Be Flexible

*Source Inc.com

<https://www.inc.com/jason-aten/7-tips-for-working-fsuccessfully-managing-remote-teams.html>

7 Tips for Managing Remote Teams

- **Have a Daily Check-In**
 - Whenever possible, this should be one-on-one, and face-to-face via video (Zoom, google hangouts, etc.)
- **Communicate often**
 - Formal/formal - communication with your team
- **Take Advantage of Technology**
 - Take advantage of tools
 - Slack, Microsoft teams – many collaboration tools are available for free right now
 - Don't overwhelm with too many *

*Source Inc.com

<https://www.inc.com/jason-aten/7-tips-for-working-fsuccessfully-managing-remote-teams.html>

7 Tips for Managing Remote Teams

- **Manage Expectations**

- Clearly define realistic expectations
- Define scope – tasks, deadlines, expected outcomes, etc
- Use regularly scheduled check ins to review progress/coach
- Document calls/action steps/follow up as appropriate

- **Focus on Outcomes, Not Activity**

- Important to building trust
- Don't focus on hours but rather outcomes/results

- **Resource Your Team**

- Make sure they have tools/resources to work remotely
- Technology crisis card – contacts, trouble shooting tips, well staffed support line, etc.

- **Be Flexible**

- Understand your team has a lot going on.
- Think about what productivity really means (not punching clock)
- Trust your team to find schedule that works and meets personal and business



More TIPS for Managing Work Remote Environment

- Establish a virtual collaboration charter
 - Goals for our work (establish the SMART goals)
 - Scope
 - Resources: people and technology to support accomplishment of goals
 - Schedule boundaries: time zone mgt
 - Milestones
- Technology crisis card
 - Outlines names of service providers and help lines
 - Access info
 - Name and version of your system and your computer operating system
 - Name and phone number of IT

Resources

Check Exude website for:

- Alerts
- Updates
- Resources
- Webinars

Questions?



THANK YOU FOR PARTICIPATING

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