Deloitte.

Working remotely: setting your team up for success

What's different?

Where	→	Office	→	Working remotely, predominantly from home
When	→	Standard working hours	→	Adjusting schedules to accommodate team and home situations
How	→	In person collaboration	→	Adopting technology solutions to enable seamless collaboration and teamwork

What do you need?

- A computer with video chat capability
- Good internet
- Chat apps
- Collaboration apps
- Clear expectations on work output and workload
- Self-motivation and discipline
- A routine
- A dedicated workspace

Ten tips for remote working

01 Designate a workspace for focus in your home

02 Develop a daily routine

03 Embrace technology tools for collaboration

04 Communicate frequently with your team

05 Remain contactable as much as possible during work hours

06 Do not over-rely on email/IM – Use phone/VC

07 Block your calendar for work and break times

08 Dedicate time for informal social interactions

09 Regularly review your performance with your manager

10 Don't be afraid to switch off at the end of the day

Tips for leaders

Assume positive intent with all team members and have a conversation before making a conclusion about how work is getting done – ambiguity is inherent in having team members working virtually and can lead to assumptions about focus and commitment to work. A relationship of trust, respect, open communication, and clearly defined expectations are essential for success.

Setting expectations

- Managers should review and update team member responsibilities, ensuring the clarity of roles and objectives
- All team members should be responsible for ensuring open and consistent communication and resolving conflict
- Teams should set expectations by discussing being reachable, responsive and dependable. Define what 'urgent' looks like, and the best way to contact one another in those situations
- Managers should allocate time during check-ins to discuss what's going well
- Encourage all team members to use available virtual collaboration technology including:
  - Use appropriate platforms for virtual team meetings, check-ins, and other touch points, utilising virtual whiteboards and screen share capabilities as needed- SMS or locally approved messaging apps for short, timely communications
  - Video conferencing to reinforce the sense of team and enable non-verbal cues
  - Virtual workspaces like Microsoft Teams

Six tips for virtual meetings

As we shift towards virtual meetings, the following are tips to help empower your team members to work differently:

01 Be mindful of your audience
Carefully consider who you invite to the meeting – the smaller the group, the greater the interaction

02 Plan and prepare
Choose the best virtual tools for the meeting, test the technology beforehand and join a few minutes early

03 Be inclusive
Encourage the participation of all attendees

04 Be interactive and present
Incorporate interactive elements such as polls, discussions and comments from attendees

05 Facilitate collaboration
Encourage collaboration during the talk instead of one-way communication from the meeting host

06 Switch on your video
This creates a closer connection between attendees, people also tend to focus more when on video

Working remotely: setting your team up for success

Working remotely can have positive outcomes such as increased productivity, employee satisfaction and better work-life balance. However, prolonged periods of working remotely may negatively influence your mental and physical health. To ensure continuous productivity, engagement and high employee morale, it is critical to take care of the overall well-being of your team.

Four areas to fuel your physical and psychological well-being:
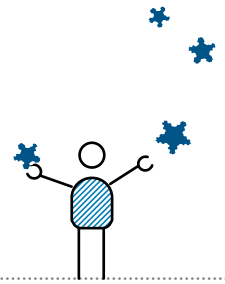
01 Show empathy

As you navigate working remotely, remember to stay empathetic to others in their adjustment to their new working environment.

Be patient
Understand that everyone is working in a different environment (housemates, kids, lack of office space, etc.) with different challenges

Watch your tone
Be conscious of your tone when interacting electronically, remember there is a person on the other side of your email or IM

Be respectful
Respect people's availability to work and interact with them accordingly

Trust your team
Trust that your team members are completing their work even from home. Avoid presentism by encouraging your team to focus on outcomes rather than the clock.

Recognise this is new for some people
Understand that working from home is new for some people and take extra steps to ensure that they are clear on their role, objectives and workload

02 Set boundaries

One of the most difficult challenges in working from home is to remain focused and motivated. Boundaries are critical in maintaining momentum.

Minimise distractions
Share your schedule with your housemates or family and indicate free time where you are more available to deal with non-work tasks

Set working limits
Set clear start and end times for work and breaks to avoid burnout in the long run

Stick to a schedule
Segment what you'll do and when you will do it over the course of your working day. Set objectives for the day and be clear timelines

Reflect on your day
Reflect on your achievements for the day. This will give you a sense of satisfaction and will help you to keep going.

Switch off and unplug
Physically put your laptop away at the end of the day. Shut down all work devices and leave them at your designated work spot.

03 Practice healthy habits

People often let go of healthy habits when working from home. Boost your physical well-being by following the below tips.

Take breaks
Schedule breaks in your calendar and use the time to stretch

Eat healthy and regularly
Eat every 2-3 hours and have healthy snacks available. Use a water bottle to stay hydrated.

Sleep enough
Try and maintain your sleep routine for optimum alertness

Exercise
Get some fresh air and exercise every day while maintaining social distance suggestions. Take an hour every day to walk, run, cycle and share time with family.

Clear your mind
Use meditation apps such as Headspace and Calm to relax and decompress

04 Stay connected

Remote working can sometimes lead to a feeling of isolation and an overall lack of connection between team members

Video calls
Schedule regular video calls and check-ins with the team to allow people to see each other

Virtual coffee
Create informal opportunities to connect with your co-workers through virtual coffee breaks or an end of the week virtual happy hour

Well-being check-ins
Schedule team well-being check-ins where you simply discuss how people are doing outside of work

Recognise effort
When working remotely, people often don't see the effort of their peers. Recognise effort on a public forum and in one-to-one interactions.

Working remotely: setting your team up for success

Covid-19 has had a monumental impact on life as we know it and within the space of a couple of weeks, our normal routines have shifted significantly. Staying connected with your team at this time and instilling motivation is more important than ever. How do we embrace our new ways of working and drive motivation?

The following tips outline how you can establish intrinsic motivation, and motivate others:
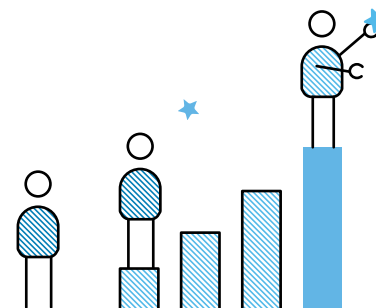
Motivate yourself

Perfect your time management
- Create a daily to-do list and reference it regularly to track your progress
- Monitor your time and find your productivity sweet-spot
- Try the 'Pomodoro' method (25 minutes working, 5 minutes break. Repeat x 4)

Minimise distractions
- Turn off notifications on your email and phone to avoid distraction when focusing on a task. Reward yourself with phone / email time when you have achieved an outcome.

Connect with your team
- As social beings, we are often motivated by those around us. Remote working can be lonely and team members may feel disconnected from their work.
- To maintain positive morale, set up regular check-ins and virtual coffee breaks with your colleagues using video conferencing where possible

Reward yourself
- Set personal targets, focusing on outcomes and outlining 'quick wins'
- Reflect on any achievements, and reward yourself! Share your achievements with your team, or take time to do something you enjoy.

Be accountable
- Set boundaries and hold yourself accountable
- Commit to providing an update to your team or manager each morning on 'work completed yesterday and work I will be completing today'

Establish a routine
- Create a daily routine outlining specific working hours and stick to it
- Schedule down-time after work to unplug. It is important to add variety to your day and step away from your work space, to switch off and recharge.

Motivate your team

Set expectations
- Define what is possible for team members given their current working situation
- Define rules of engagement. Decide how often to communicate, give updates and when people should be available for teamwork.
- Track progress in real-time. Use software to keep people updated on tasks.

Lead by example
- Demonstrate commitment to the success of remote working by using the same tools your team are using to communicate and work
- Use your video where possible to create personal connection and inspire others

Refresh roles and responsibilities
- Team leaders should review, update and ensure clarity of roles and objectives within the team while working remotely
- It is vital that you are accessible to your team and establish open channels of communication for questions or concerns

Seek perspective
- Take your team's perspective on-board to develop constructive goals and define how to achieve them
- Be patient and make an effort to see the situation from your team's point of view
- Allocate time during check-ins to discuss what is working well and ask for suggestions on what to build out further while the team is working remotely

Celebrate success
- Schedule time on Fridays to celebrate any achievements from the week (professional or personal) and share good news stories

Be flexible
- Remember to always be prepared to adjust your plan

Get in touch

Deloitte is committed to helping our clients respond, recover and thrive in this time of crisis. To find out how we can help, please contact:

Valarie Daunt
Partner
Human Capital Lead
vdaunt@deloitte.ie

Gary Notley
Director
Human Capital
gnotley@deloitte.ie

Andrea Fouche
Senior Manager
Human Capital
afouche@deloitte.ie