Remote Management Best Practices

REMOTE WORKER NEED	MANAGER TASK	HOW TO GET STARTED
Authentic interactions	Check in about the person, not just about work.	• Increase your availability for regular check-ins (daily is ideal), even if they are just 5 – 10 minutes. • Start calls by asking how your direct report is doing; genuinely inquire about their life outside of work. • Share how you are doing and be transparent about your concerns and wins.
Clarity on goals and deliverables	Get clear on what needs to be done by when, but don't micromanage. Make the implicit explicit.	• Track your team's outcomes, not their outputs. Teleworking allows people to adjust their work around their lives, so leverage that strength. • It often isn't helpful to require a minute-by-minute accounting of people's time, but you should be very clear on deliverables and due-dates.
Adequate resources	Confirm your direct report has a work-provided laptop and reliable internet access. Make sure they know where to go if they have a technology problem.	• Ask each team member if they have what they need to be productive. • As you identify potential challenges, be a partner in developing a solution. • If resources from the company are available, help your direct reports access those.
Established boundaries and expectations	Help your reports set a reasonable work-life balance. Help them avoid working late and ensure they know whom to call if they have a question and the boss isn't available.	• Name any remote office norms that will help you work as a team. • Consider things like how to let others know if you're taking a coffee break or how to communicate that you would like to not be disturbed. • Be specific about how you'd like different communication tools used (e.g. email, slack, IM).

Community	Facilitate (or delegate others to) create opportunities for the team to connect while working remotely.	• Consider establishing virtual lunch hours where everyone is invited to enjoy their lunch and connect. • Have office working sessions where folks dial into a video call, but work independently (on mute) on their own tasks. • Leverage technologies to have your team complete challenges outside of work, like having everyone participate in a team fitness challenge. • Help set up virtual office buddies to ensure everyone has someone to check in on and someone checking in on them.
Empathy	Things don't always go as planned, especially if someone isn't used to working from home. Practice empathy if there is background noise or other disruption that you wouldn't encounter in an office.	• Discuss with your report that you know things can be a bit hectic when making the transition to working remotely. • Let them know that you understand this won't just be business as usual. Everyone will need to make some accommodations to manage the change, and your team will benefit from hearing you talk openly and honestly about these challenges. • Remember to coach for improvement over time, as things definitely won't be perfect in week 1.