Exploring Options: Is remote work right for anyone on my team?

Workforce challenges have many managers and leaders considering new ways to attract and retain employees. How can we design a workplace structure that is:

- Satisfying to the employee
- Productive for the team
- Positive for the culture

Future-back Thinking and Planning Approach
Lead from the Future by Mark W. Johnson and Josh Suskewicz.

What is your vision for an ideal work system of the future? What are you hoping to create? What do you want your culture to be?

Why is it important to consider flexible work arrangements for your unit currently?

What assumptions are you making about remote/hybrid work arrangements for your team/unit?

How could you "test" these assumptions to ensure you are not limiting the potential of others?

What are the ways you can experiment with flexible work arrangements? (Adjust, adapt, pivot, learn)

Strategies to Support Success

Individual assessment to determine a "good fit" for remote work.

Are they interested? Willing to commit to parameters?

Do they have satisfactory job performance currently?

Can the job duties be performed well from a distance (using technology)?

Can they work autonomously, controlling their own schedule and workflow?

Are they reliable and self-disciplined?

Team assessment to determine "readiness" for a remote/hybrid collaboration.

What aspects of your team's work would be affected by this arrangement?

How will the team ensure high work standards (responsiveness to customers, quality and/or quantity of work, cross-collaboration on projects)?

In what ways will you be able to measure the level of satisfaction? What are the tangible outputs that would tell you high standards are being met?

What are some ways you can set your employees up for success?

Focus on results vs accountability

- Clearly articulate expectations including what's ok/what's not ok
- What does success look like in terms of output/product?

Establish regular channels for ongoing communication

- Put quality measures in place to allow for ongoing feedback and performance discussions
- Weekly on-on-one check-ins

Manage this change and uncertainty by promoting practices that elevate conversations and increase your understanding of factors impacting your employees.

Dr. David Roth's SCARF model:

	What it means	What your employee may be thinking…	How you can address
S- Status	Our relative importance to others	Will my status change?	Clear, honest, consistent communication
C- Certainty	Our ability to predict the future	How will we know what's going on?	Create structures that provide clarity
A- Autonomy	Our sense of control over events	Does my boss trust me to work independently?	Discuss expectations, check-in frequently and provide feedback
R- Relatedness	How safe we feel with others; connectedness	Does anyone care about me?	Find ways for people to connect regularly
F- Fairness	How we perceive our equality	Does my boss give employees who are in the office more challenging tasks?	Check your perceptions of others regularly; remind yourself that physical presence alone does not equal productivity

Think proactively to prevent issues. What are some potential pitfalls for your team in considering remote/hybrid options? What are some ways you can prevent these problems?

Act quickly to mitigate potential harm. How will I know if there are problems beginning to surface? What are the ways I can respond?

How will you manage physical presence for remote employees? People need to know their manager is there to support them, whether in a physical space or from afar. What are the ways you can provide informal opportunities to check-in with your employees, so they feel seen and heard while remote?

Look for signs of stress. Pay close attention to how your employees are managing remote work. How will you know if they are over-working?

Negative impacts of stress can affect decision-making, creative thinking, problem-solving, and mood.

Encourage employees to engage in self-care. Take regular breaks including brain breaks and lunch. Make a safe space in conversations for them to share their struggles without fear of judgment.

What next steps will you need to layout to explore remote/hybrid work arrangements?

1.

2.

3.

4.

5.

[Manager Resources](#) for Alternate Work Location

[Work Schedule and Work Location Standards](#)

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