

Best Practices for Managing Remotely

You Must Lead Differently

- Remote teams are not like traditional teams
- Success is not driven solely by technology
- Remote teams are not best when left alone
- Hands off leadership style does not work best
- Creativity is possible
- Networking is important

Critical Success Factors

- Clear definitions of success
- Technology
- Principles of engagement
- Trust
- Training and development
- Performance metrics
- Hands on leadership style

Clear Goals

- Clarify tasks and process, not just goals and roles
- Clarity about work processes, with specifics about who does what and when
- Set short term goals/projects
- Set clear expectations
 - Schedule
 - Lines between work and home can get blurry when working remotely
 - Need to ensure that people are not working around the clock
 - How to communicate
 - Standards for how quickly to respond – i.e., respond to emails within work day

Trust Your Team

- There can be uncertainty about whether or not the work will get completed at the same level as if they were in the office.
- Set up work-from-home guidelines (See “Clear Goals” above)
- Recognize hard work and reward or provide praise
- Ask for regular feedback
 - It allows you to encourage hard work, put transparency in your work and creates a good opportunity to explore new ways to keep in touch with your remote team.

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Technology

- Make sure team is trained properly on technology to work remotely
- <https://www.pace.edu/working-remotely>

Communication Challenges

- Misunderstanding from poor communication
- Incompatible communication preferences
- Differences in work ethic
- Lack of clarity and direction
- Deficient sense of ownership and commitment
- Inability to ask the right questions

Create a Communication Strategy

- Keep it simple and natural
- Skype Messaging: quick questions
- Email: more formal or in-depth information; general announcements
- Phone: long, detailed conversations
- Zoom: meetings or longer, detailed or potentially difficult conversations

Meetings

- Take time to socialize before each meeting
- Do all you can to send signals that you are engaged and listening
- Be on time for meetings and conference calls
- Clear agendas

Make Time to Gather/Engage Regularly as a Team

- Engage on a daily basis with some type of communication
- Consider a daily “coffee” or “office hours” time
 - Zoom is a good tool for this
- Small conversations with your team members demonstrate that you care

Performance Management

- Schedule video-based coaching via Zoom
- Stay focused on goals, not activity
- Create and communicate clear, short term measures of success for goals
- Use electronic project management tools to track progress, if possible