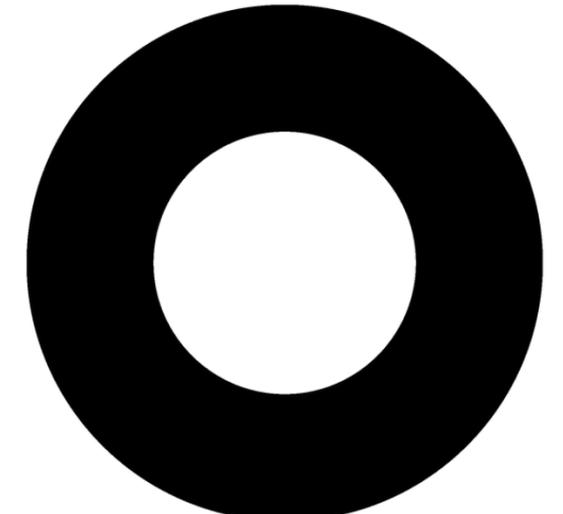
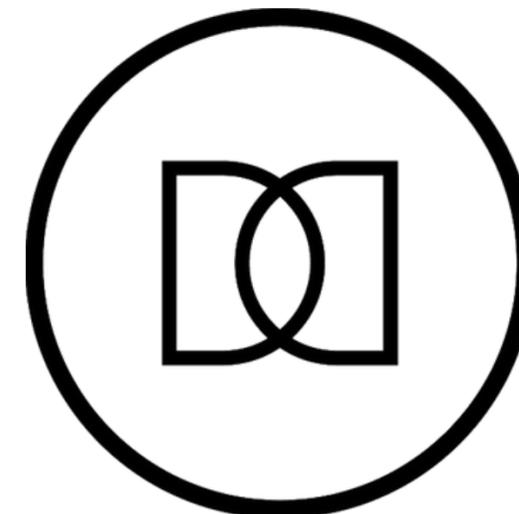


KEEPING YOUR TEAM A TEAM

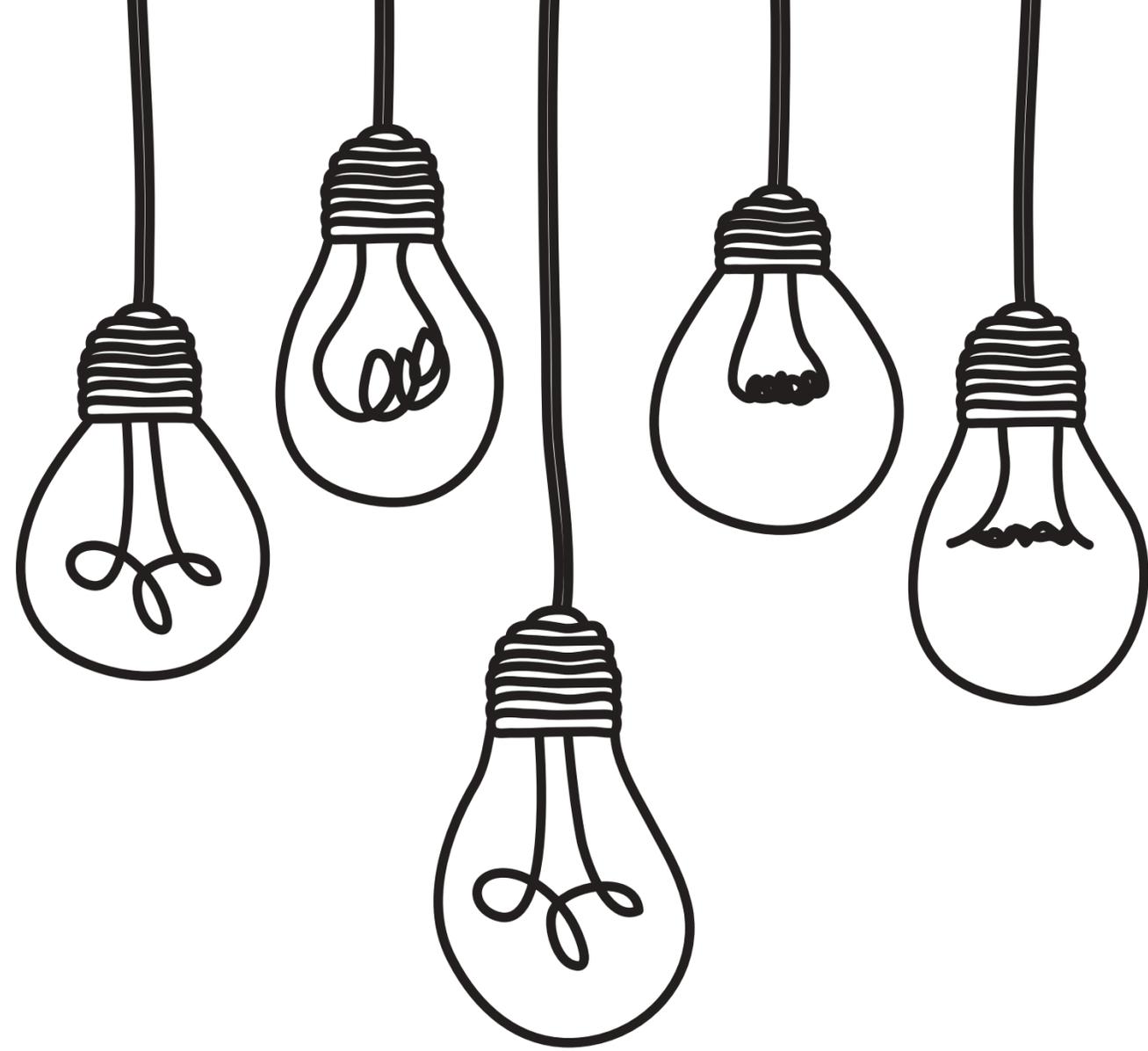
As we all navigate what is a very uncertain time, there is one thing that is certain, and that's the importance of teamwork. Through a period of remote working and at a time where we've never had to bring so much of ourselves to work, from our spare rooms to our kids running past the laptop and the dog sat by our feet. Keeping everyone engaged and motivated will be the key to help every business to recover quicker and welcome their team back to the office raring to go. O Communications and Duo Consulting have teamed up to give you our insights on remote working, team engagement and keeping your team, a team!



"we're all human"

Business owners across the globe are facing challenges and change that none of us could have imagined as we kicked off 2020. Entire team remote working is just one part of that, and so before we dive in to the insight and look at the do's and don'ts it's really important we all start right at the beginning and remember that we're all human, and we're all different. We all cope with change differently, we're motivated differently, we behave differently, and most importantly, we all feel things and are impacted in different ways. So for every business owner, it's important to remember one key thing..... there is no 'one size fits all' when it comes to mass remote working.

**WE'RE
ALL
HUMAN**



UNDERSTANDING YOUR TEAM

ONE BY ONE

Understanding your team

When working day to day with someone in an office it is much easier to be able to spot where someone in the team may be struggling with a project, or generally having a bad day. You're able to step in, lend a hand, and chat things through. But managers need a whole different set of skills when it comes to working with your team remotely.

It is important to look at key behavioural patterns of each member of your team so you can predict how they will work remotely, and what support they will need from you, to help them have the right structure, working environment and how you can keep them engaged and motivated. We are going to walk you through a couple of the key behavioural patterns that impact remote working,

Sameness, Evolution or Difference?

We are living through a time of unprecedented change which may well be spinning some of your team into fear and anxiety and causing them to panic. The key to managing this effectively is to first understand how the different members of your team deal with change, and then how to work with them through this. You're likely to have three core behaviour patterns in your team, No 1, Sameness - those who like their situation (in any given context) to stay the same, No 2, Evolution - these people embrace change if there is a need for improvement and finally No 3, Difference - these people love change, they thrive on it and like it to be constant and major.

DEALING WITH CHANGE

I DON'T LIKE CHANGE

Sameness

People with a sameness pattern want their situation in a given context to stay the same. They do not like change and may really struggle to adapt to unexpected change. You can spot these people in your team as they will be the ones who typically resist change of any kind and may do roles that haven't changed in a long time. These members of your team will be the group that will need some extra support at this time.

Top Tips

Avoid using the word change and let them feel their whole world is changing, by talking about the elements of the job that remain the same. Help them to keep to their office routines and to use the technology they prefer. They may need extra support with some coaching or some time to talk through some of their anxieties, this may even be with someone external to your team.

Evolution

People with more of an evolution behavioural pattern will like change if there is a need for improvement. They may however resist change if they do not understand, or can not see a need for the change, and usually prefer for their situations to evolve over time. These people in your team will be the ones that you see looking for improvements and supporting in times of change. Even with the current change, as it is unexpected and we don't know what is going to happen, some of your evolution people may still be struggling.

Top Tips

Because evolution people are driven by improvement - share with them the improvements this could actually bring for them and the business long term. You may also want to give some of your top evolution people some extra responsibilities to help carve out the new working structure, like finding new technology and tools or how the team will work day to day.

**IT'S FOR
THE
GOOD**

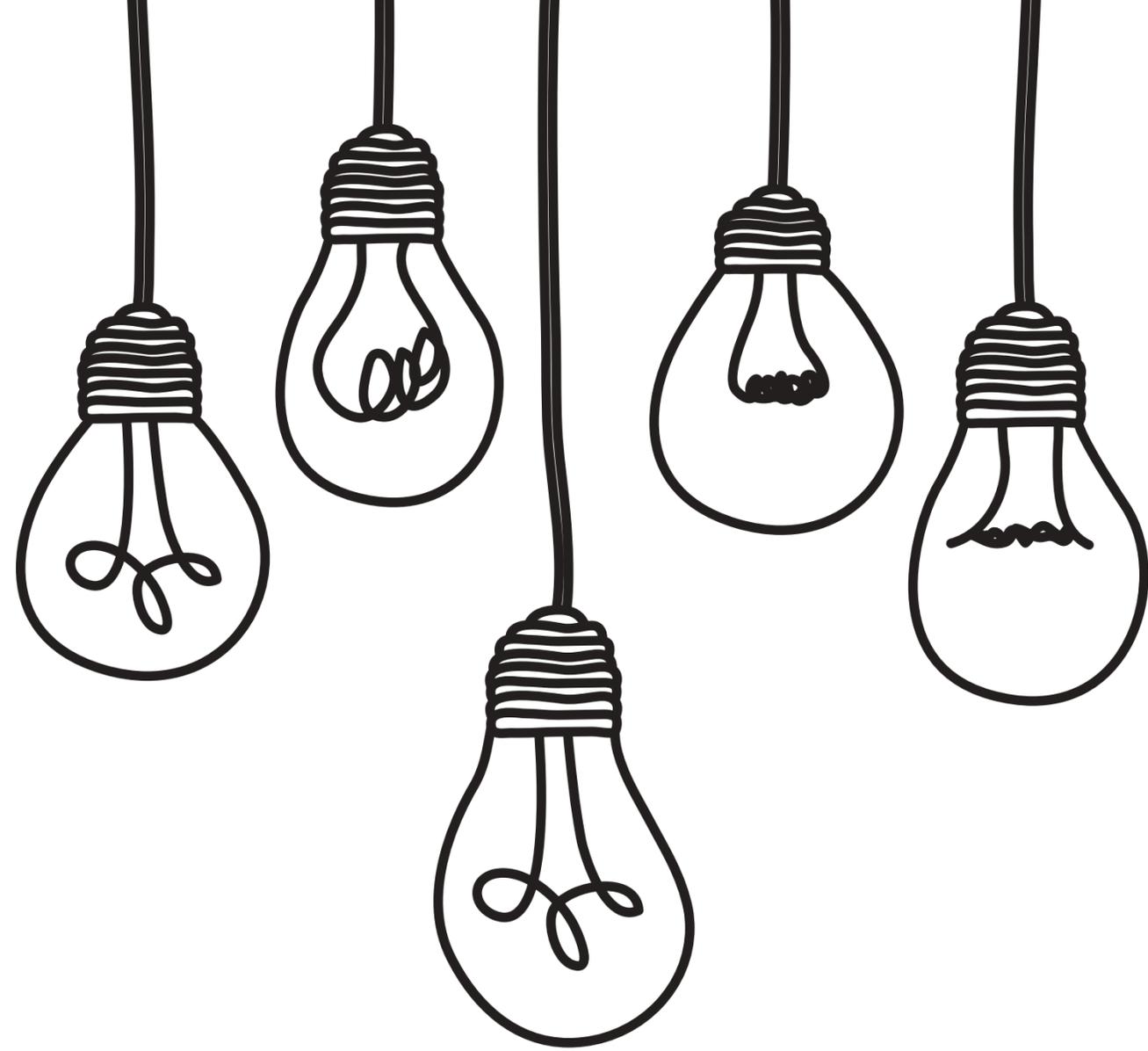
**WE
LOVE
THIS**

Difference

People with a difference pattern love change, they thrive on it and want it to be constant and major. They will resist static or stable situations. You will know these people in your team as they will be constantly looking for change, coming up with new ideas and looking for radical ways to drive change in the business.

Top Tips

The key with difference team members will be to keep them engaged if this is a longer term thing. They may look for radical ways to work which will need to more closely managed. If you are looking for ways to pivot the business at the current time, or looking for innovative new ideas to help get the business through the current climate - difference people are great ones to have supporting in this.



THE RIGHT ENVIRONMENT

Independent

Someone's working preference allows you to discover the environment in which they work most productively, and an insight into how easy, or difficult, they may find it to work from home.

People whose working preference is independent will want to work alone, with total responsibility for their own work. You may have spotted these people in your team as they often are the ones who put in their headphones more often than not, or go and work in meeting rooms. The independents in your team will have no trouble working from home and may be even more productive. You will however just have to check in on priorities to make sure everyone is on the same page about what you're all working on.

Top Tip

They may go quiet, so consider end of day calls to catch up or weekly email reports.

**LEAVE
ME TO
WORK**

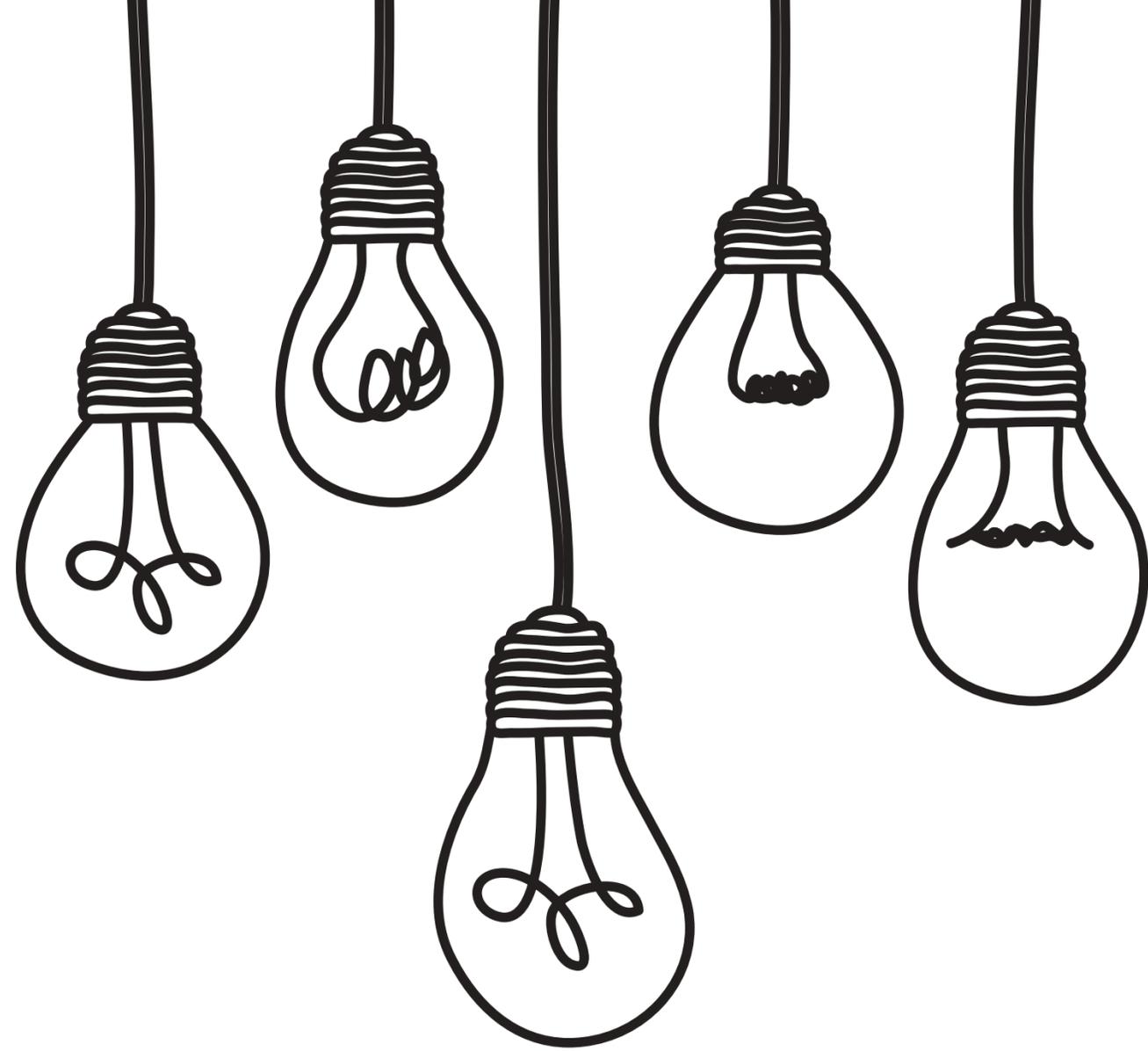
I MISS YOU TEAM

Proximity

People whose working preference is proximity, work at their best when working around and with others. These members of your team will be talkative and personable in the office and will often want to work with others in a group or collaborative environment. This group will not be as productive working at home for long periods of time without team interaction so it is imperative that you create opportunities for this in your remote working structure.

TOP TIPS

Schedule daily video calls, whether that is team check in calls every morning with the whole team, project team calls, or small groups, it is important that you have opportunities for the proximity people in your team to connect. Using an instant messaging tool is a great way to keep your team feeling connected. You could even try a team playlist or podcasts to keep them company while they work.



THE RIGHT STRUCTURE

Structure

Some of your team will crave structure and process, whilst others need variety and choices. It is even more important when not working with people face to face to figure out what structure each team member needs to be productive, especially as many of your team are now juggling childcare with their day jobs. It's more important now than ever for us all to be flexible and to make sure our team's know that it's okay for the standard 9-5 to go out of the window for some.

**FLEX
YOUR
DAY**

WHERE

IS MY

LIST

Procedure

People who are procedural like to follow set ways. Once they have a procedure, they can follow it over and over again, without one, they can feel lost or stuck. For your process driven people you will need to make sure there is structure to your remote working. There are several ways to insert procedure into remote working:

Top Tips

Continue to drive consistent working hours for your process driven team mates. Throw in a good project management tool, and remember to send them task requests - with deadlines and specific actions.

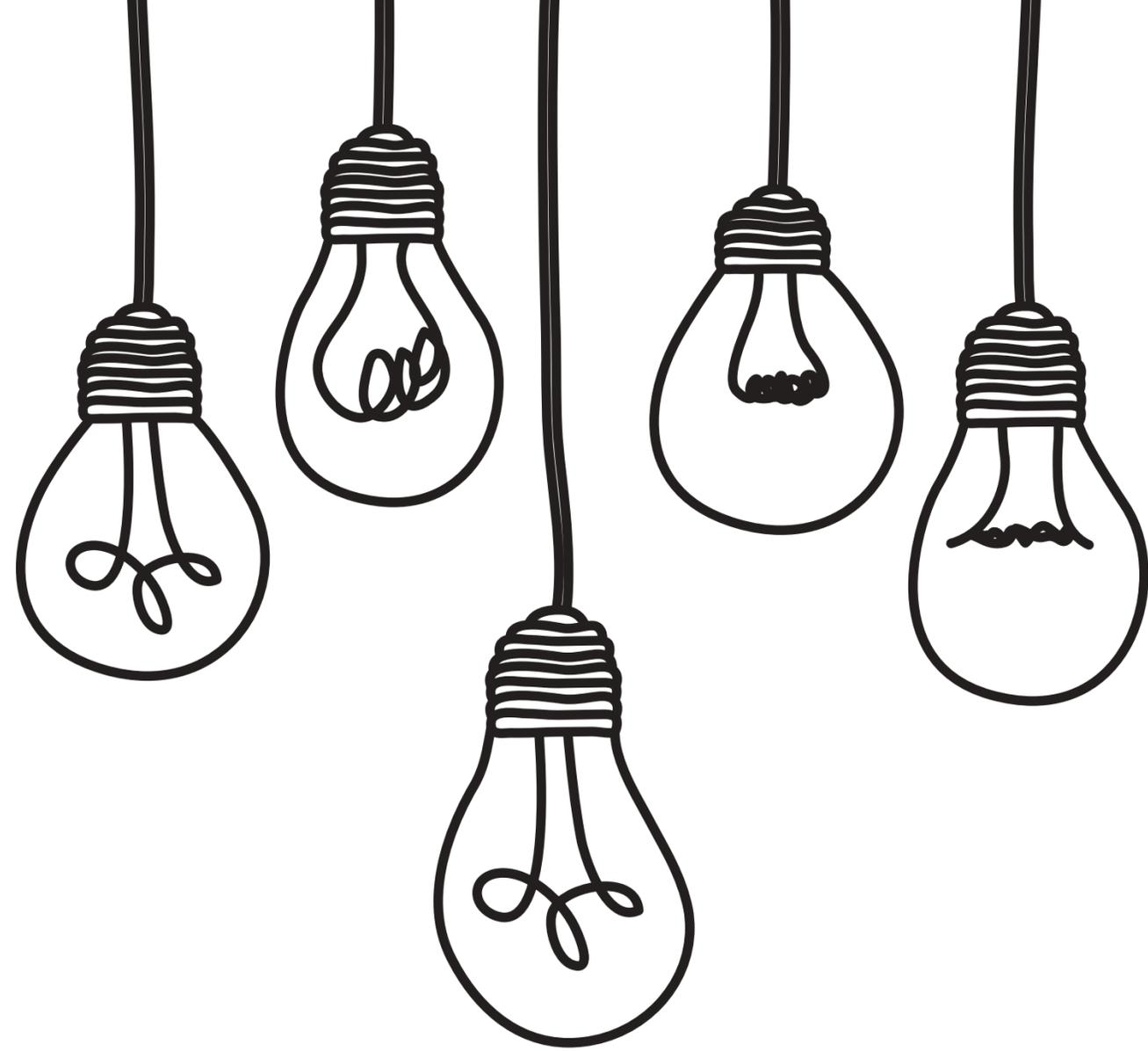
Choices

You will have other team members who are more driven by choices, alternatives and possibilities. These people are great at catching fast balls and moving between different things, but may also find it difficult to follow directions and like to create their own priorities and ways of doing things. These team members may take additional management to make sure that they prioritise in a way that you need them to, and that they don't take the flexibility to the extreme.

Top Tips

Cross check their priorities for the week, just make sure you're on the same page, but keep the flexibility. Make sure there is a lot of variety in what they are working on, to keep them engaged and motivated.

**WHERE
IS THE
VARIETY?**



LET'S GET MOTIVATED

THE TRICKY ONE

Motivation

Motivation will peak and trough and levels can often dip when you can't see and feel the environment like you can when you work with your team in an office. It's not as easy to see when lack of routine is creating an issue or if the mood is dropping. To gain further insight into what engages your team, it is really useful to understand their motivations, and ultimately what drives them when they are at work. These motivations fall into 3 categories, achievement, affiliation and power. Understanding how your team are feeling will help you to be able to make adjustments as you go.

Achievement

Driven by goals, targets and a sense of achievement, team members like to be noticed and appreciated for their achievements. If they don't have clear goals or targets in their role, or are not recognised when they do achieve, they may become demotivated.

Top Tips

Make sure these team members have clear goals or targets and carve out time check in on their progress and recognising achievements along the way. Share collective or business achievements with this group so that they can see where the business or their project is achieving even if they can't see it in their day to day work.

**I'VE
REACHED
MY GOAL**

LET'S GET SOCIAL

Affiliation

People with an affiliation motivation are driven by others, they want to be liked and feel a sense of belonging in a team. They value and care about creating and maintaining relationships. Similar to the challenges with proximity - affiliation motivated people will be one of the bigger challenges in remote working as they thrive most when around others.

Top Tips

Social Conversations, for people who are affiliation, they will like to interact with the team even outside of work conversation so make sure the tools you use aren't just set up around projects. Another idea could be to implement some form of fun activity that keeps everyone connected whilst working apart.

Power

Your team members who are power motivated are driven by having control, or authority over people or things. They like to lead, and be seen as the one in charge. To motivate someone with a power pattern, even at a junior level, it is important to give them control over something, whether this is a project, or a piece of work. If they are not able to lead, whether this is people or projects, it may impact their motivation levels.

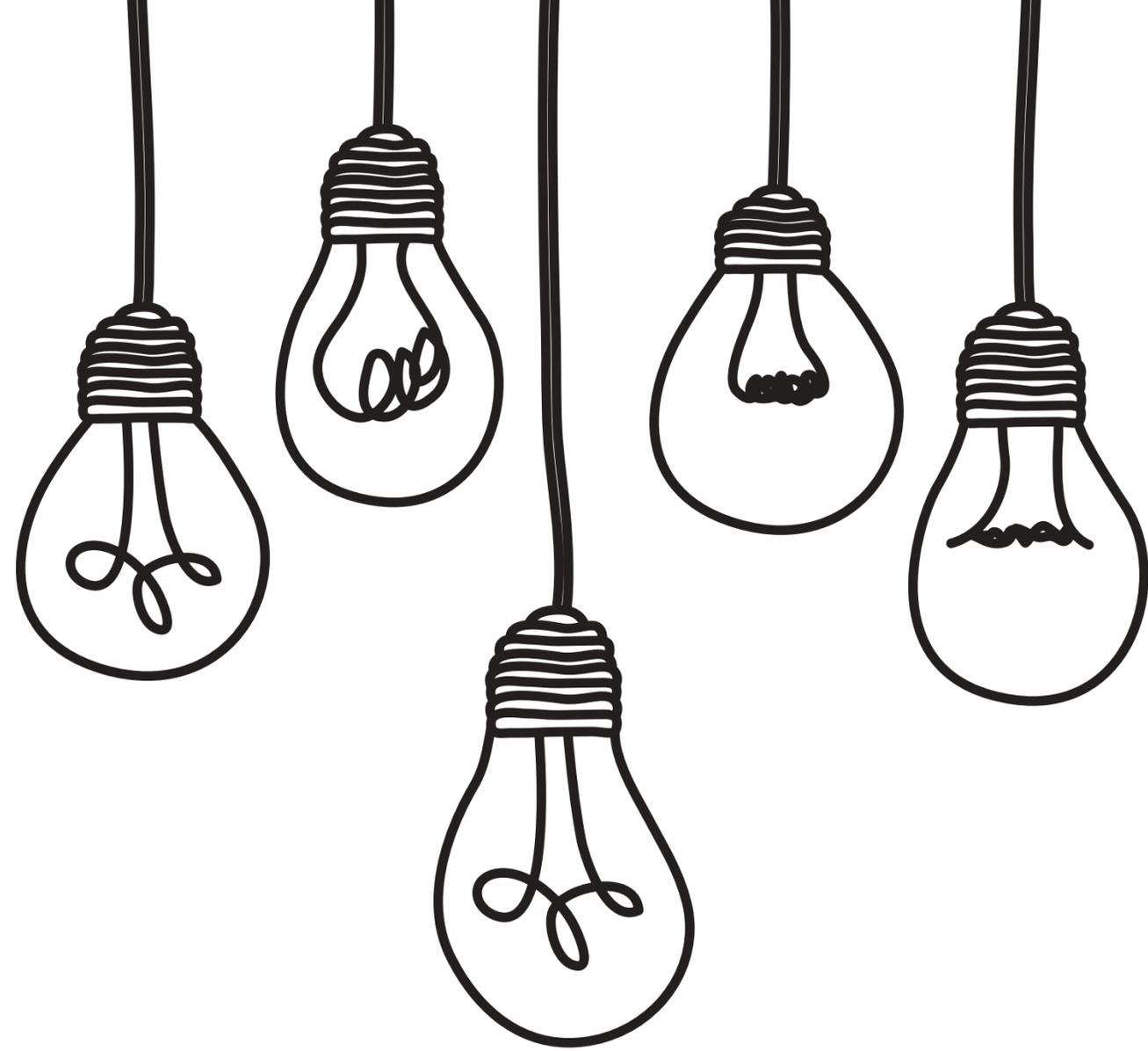
Top Tips

You may find yourself wanting to micro manage more when you can't physically see your team in the office - be cautious of this with power motivated people as they don't respond well to micromanagement.

LET

ME

LEAD



KEEPING YOUR TEAM SPIRIT

BE THE BEST

Live by your values

Every business has a set of values that they live by when they are in the office, so how do you keep that going when the team are remote working? Easy, we all have to stick by them, communicate them and celebrate the great behaviour that we always celebrate! If for example one of our values is to be outstanding - then make sure the whole team knows when something outstanding happens, whether that's a piece of work, the support offered to a colleague or the end of an amazing project. It's at times like this that businesses all come together, either to use their CSR to support local communities, their clients or other businesses, it's a great time to really put your values to good use and to get your teams over the support of a great cause.

Leadership

All those years of leadership training, your experience and mentoring are coming in to their own right now and it's never been more important to be the best leader you can be for your team. Be honest, be transparent and keep your team up to date, think about those personalities and where panic, anxiety or fear may kick in, and help your entire team to continually understand the evolving situation. Whilst email has its place, when it comes to team updates video works best and helps the team feel connected to their leaders at this uncertain time.

**I'M
HERE
FOR YOU**

TIME FOR FUN

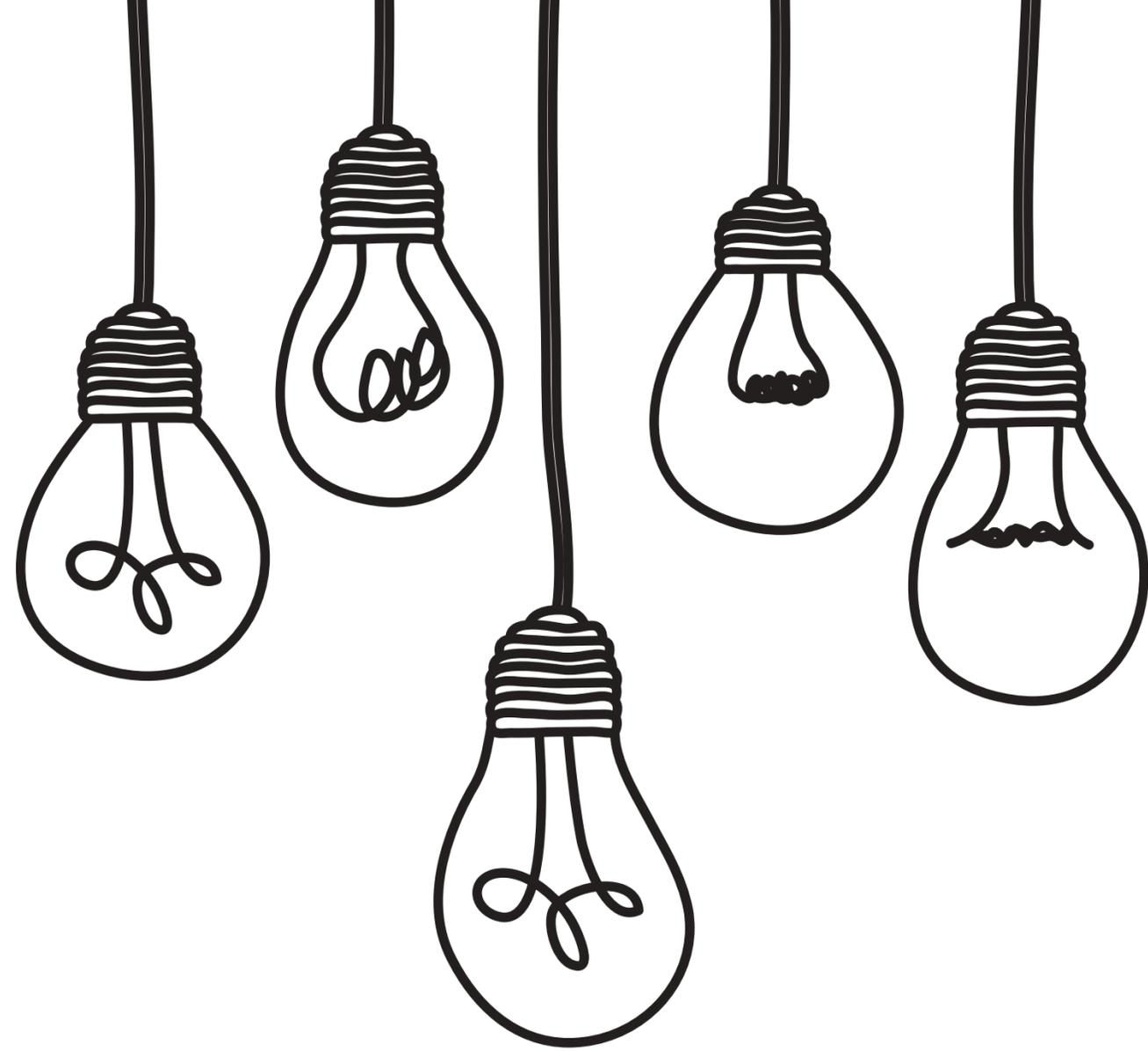
Culture is everything

Now that we all understand our teams a little better and how they might work out of the office and the best ways to support them, the next step is keeping everyone engaged, not just with their work, but their colleagues! For every business, getting your team back in to the office is one thing, but getting them fired up to get your business back on track, back to growth or into recovery mode is key. The best way to keep the team feeling part of a team, is to maintain your weekly rituals, whether that's celebrating a birthday, an early finish Friday or office drinks on a Thursday night. We just have to adapt and do this digitally, and there are a ton of amazing communication apps to help us keep the team spirit going, whether it's a Google Hangout, a Skype call or a HouseParty App team chat, it's so important to add a little fun to the weekly schedule. The world is a bit of a scary place at the moment, so it's good to remind your team that you have their back.

Show your support

Some of us will know the challenge of keeping our children occupied, and some of us may never have experienced the demands of a bored toddler. But for some of our team members, they are trying to navigate new working, new routines and home schooling all at once, which is no easy task! Supporting your team in any way you can to help them to manage this challenge, and showing flexibility and understanding will really show your employees how valued they are. Create a channel for your parents, share cool resources and tips, and if you can, create some cool things that they can use to keep the kids occupied, a themed colouring book, a maths book, a competition or games!

**ONE
FOR
THE KIDS**

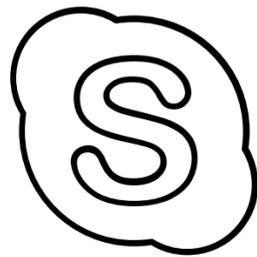


THE TECH

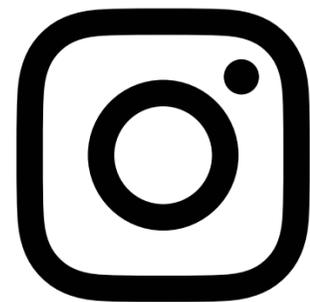
TIME FOR TOOLS

Find the right technology and tools

When it comes to finding which comms tools are right for your team, there is definitely no one size fits all. The top thing to remember is to split your channels, pick the channels that work best for work and keep them separate to the channels that work best for more informal chat, gifs and virtual team drinks. It will stop important messages getting lost and create an opportunity for real team culture and fun! And remember that everyone in your team communicates differently!



ZOOM



Microsoft Teams



Houseparty



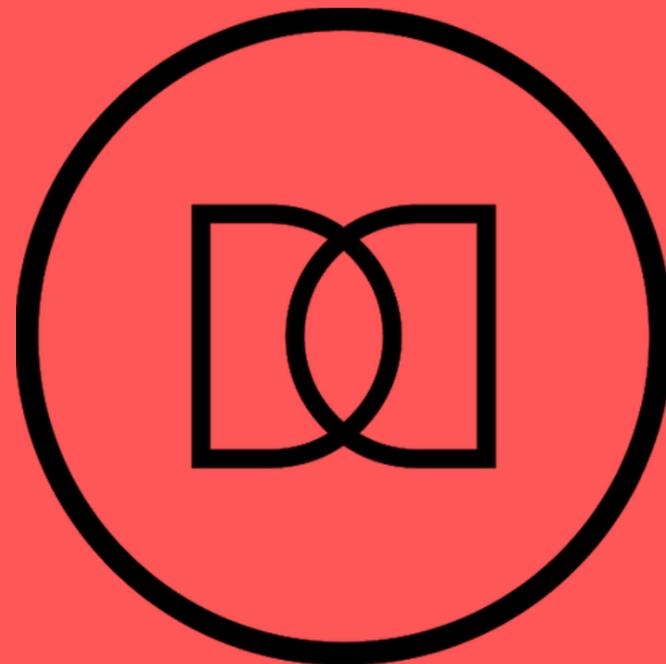
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**IT'S
GOOD TO
TALK**