

## Traditional Management vs managing remotely

### *Traditional management*

#### **Measures of success:**

- Hours worked
- Attendance



Control

### *Managing remotely*

#### **Measures of success:**

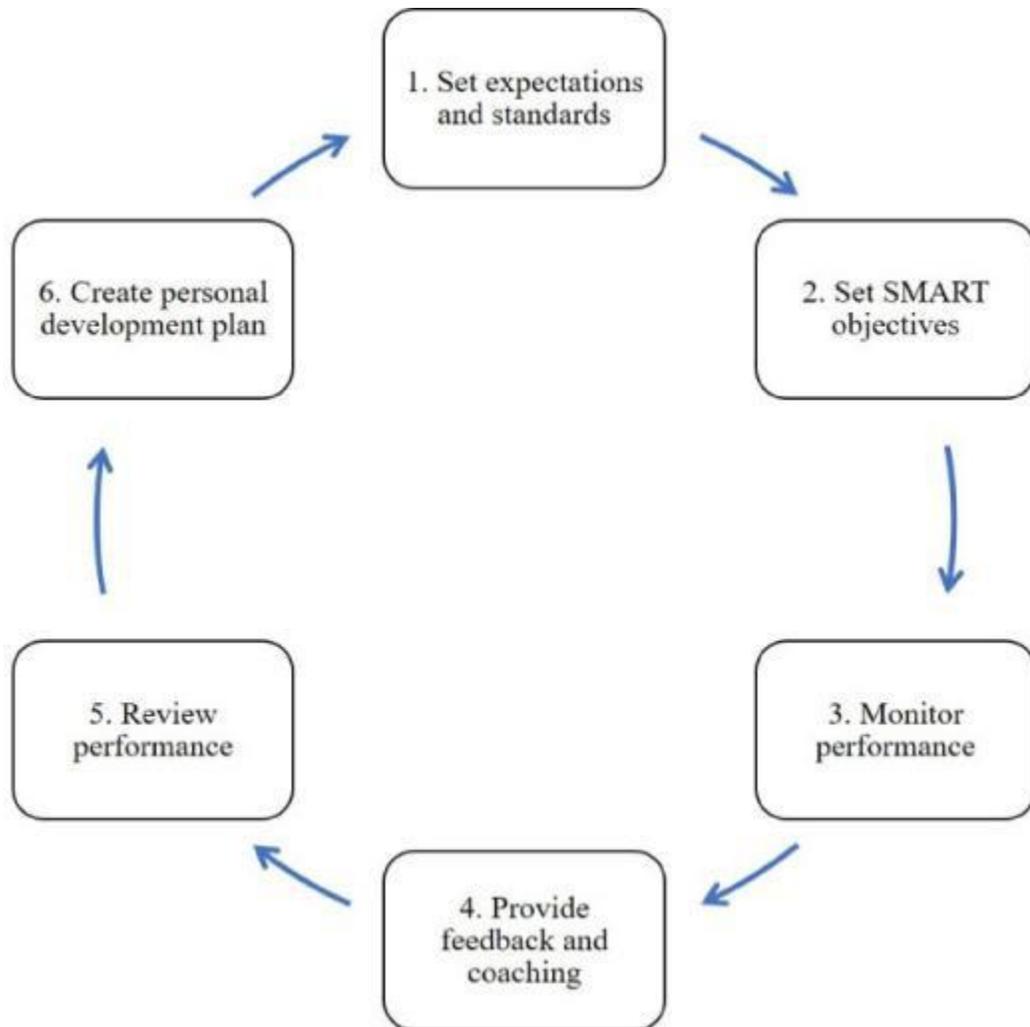
- Performance and results
- Outcomes



Empowerment



## The Performance Management Cycle



### Providing Feedback

Evidence-based, non-judgmental language examples	"I noticed" "I did not notice" "I saw" "I did not see" "I heard" "I did not hear" "I observed" "I did not observe"
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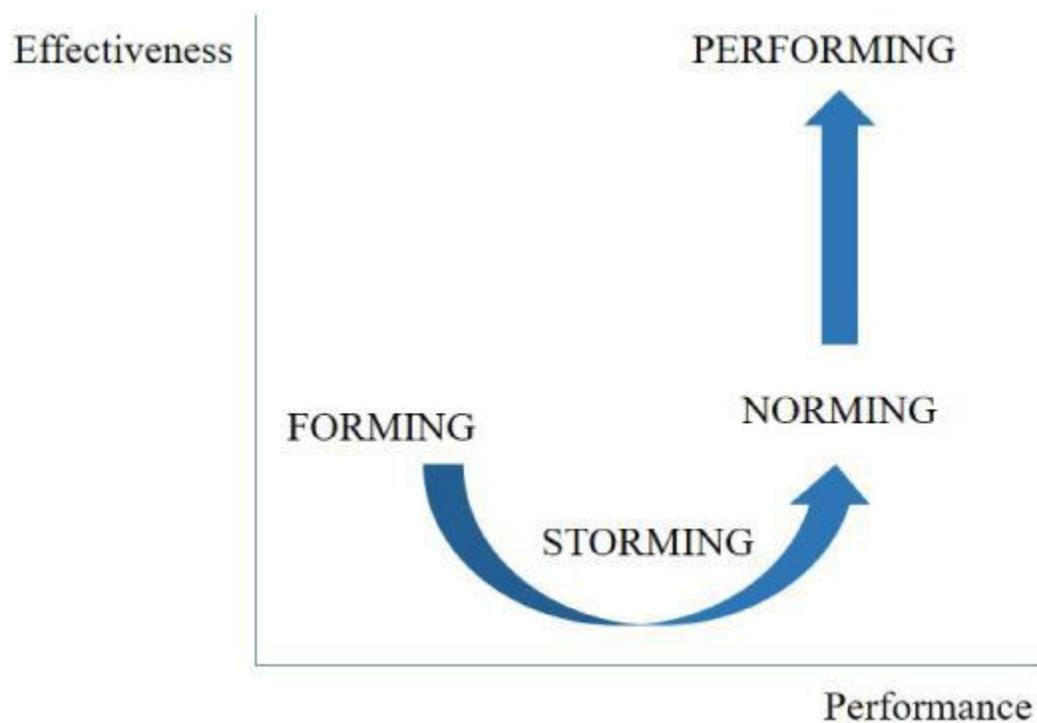
## Holding Feedback Discussions with AID

A	Action	What I noticed/saw/observed.
I	Impact	The impact was/the effect was/as a consequence
D	Do	<ul style="list-style-type: none"> <li>• Motivation feedback: Well done, I'd encourage you to continue OR</li> <li>• Developmental feedback: How do you think you can improve? What will you do differently next time? You did this well, but you could have done it better if you ...</li> </ul>

## Empowerment and Trust

When groups of managers and team members, who were about to begin new ways of working were asked what they needed from each other to make working remotely effective both groups replied with "trust and empowerment." Management psychologist Bruce Tuckman identified the key role of trust in his stages of team development model.

## Tuckman's Stages of Team Development



## What Stage is Your Team At?

### Characteristic Behaviors – Stages of Development

Stages of development	Characteristic behaviors
<p><b>FORMING</b></p> <p>Initial awareness – why are we here?</p>	<ul style="list-style-type: none"> <li>• Simple ideas</li> <li>• Saying 'acceptable' things</li> <li>• Avoiding controversy</li> <li>• Avoiding serious topics</li> <li>• Keeping feedback and shared feelings to a minimum</li> <li>• Avoiding disclosure</li> </ul>
<p><b>STORMING</b></p> <p>Sorting-out process – bidding for control and power</p>	<ul style="list-style-type: none"> <li>• Strongly expressed views and poor listening</li> <li>• Challenging leadership and authority</li> <li>• Withdrawal by some</li> <li>• Full expression of emotions</li> <li>• Lack of collaboration and competing for control</li> <li>• Reacting or defending</li> </ul>
<p><b>NORMING</b></p> <p>Self-organization</p>	<ul style="list-style-type: none"> <li>• Shared leadership</li> <li>• Methodical ways of working</li> <li>• Preparedness to change preconceived views</li> <li>• Receptiveness to ideas</li> <li>• Active participation by all</li> <li>• Mutual problem solving versus win-lose confrontation</li> <li>• Open exchange of ideas</li> </ul>
<p><b>PERFORMING</b></p> <p>Maturity and mutual acceptance</p>	<ul style="list-style-type: none"> <li>• High flexibility of contribution</li> <li>• High creativity</li> <li>• Openness and trust</li> <li>• Shared leadership</li> <li>• Strong relationships</li> <li>• Feelings of warmth towards other individuals</li> <li>• Easy acceptance of differences of view</li> </ul>

**Build Trust and Empower Teams When Moving to Remote Working – consider the table below**

Setting Expectations	Being clear about roles and responsibilities, standards expected, objectives, deliverables and how these will be measured and monitored
Developing a Team Charter	Setting ground rules with the team for how they will work together when everyone is not in the office all the time, and having regular check-ins with the team about how things are going
Training	Providing development opportunities for the team to increase their competence and confidence both in terms of skills and knowledge
Regular Two-way Communication	Technology such as Skype, Instant Messenger, WhatsApp, and Google Hangouts can facilitate communication and collaboration.

## Tips for Telephone and Video Conferencing

To stay in touch with your manager and the team, it's important to make effective use of telephone and/or video conferencing. Here are ten tips to use this to best effect:

Test	1. When using tele- or video-conferencing, test your Internet connection beforehand to ensure it is stable.
Agenda	2. Use an agenda; if you are responsible for the meeting, make sure this is circulated to everyone beforehand.
Introductions	3. Ensure that everyone is introduced at the beginning of the conference. If someone joins later, or drops out and needs to re-connect, ensure they say who they are when they come (back) on the line.
Becoming Acquainted	4. After introductions, if there are people you don't know, say your name again when you speak for the first time so that people can put a name to a voice.
Dress	5. If on a video conference, dress properly – don't be caught in your pajamas!
Focus	6. Focus on the conference – don't be distracted by other tasks. It is tempting to multi-task, but people soon pick up if you are doing other things.
Take Turns	7. Wait for people to finish speaking so you don't speak over them.
Schedule	8. Keep to time.
Be Social	9. Use the opportunity at the end of the call or at the beginning of the call if you are waiting for people to join, for informal chat but don't forget the task in hand.

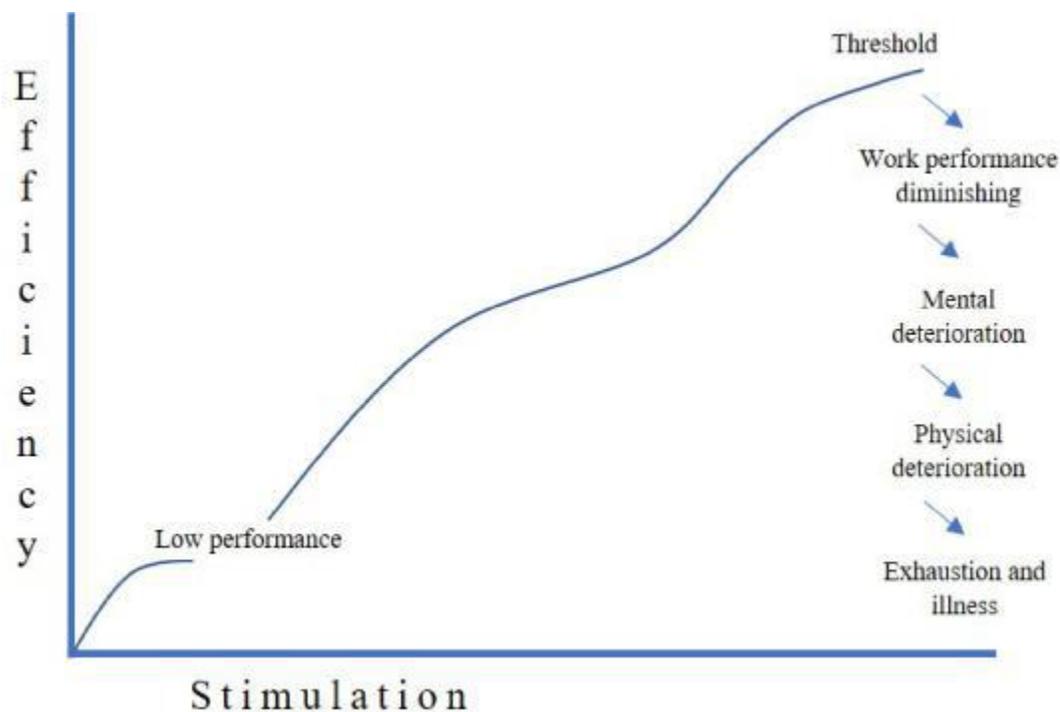
Accountability	10. Make sure actions and responsibilities are agreed at the end of the meeting and, time permitting, check if anyone has any questions.
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## Well-Being

Studies suggest that being able to flexibly arrange working hours is beneficial for well-being. When you start to feel lack of control and that things are getting out of hand, however, it can have a detrimental effect on health and well-being.

We all need a degree of stimulation at work in order to be efficient and effective. If we are just sitting twiddling our thumbs, our performance is low. However, if we feel overwhelmed and have too much stimulation, our work performance also diminishes and we can suffer physically and mentally, leading to exhaustion and illness.

Figure 5: Efficiency threshold



## Watching for the Signs of Stress

As we have seen, some degree of pressure helps work performance. Indeed, there is such a thing as positive stress, called 'eustress' (the opposite of 'distress'), and it helps us to focus our energy and motivates us to achieve our short-term goals. Eustress is the excitement we feel when working up to completing a major, important task. It is when we know we can cope with the pressure; in fact, it improves our performance.

Conversely, distress, which can be short or long-term, is when we feel we cannot cope. It causes us anxiety or concern, is unpleasant and negatively affects our performance.

When distress occurs, we experience physical, emotional and behavioral effects:

#### Examples of Physical Signs of Stress

Pressure	Stress
Good posture	Poor posture
Relaxed breathing	Rapid breathing/tight chest
Aware of body needs	Indigestion/stomach cramps
Vitality	Shoulder and neck pain
Wellness	Headaches
<input type="checkbox"/>	Pupils dilate
<input type="checkbox"/>	Sweating/clammy feeling

#### Examples of Emotional Signs of Stress

Pressure	Stress
Confident	Anxious
Efficient	Tense
Pleasure	Distress
Good self-image	Poor self-image
Assertive	Under-confident
Able to cope	Swamped
Energized	Depressed

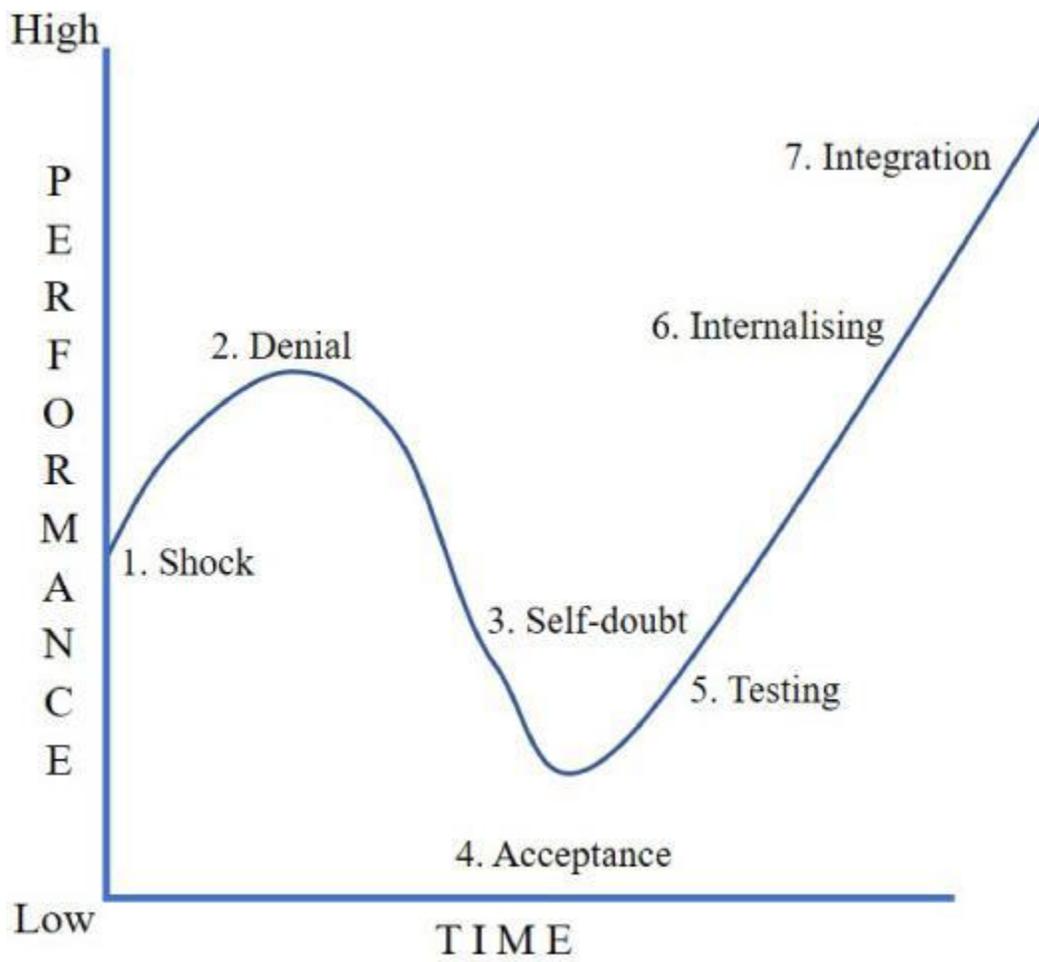
#### Examples of Behavioral Signs of Stress

Pressure	Stress
Focused	Poor concentration
Clarity of thought	Confusion
Awareness	Lack of awareness
Effective planning	Poor planning
Decisive	Indecisive
Objectives achieved	Not completing tasks
Clear communication	Ambiguous communication
Time to rest and relax	Lack of time/fatigue

## The Stages of Change

In the 1960s psychologist Elizabeth Kubler-Ross identified the stages people move through during grief and loss after the death of a loved one.<sup>[20]</sup> Further studies by management consultant Rosabeth Moss Kanter showed that we go through a similar pattern of emotional responses to change in the work environment.<sup>[21]</sup> The transition curve shows the stages we go through when we experience change and how they can impact our productivity and performance.

## The Transition Curve



Here is a description of the seven stages of the change curve:

**Table 11: The Transition Curve**

1. Shock	When we first hear about change, there can be a sense of shock. This can lead to a feeling of being overwhelmed. It could be that the reality of the change(s) to take place does not sink in. There can be a feeling of inertia, apathy and numbness, and a hope that things will soon be over.
2. Denial	The next phase is denial. You will notice that performance actually increases here. People focus on building up their defenses and minimizing the disruption. Their behavior is based on the past ('how we did things before') rather than the present.
3. Self-doubt	As the transition begins and time moves on, the reality of change becomes apparent and can cause uncertainty. People can feel a bit lost and don't know what to do. They don't feel as competent and may feel they are sinking rather than swimming. This may manifest itself in depression, anxiety and sleepless nights, and maybe withdrawal from the team. Other people may feel angry: "I gave my all and now look what I get". This can manifest itself in hostility – anger, cynicism and resistance to the change. Some people may question the change, others may decide to leave the organization altogether.
4. Acceptance	At this stage, people start to let go of the past. There is an acceptance of the reality of change and a tentative willingness to experiment. Optimism for the future becomes possible.
5. Testing	This phase involves trying out new behaviors to cope with the transition. There can be lots of activity and energy and mistakes are liable. There may be a sense of over-preparation. People may have lots of ideas and feel that they can't concentrate because they have too much to do.
6. Internalizing	Once people have experimented, there typically is a quiet, reflective period where people think through how and why there was a change and how they will cope going forward. Some people may be quieter in the group, while others will choose to share insights and learning.
7. Integration	The final stage of transition is now over. Team members have developed new and better ways to do things. There is increased self-esteem and effective teamwork, and people have a clear focus and plan. New behaviors have been incorporated into 'business as usual' and teams seem more stable as a result.