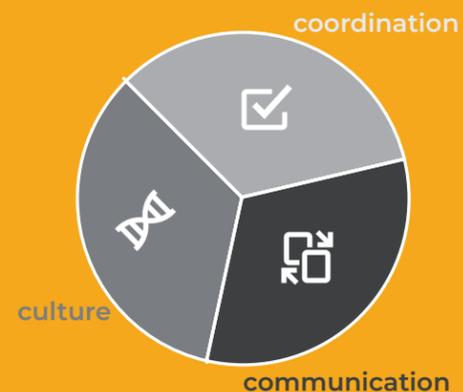


CORE PRINCIPLES OF REMOTE WORK



*Graber, Sean. Why remote work thrives in some companies and fails in others. Harvard Business Review, March, 2015.

7 STRATEGIES FOR SUCCESSFUL HYBRID WORK

PROMOTE CONSISTENT POLICIES & EXPECTATIONS

Communicate consistent expectations for the availability of on-site and remote staff

- Create communication policies for the whole office
- Keep status updated on instant messaging, emails, etc.

Promote interaction through policy

- Encourage daily communication, weekly progress reports, feedback, and monthly live-streamed staff meetings
- Standardize video meetings and invest in the infrastructure both inside the office and employees at home

DEVELOP SHARED GOALS FOR ON-SITE & REMOTE STAFF

Make on-site and remote staffers aware of what each other are doing

- Utilize a digital medium for tracking tasks
- Ensure the entire staff is aware of successes and good work; use messaging channels to communicate accolades, such as #OnTheFridge

Define strategies to be employed on a project-by-project basis

- Set the stage with kick-off meetings where communication and remote policies are defined
- Select days of the week when team members are encouraged to be in the office; discuss expectations regarding teammate time zones

ENSURE EQUAL EASE OF ACCESS TO ALL INFORMATION

Provide the tools to support social communication and effective work

- Ensure your server is fast enough for industry standard applications
- Coordinate remote tech expectations with IT
- Maintain cloud-based anywhere-access to the server (eg, Sharepoint)
- Maintain infrastructure needed within the office (ie, video cameras with accessible accounts, white board sharing)

PROVIDE VALUE IN COMING TO THE OFFICE

Make the office a destination for meeting and gathering

- Directly invite remote staff to in-person events and meetings
- Host in-office retreats or working sessions with your team
- Design venues and features that are useful and engaging to all staff

CREATE SHARED EXPERIENCES

Develop techniques to reinforce belonging by creating a digital environment that reflects on-site experience and culture

- Provide opportunities for shared knowledge: consider messaging channels such as #IJustLearned #HowDoYou
- "Invite" your remote colleagues to digitally join lunch and happy hour via video chat
- Provide a live stream or portal of an informal gathering area in the office, where your remote staff can drop in and chat with on-site staff

FOSTER STRONG SOCIAL RELATIONSHIPS

Build trust by encouraging interaction among on-site and remote staff

- Create a digital "water cooler," where staff can chat about things other than work, eg, #LaughOutLoud
- Define the frequency of all-hands meetings; remote and on-site workers need to meet and get to know each other

Modify management styles to accommodate remote workers

- Keep mindful of stress and burnout and hold open discussions with employees
- Consider building a wellness program that both remote and in-office people can share
- Schedule predictable, consistent, recurring check-ins. Make sure work isn't the only topic
- Tailor communication styles and channels to each employee

FOCUS ON INCLUSION & EQUITY

Consider your workplace from staff point of view

- Include remote staff in meetings or collaborations with people in the office, both on a scheduled and ad hoc basis
- Reach out regularly to remote workers to increase connection and sense of belonging