

Remote Team Management Wisdom – Cheat Sheet

Be Conscious. Be Kind. Be Caring. Be CLEAR. Be Fair. Be Open. Be Amazing!

Qualities of a GREAT Manager (Source:Google)

1. Is a good coach

A good coach avoids the trap of solving every problem for their team as soon as it arises.

Rather they use these problems as teaching moments. They guide and share insights at the right time, letting their team gain valuable experience along the way.

2. Empowers team and does not micromanage

Everybody hates a micromanager. In contrast, a good team lead gives their people enough freedom--to explore new ideas, to experiment, and to develop (and adapt) their own working style.

In addition, great managers make sure their people have the tools and flexibility they need to do their jobs.

3. Creates an inclusive team environment, showing concern for success & well-being

Great managers make it a priority to build trust in their teams.

As Google puts it:

In a team with high psychological safety, teammates feel safe to take risks around their team members. They feel confident that no one on the team will embarrass or punish anyone else for admitting a mistake, asking a question, or offering a new idea.

4. Is productive and results-oriented

The best managers make those around them better.

They realize what their teams are capable of, and they use emotional intelligence to motivate their people and help them realize their potential.

5. Is a good communicator--listens and shares information

Great managers are great listeners--this enables understanding. They also share what they can, realizing transparency is beneficial for the team as a whole.

They share sincere and specific praise, early and often. But they also don't hold back from giving necessary (negative) feedback--making sure to frame it in a way that is constructive and easy to learn from.

6. Supports career development and discusses performance

Great managers are invested in their people. They provide career path options, realizing not everyone wants to follow the same road.

They also don't hold their people back for personal gain. Rather, they support team members and help them to reach their goals.

7. Has a clear vision/strategy for the team

Great managers know where they're going, but they make sure the whole team knows, too--rather than keeping them in the dark.

They are also careful to communicate "scope," realistic expectations as to what specific actions are needed to execute a strategy, and each team member's role in delivering.

8. Has key technical skills to help advise the team

Great bosses understand a job well and are skilled at the work they oversee.

If an effective manager is brought into a new department, they take time in the beginning to familiarize themselves with their people's everyday work and challenges. This earns them the respect of their team.

9. Collaborates across [the company]

Some managers create silos, running their teams with an "us versus them" mentality, competing against other teams within the company. Great managers have the ability to see the big picture, and work for the good of a company as a whole.

10. Is a strong decision maker

Great managers take the lead. They make the tough decisions, and make sure everyone understands the reasons behind those decisions.

Then, they commit to following through.

Of course, the first step--identifying effective manager behaviors (and tips for developing them)--is easy. Execution is the hard part.

But it's managers like these that will help your people--and your company--accomplish great things.

Action Steps to Create a More Inspiring Remote Work Experience.

- Encourage empathy within your team
- Practice what you preach
- Build Trust and credibility
- Take employee wellbeing seriously
- Communicate clear working guardrails for your team to follow
- Aim to maintain the exact meeting schedule as if they were in the office.
- Create a clear, expectations, and a predictable and stable working environment
- *Systemize communication and expectations*
- Communicate expected response times by communication channel
- Set recurring meetings with each of your direct reports and overall team
 - weekly one-to-ones with direct reports,
 - a weekly team meeting,
 - a monthly career catchup with direct reports,
 - and a monthly check-in with indirect reports
- *Build Trust & credibility with ALL actions.*
- Any major changes in location should be communicated and agreed upon beforehand
- Provide team members with a small budget to cover expenses for things like WiFi, airtime
- Any holidays or unavailability should be added to a shared calendar
- Over-communicate and be responsive.

- *Daily feedback* - Each team member fills out a small journal entry at the end of the day to document how the day went, any challenges they faced, any deviations from their regular schedule that they implemented, and any ideas for how things could be improved.
- scheduled all of emails to be send out during teams business hours
- Ensure staff adhere to reasonable working hours
- Remember: There's no substitute for meeting in person
- Give all staff give the opportunity to build connections with the wider team so they feel part of things.
- Do regular Team off-sites / quarterly at LEAST, to enable people to rebond and socialise
- Setup some social time for the team each week
- Start each morning with a personal check-in – touch base.
- Do personal checkins re loneliness, stress, overload and any wellbeing issues. – Show you CARE!
- Meet in person with a few team members on occasion
- Help staff setup a “WORKPLACE at home” ...invest in a proper desk, extra monitor & phone mount set up, so when they sit at their space, they are in the “ready to work” mentality.
- clearly defined SOPs for all those processes
- Break down the way you want things done with available resources
- Clarify - How often do you want to meet in person?
- Be aware – many people mention loneliness as a problem in remote teams
- You cannot watch over your employees' shoulders, find ways and boundaries you can design to fully trust them.
- Because you cannot micromanage them, you need to define clear strategy and goals and treat them as competent adults who make decisions for you.
- Help your team to optimize their daily routines
- Remote work - Set your usual processes up to function remotely
- Advise people to have dedicated work and non-work areas at home - If possible with a door in-between
- Measure output instead of work time – Are you buying their time or Results?
- Make sure you communicate clear expectations around goals
- Involve and trust your people
- Agree that all hard conversations happen face to face
- Have strong onboarding documents and employee handbooks
- Be explicit which are expected rules and which are not.
- Ensure they leave their house from time to time
- Start all meetings with personal check-ins. Consider Rose, Bud, Thorn or red, yellow, green;
- Make it clear who they can reach out to if they have questions or need assistance

- Recommend morning and evening routines
- Encourage them to have regular calls with each other
- Create a channel in which your team can share with each other work-from-home-tips
- Crowdfund improvement and optimisation ideas from your team
- Consider implementing happy hour-/lunch- or even cooking-zoom calls with no agenda
- Start casual comms channels (Photo channels work very well)
- Organize Online videogame tournaments or “show your pet/hobby/flat” sessions.

Organization

- Set up documents that outline and explain all information they might need over the next several weeks regarding their health benefits and plan
 - Link to every provider you use and outline what to do in which situations
 - Make it clear who they can reach out to if they have questions
- Spend extra time staying up to date with everyone’s productivity and mental health
- Set up a temporary emergency budget to cover budgets we mentioned above
 - Add online mental health counselling and
 - Add online sport/health classes to your benefits
- Send care packages consisting of the most basic and typical needs of your team
- Think of people as “fast decision maker units” and team communication as “slow input/output”.
- Both are needed to function efficiently, but you want to avoid the slow part when it’s not essential.
- Be explicit, particularly regarding deadlines and whether you want something done now or it can wait.

Questions to ask yourself: How can you...

- ... define strategy clear enough that people can formulate their own decisions without going off-track?
- ... set goals clear enough that people can benchmark themselves or their decisions?
- ... setup decisions hierarchies in a way that only non-reverse-able important decisions even bubble up to you?
- ... create confidence? (speed comes through confidence)
- When is it enough that you hear about it and when do you need to involve?
- How can you make sure that you are only involved in every 10th decision and only “manager-override” every 100th?
- ... set up your environment/processes that they can act even in emergencies on their own?

Make sure your people are the right people, who can work in an unsupervised context.

6 Human Needs (source Tony Robbins)

Need #1 – A feeling of Connection / Love

- Bonding • Oneness • Sharing • Intimacy • Feeling a Part Of something worthwhile
- This is the need to experience belonging, gentleness and a deep Soul connection

Need #2 - A feeling of Significance / Meaning

Being appreciated & regularly valued gives us a sense of worthiness & sustained self-worth

- Valuable • worthy • appreciated
- Sense of our work having real meaning.
Being needed, feeling Import.
Having a sense of Purpose or Destiny

Need #3 - A feeling of Certainty / Comfort

The ability to control – to avoid pain and gain pleasure; to eliminate or reduce stress; to create or increase pleasure

- Like Maslow's hierarchy - Security / Survival

Need #4 - Uncertainty / Variety

- Surprise • Diversity • Difference • Challenge • Excitement!
- Although we initially want certainty, we also need some level of variety to sustain interest.
Why else do men and women have affairs?

Need #5 - The Opportunity Experience Growth

- Learning • Stretching • Expanding • Improving,
- Our need to continuously fulfill potentials, to "be all that you can be."
This need drives us to become the "most complete me" possible.

Need #6 – Contribution

- Giving • Helping • Serving • Nurturing.
- The need to help others to be fulfilled (to help others meet their own needs in a constructive way)
Paying it forward