Best Practices, Tips, & Techniques for Different Work Modalities

Dr. Beth Livingston

Wednesday, November 9, 2022

Out of Office

"This book will challenge you to rethink what it takes to make remote work work—not just for companies, but for people." —ADAM GRANT, #1 best-selling author of *Think Again*

The Big Problem and Bigger Promise of Working from Home

Charlie Warzel *and* Anne Helen Petersen

Is The Remote Work Honeymoon Over?

AUGUST 20, 2020 BY ROBERT LEWIS

There is no doubt that COVID-19 accelerated the remote work revolution by removing the last barriers to remote work adoption.

The Next Great Disruption Is Hybrid Work—Are We Ready?

March 22, 2021

REMOTE WORK REVOLUTION

Succeeding from Anywhere

TSEDAL NEELEY

Apr 25, 2021, 06:16pm EDT | 79,492 views

Office Not Required— Why Remote Work Is Here To Stay

Ashira Prossack Contributor ⓘ
ForbesWomen
Helping people communicate with confidence, clarity, and credibility.

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## Netflix's Reed Hastings Deems Remote Work 'a Pure Negative'

Co-CEO of streaming giant discusses company's culture of candor and how working from home is harder

Interest in Twitter, Facebook Jobs Surges After CEOs Allow Permanent Work From Home

By Sissi Cao · 05/28/20 10:11am

Remote work is here to stay.

"25% of all professional jobs in North America will be remote by the end of 2022"--Forbes

A Remote Future of Work

→ **Remote work**: who should get it, and how do you manage the conflicting issues of consistency in policy and employee flexibility (see: flexplace and flextime, remote manager training)

→ **Work-family backlash**: backlash against an "ideal worker norm" that demands loyalty and availability of employees (see: Ideal Worker Norm research and work-family backlash)

→ **Inclusive climates**: fundamental needs to belong—how do you make sure you can do this in different modalities and while avoiding backlash for not meeting norms

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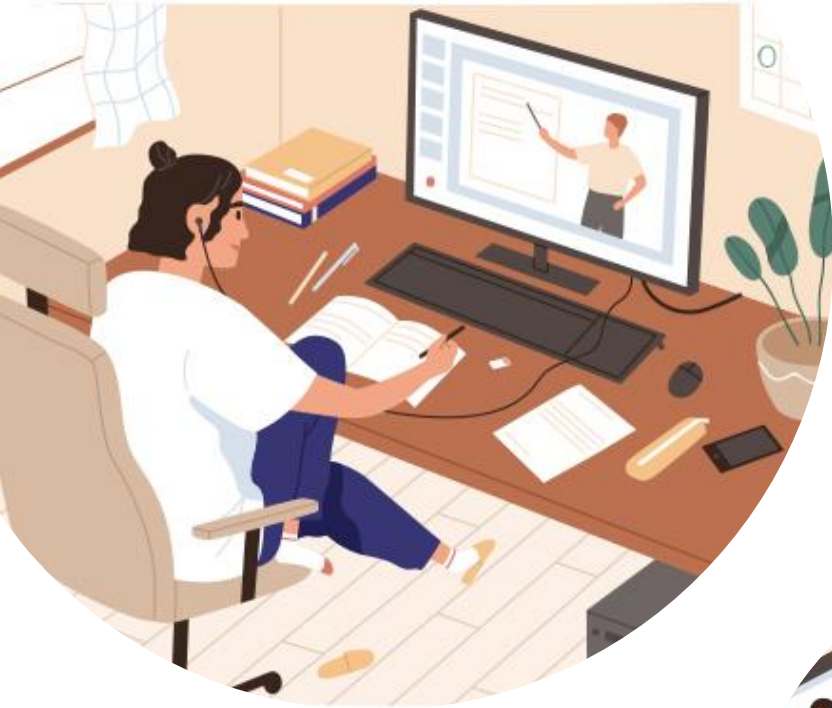
Location

Flex-place: remote work, dispersed teams

Timing

custom scheduling

job sharing

part-time work

flexible start and stop times

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But why?

Control: I can control my time and my schedule

Trust: My manager/company trusts me to know how to do my job

Individual preferences: I work better when I can volley between work and nonwork tasks

The growth of hybrid work

→ According to Bloomberg, hybrid usually looks like:

- **Two days in office.** Mostly separated.
- **In-office days vary.** Which days depends on company needs.

→ But be careful to not let policy terms obscure effects (e.g., it's about "flexibility" not necessarily "hybrid")

→ Empower your employees, do not dictate terms
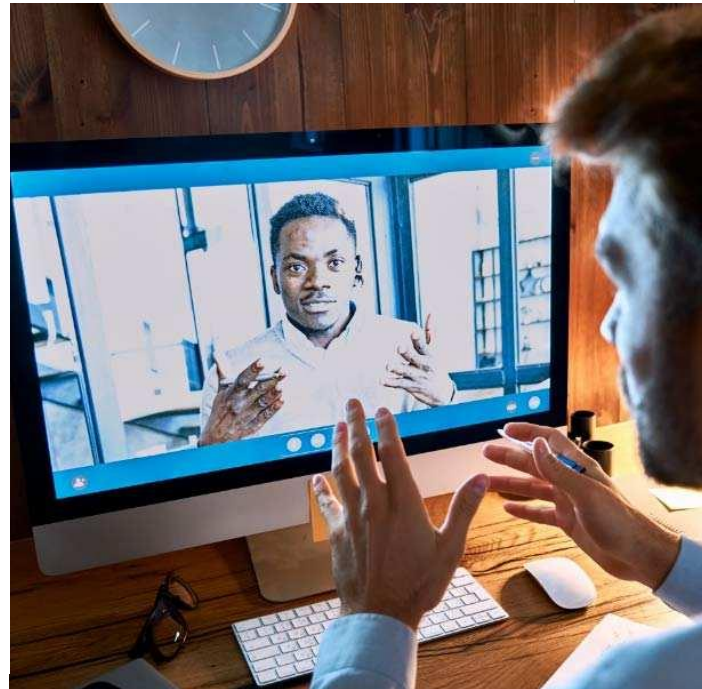
Roadblocks/challenges

Fairness:

    Same outcomes

    Same treatment/procedures

    Same information/respect

Backlash for requests: idiosyncratic arrangements or standard?

Flexible work arrangements signal status and "good" jobs

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New SHRM report on remote work

People think that remote workers will have a tougher time connecting—but they don't!

"Slackers vs. Suckers"

Summarizing salient challenges

→ Managing boundaries (can you "unplug"?)
- Fully remote workers may have more WFC

→ Task interdependence (can you work together?)
- Dispersed teams need to communicate
- Creativity and innovation requires communication

→ Management/leadership (can you manage remote workers?)
- monitoring difficulties
- frequent communication and transparency

→ Attachment/commitment (can you foster loyalty?)
- implicit manager beliefs about "ideal" workers
- communicating cultural norms

Tips for processes & practices

→ **Think about deliverables**. What does "the work" consist of and how can I measure it? This helps avoid the "management as monitoring" issue.

→ **Consider multiple outcomes/evaluation points**. Productivity matters! But so does stress, connection, and belonging.

→ **Consider coordination costs**. Transition costs are real! Based on what your preferences are, create online "office hours", use shorter default meeting times, and build in rest/transition. Create "no meeting Mondays" or other such days to give people more control over their schedules

→ **Get good at email.** Practice meeting summary emails, "asks" in the subject line, and "managing upwards" with technology. This allows for the reduction in duplicate emails, and in meeting time.

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Tips for people & the self

→ **Know yourself.** What modality works best for you? Just don't assume it's the same for everyone!

→ **Feel your feelings.** Emotions can cue you in to real issues like unfairness, a lack of training, or a lack of confidence. Accurately identifying what you need requires curiosity about yourself.

→ **Think from other perspectives**. Ask what coworkers' day-to-day consists of. What do they need? Be curious about them and their experiences. Lead with "generous intent."

Tools for Effective Meetings across Modalities

Start and end on time

Allow for transitions

Start with positivity

Actively facilitate/set agendas

Consider letting people turn off their video

Use IM/asynchronous boards where possible

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Thanks!

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RESOURCES

→ ROWE (Results Only Workplace Environment): https://www.gorowe.com

→ Remote Work Perceptions from SHRM (Society of Human Resource Management): https://static.coreapps.net/shrm22/handouts/b9a7a19c-8168-4b2c-9ec9-906243ccfe5d_1.pdf?fbclid=IwAR0_KdLI7Qve9rUYR5Ar9DvYagrHs4CQYhNEIoa5PThvQImeg_DpIQ8ra64

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