MOTIVATING FROM A DISTANCE: FROM REMOTE TO HYBRID WORKFORCE

Whether you are managing remotely for the first time or leading a hybrid workforce, both on the frontline and remote, times of immense change and uncertainty add their own unique challenges. “Instead of monitoring them, try motivating them,” suggests Adam Grant.

So, what can we do as leaders to motivate employees and set them up for success from a distance?

Most frequently asked questions by managers leading from a distance

**What are best practices for managing my team remotely?**
- Set up regular, recurring one-on-one’s and team meetings where employee’s questions will be heard. Communication is key.
- Use technology to maximize visibility, availability, and accessibility. Do not rely on emails alone.
- Develop norms for virtual teams to set “rules of engagement”
- Create processes and tools for collaboration both professionally and socially e.g., virtual water coolers
- Provide regular feedback
- Offer encouragement and emotional support

**How do I manage my team’s performance remotely?**
- Set clear expectations, goals, deliverables and timelines with a focus on outcomes/results
- Don’t micromanage but delegate effectively
- Encourage team members to take ownership and keep each other informed, e.g., project status, etc.
- Be flexible and allow choices around when, how and where the members work
- Explore a robust, output-based evaluation process

**How can I run virtual meetings effectively?**
- Plan ahead: choose and test the right technology
- Use icebreakers to establish a sense of community
- Assign roles, call on people, etc. to get them to participate
- Combat “video call fatigue”

**How can I manage my hybrid, distributed team?**
- Create an environment of trust through compassion, character, consistency and competence
- Focus on a common mission and team goals*
- Promote collaboration and celebrate team success*
- Manage consistently despite different work settings
- Be present
- Cultivate a sense of community to keep members connected – with you and between each other

**How can I ensure sustained team success in the new working environment?**
- Normalize the new environment and keep an open mind
- Address isolation and create a team spirit
- Brainstorm strategies for managing distraction

Consider How You Can Motivate Others

- Am I communicating regularly and consistently: key updates, individual and team goals, etc.?
- Do I know what motivates individuals on my team? Am I empowering them accordingly?
- How can I foster a sense of belonging and team spirit?

Want to learn more?
- This is how Covid-19 could change the world of work for good (World Economic Forum)
- 5 Questions that (newly) virtual leaders should ask themselves (HBR)

Create a remote environment that empowers and engages!

* VPN required for access