

# Working From Home For Managers



For managers, leading a remote team can add a host of new challenges. Employees are not in the same location as their manager, and communicating across distances means that words or meaning can be lost in virtual calls or long emails.

Managers need to be able to stay in constant contact, promote frequent communication within their team and be ready to resolve conflict when necessary. To help you make the transition to leading remote teams from home, we have provided some helpful tips.

There are two ways to consume this content. Click the link to read the full article or watch the video or, if you want the Cliffs Notes version, we've provided a snapshot summary of each resource.

## SNAPSHOT: TOP 15 TIPS TO SUCCESSFULLY MANAGE REMOTE EMPLOYEES

Article: Forbes (four-minute read)

**1. Set Clear Expectations** – doing something “quickly” means different things to different people. Be specific.

**2. Treat Remote as Local** – give remote employees as much access to you as you can and respond as quickly as possible.

**3. Engage Regularly** – engage daily through varied communication channels (phone, messaging, video conference, etc.). Consistency will help remote workers feel included.

**4. Schedule Video-Based Coaching** – schedule time and look at one another when you're speaking. Not checking in and providing feedback can cause remote employees to question how they're performing.

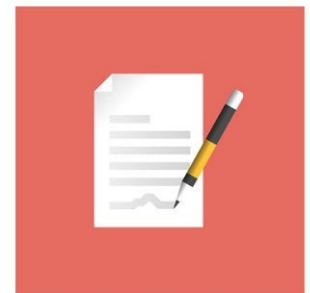
**5. Trust Your Team** – some companies are reluctant to embrace a remote workforce due to uncertainty that work will not get done at the same level as if they were in the office. To combat this belief, consider work-from-home guidelines that are appropriate for your team, such as email responses within 24 hours or using instant messaging apps for urgent matters.

**6. Make it Feel Inclusive** – make remote staff feel included by using virtual meetings and create team partnerships that promote collaboration.

**7. Filter for Mission, Values, Outcomes and Role** – remote workers can feel frozen out of regular office human interaction, so be sure to over-communicate and align them with the mission, values, outcomes and how their role ties to it all.

**8. Have Reliable Tools First – and use them!** If remote employees can't download files, struggle hearing on a conference call and consistently receive meeting invitations for times when they are still asleep, you have failed to address the basics. First, invest in reliable tools to make collaboration possible. Then develop clear processes to use such tools.

**9. Stay Focused on Goals, Not Activity** – don't worry as much about what is being done. Instead, concentrate on what is being accomplished. It's all about accomplishment, not activity.



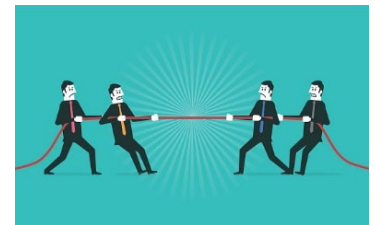
- 10.Be Intentional** – make each team meeting count with opportunities for everyone to engage and contribute.
- 11.Create a Communication Strategy** – arrange the appropriate amount of weekly formal “check-ins” and set guidelines about daily needs. An understanding of what is urgent mitigates inefficiency, allowing productivity.
- 12.Avoid Multi-Tasking** – video conferencing helps with this because you are visible.
- 13.Connect Their Goals with Yours** – take a personal interest in your team’s learning and life goals.
- 14.Use Technology to Build Community** – use technology to create dedicated spaces for celebrating special days (e.g. birthdays), company milestones (e.g., months or years of service) as well as community recognition. Being intentional about creating community helps develop a corporate culture that inspires connection, which can result in increased productivity.
- 15.Establish Close Bonds, Help and Support Frequently** – empathize and appreciate your team members’ lives by discussing family, commonalities, and shared beliefs.

## SNAPSHOT: HOW TO HANDLE CONFLICT ON REMOTE TEAMS

Article: Help Scout (six-minute read)

**Normalize Conflict** – conflict is emotionally charged because it is rooted in unresolved feelings, unmet needs and the fear of the unknown.

**Unique Remote Communication Challenges** – loss of in-person signals and loss of context. Consider the pros and cons of remote communication channels:



Communication Channel	Pros and Cons
<b>Email</b>	Pro – great for announcements or summaries. Cons – provides no in-person signals, delays in replies and a long back-and-forth chain can waste time and cause confusion.
<b>Instant Messaging</b>	Pro – works well for real-time conversations. Cons – no in-person signals, time zone differences and long back-and-forth chains.
<b>Phone</b>	Pros – real time, personal interaction and ability to pick up on verbal cues. Cons – loss of body language, facial expression, and potential for poor reception or noisy background.
<b>Video Conferencing</b>	Pros – real time, ability to see body language and verbal cues. Cons – potential for poor internet connection, unnatural lags between speakers or background noise.

Step	Action
<b>Name the Thing</b>	What is triggering you? Common triggers: competence, inclusion, autonomy, status, reliability and integrity.
<b>Be Curious</b>	Turn your attention to the other person. Create a safe space by asking questions to seek understanding. Examples: “I read your email and I think I may have misunderstood it — can we talk through your takeaways?” or “During the meeting you seemed frustrated. Is everything okay?”
<b>Say Your Side</b>	Try the Nonviolent Communication Method: Observation – state a clear observation of what the employee did that you didn’t like. Feelings – state how you feel about what they have done. Needs – make clear what needs of yours were not met. Request – end with a clear request of what you would like the employee to do.

## SNAPSHOT: LEADING AT A DISTANCE

Video: LinkedIn Learning (36 minutes)

**What it Means to Lead at a Distance** – leading at a distance is different. We aren't going to run into people in the hallway or in the breakroom. With remote teams, we must be more intentional and build processes and systems to make sure we are connected to our team members. Interpersonal dynamics change when you're leading remotely. It is your job to role model the changes, work to build the relationships, build trust, effectively communicate and help your team adapt as well.

**Remote Leadership Model** – this model has three gears, and when working correctly, will propel us to greater success. The largest is leadership and management, and it hasn't changed. What has changed is your location. Now, we must use technology and tools to do things we never had to think about before because they just came naturally.

The third gear, while the smallest, is where the rubber meets the road — the skill and impact gear. When you apply your leadership skills and embrace our tools, you will get the results that you need. Call to Action: identify one tool that you are uncomfortable with and make a commitment to learn and master it.

**Understanding What Success Looks Like at a Distance** – there are three types of outcomes: organizational, team and personal. Organizational – where is the organization going and how is your team helping to get there? Team – are your people clear on what's expected of them? Personal – how effective is your team at reaching their individual outcomes? Understanding each of these outcomes will help you define success and set clear expectations.

**Remote Goal Setting** – it's not about setting the goals; it's about getting the goals. Think about two kinds of goals: Results goals are what you typically think of goals as being (sales numbers, quality scores, etc.) — it's a specific result that you're after. Process goals define how you will achieve results goals. Process goals help in three ways: 1) your team has a better chance of reaching the outcomes you want, 2) allows you to stay in sync and know you're on the right track and 3) allows a little less worry in your life.

**5 Tips to Remote Coaching and Feedback** – make it a two-way conversation; use your webcam; make it more frequent and consistent; deliver it formally and informally; and assume positive intent.

**The Remote Employee Perspective** – The Golden Suggestion – treat others the way they want to be treated. As a leader, it is your job to understand those that you lead so you can understand their perspective. Here are some ideas: use style tools (DISC, Myers-Briggs, etc.); look for clues in their behavior and how they communicate with you and others; be willing to flex the way you communicate or the way you coach to meet the style and perspective of those you are leading. Lastly, ask what works for them.

## WANT TO LEARN MORE?

[Top 15 Tips to Effectively Manage Remote Employees \(Article\)](#)

[How to Handle Conflict on Remote Teams \(Article\)](#)

QUESTIONS?



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