



## Where to start when thinking about Managing Remote (and hybrid) Working

A good starting point could be this Managing Remote Working SWAY produced by OD&PL during the covid pandemic <https://sway.office.com/5o8WRPZeaRGGKcHI>

Having undertaken a number of surgeries with managers on the topic of remote working some key tips emerged from the managers themselves.

When a new member of the team starts:

1. Prepare for practical issues; IT, knowledge gaps, not knowing the right people.
2. Invite to a range of meetings to help connections and fill knowledge gaps.
3. Share screen to talk through new work, processes, and tasks.
4. Have informal Chat messaging to help with a sense of belonging.
5. Develop some 'How to' videos for reference.

Day to day approach;

1. Get to know the platforms/tools you are using (eg, Teams, Minerva, etc).
2. Use the Universities [Digital Practice site](#), and the [TIPS community](#) (Teaching, Innovation and Practice in Student education).
3. Coping with silence (allowing time for reflection, especially online).
4. Follow up issues in one-to-ones (rather than on group Team meetings).
5. Pin top communicators in Chat function in Teams, and keep the Chat function light-hearted.
6. Set up Team Channels for non-work related aspects; Pets at Home, Cooking, Whatever.
7. Expectations (Can they be the same online? Have clarity around this aspect.)
8. Push back, bit by bit, to realign expectations.
9. Be open and transparent if there is a need for shifting expectations.
10. For some people having a 'to do list' helps keep things on track.
11. Take time to consider what brings joy.
12. Consider the purpose of your meetings. Who really needs to be there, and whether there is a more effective way (depending whether it is for info sharing, updates, discussion or shared work).
13. Schedule 1 hr meeting for 50 minutes (to ensure breaks between each).
14. Phone people rather than email.
15. Ask and listen.
16. Use 'aha' and 'appreciation' approach, or 'thank you' and 'gratitude' to set a listening, positive tone for the meeting.
17. Share your struggles and successes.
18. Develop an attitude of acceptance, appreciation of the small pleasures, gratitude, and mindfulness in the here and now.
19. Be active outside of work; exercise, dog walking, etc etc.
20. Keep a demarcation between work and home; lunch breaks, focus on home activities, a right to switch off.
21. For some people (and roles) setting standard working hours and times helps.
22. Have regular social check-ins, huddles (5/10 minutes).
23. Take a proactive approach to seeing new faces; attend surgeries, workshops, walk new routes.
24. Give full attention (eg, lean in online to show listening).



There are a number of recognised good practices managers and leaders can put in place immediately:

- Role model a hybrid approach yourself as a manager and leader.
- Ensure an inclusive approach through making sure you do not take an 'out of sight out of mind' approach.
- Review expectations related to 'presenteeism', as well as 'virtual presenteeism', and focus instead on results and impact, which can enhance trust, loyalty and employee well-being.