



Remote Manager Participant Insights

Results for

Sam Sample

CONFIDENTIAL

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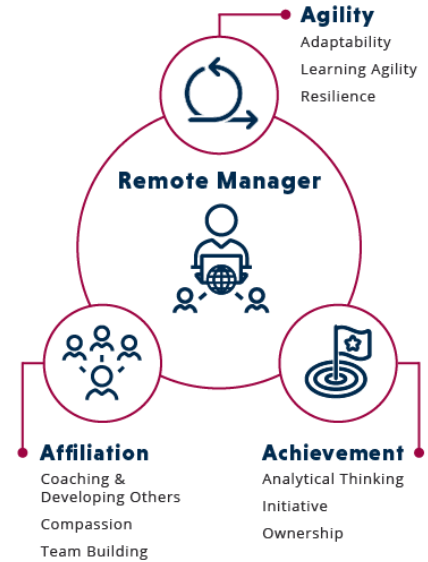
16pf[®]

About the 16pf Remote Manager Model

The Remote Manager model is comprised of a set of competencies that scientific research has identified as important for success as a manager in a remote work environment.

Over the past few decades, there has been a strong focus on identifying individual differences that predict leadership effectiveness. Most of this research has focussed on leaders who perform their duties in a structured work environment or workplace. With advances in technology and more focus on work-life balance, more and more employees, both managers and individual contributors, are working remotely either part- or full-time. Managers who are effective in these non-traditional environments have developed competence in key areas that help them to focus on their team and maintain productivity.

The 16pf Remote Manager model identifies three groupings of competencies that have emerged that emphasise Agility, Affiliation, and Achievement. Work behaviours in these areas differentiate between effective and ineffective remote managers.



About this report

The 16pf Remote Manager Participant Insights report provides an understanding of your alignment to the remote manager competency profile. Each competency is described in terms of how it contributes to effectiveness in managing others in a remote work environment. Then, a list of behavioural descriptors explains how your current level of that competency is likely to be behaviourally demonstrated in a remote workplace. Lastly, a set of development tips are provided to help you leverage your strengths and/or focus on your developmental opportunities.

How to Use this Report

Because the statements in this report are automated, they should be viewed as hypotheses to validate against other sources of data. Treat the information in this report as confidential. It should only be shared with organisational members who have a need to know about it. It should be stored in a separate, secure file.

About the 16pf

The 16pf Questionnaire is a comprehensive measure of adult personality. Its results can be applied to many situations because it provides a full picture of the individual by measuring personality both broadly and deeply. This unique level of insight is supported by more than 60 years of research and application. The results of the questionnaire are generally valid for 12-18 months after completion. They may be less useful if an individual undergoes major changes in their work or life circumstances.

Norm Group

This is the population against which respondents of the 16pf are compared. Using a norm group means a respondent's scores are considered in the context of the type of group they might belong to, rather than in isolation.



General Population

Overall Summary

This section provides the respondent's likely performance on a set of competencies measured on a 10-point scale.

Agility Competency Scores

1-2 Very Low 3-4 Low 5-6 Moderate 7-8 High 9-10 Very High



Achievement Competency Scores

1-2 Very Low 3-4 Low 5-6 Moderate 7-8 High 9-10 Very High



Affiliation Competency Scores

1-2 Very Low 3-4 Low 5-6 Moderate 7-8 High 9-10 Very High



Adaptability

Agility

Results: **Moderate**

Ability to easily modify attitudes, behaviours, or plans in response to changing circumstances or need to compromise.



Why is ADAPTABILITY important for remote managers?

Adaptability refers to individuals' capability of modifying their attitudes and behaviour to changes and new circumstances. Some environments may require more adaptability in remote managers than others do. It's important to consider both individual and team factors, such as office setup and your organisation's culture for both yourself and your team.

First, as a remote manager, think about the different workspaces for you and your team. For yourself, do you have a dedicated space to help you focus during the business day and close it off to gain some separation during off hours? How about your team members? Without a dedicated office space, remote managers and workers are more likely to experience conflict between work and personal life. A highly adaptable remote manager is likely to handle this conflict, both on an individual and team level, with more positivity than a less flexible person. At the same time, highly flexible remote managers who fail to set boundaries between their work and personal lives may have difficulty maintaining individual productivity and driving team results consistently. In some cases, being moderately flexible could be more desirable, with some inclination to set boundaries and a bit more routine and structure with the team.

How a manager's level of adaptability interacts with a remote work environment can also depend on the organisational culture. Employees at dynamic organisations with frequent changes goals and objectives are likely to experience changing demands, regardless of where they are working. However, a remote work environment poses challenges for a manager in terms of staying informed about shifting goals and ensuring that their team up-to-date and aligned. Remote managers expected to manage these regular changes are much more likely to express dissatisfaction and frustration than someone with more adaptability.

When considering your level of adaptability, think about this interaction of work environment and organisational propensity for change. Doing so should help you understand yourself and promote individual and team results.

Behavioural Indicators

- You seem willing to adapt your decisions and team plans when there is a distinct need to do, even in a remote work environment where discerning lack of team progress or the need to change is more challenging.
- You seem amenable to shifts in long-range priorities, especially when the rationale is clear. This could help your remote team adjust to new priorities.
- Although you may adapt your approach in some situations, frequent changes to short-term plans may not be quick or easy for you. This could limit your team's ability to respond quickly when demands shift, especially given the obstacles of remote communication.
- Whilst you seem able to make changes when unforeseen events occur, you may not always be comfortable making larger adjustments to procedures or routines for you or your team.
- Even though you effectively adapt to many situations, ambiguous situations with no clear path to success for your team likely pose real difficulty. Leading in a remote work environment adds to these struggles due to challenges with real-time, ad hoc communication.



Adaptability *(continued)*

Agility

Development Tips

- ✓ Sometimes it is easier to stick with familiar processes because they allow for a feeling of control and fit within your comfort zone, but when you face challenges, particularly as a remote manager, you risk stagnancy of your team by following this approach. When you or your team encounter a turbulent time with frequent shifts in priorities, try reframing them as opportunities to improve on existing practices and challenge yourself and team to tackle the problem from a new perspective.
- ✓ When you encounter unclear goals, inefficiency, and unexpected changes, you may become frustrated and tempted to rely on the processes and routines that have worked for you and your team in the past. Instead, take the opportunity to re-evaluate your plans. Focus on the things you can control and do not let yourself get upset over the things you cannot. As a leader supporting a remote team, make sure to consider your team members' individual situations. This may take a little extra effort in terms of reaching out to people, but it is worthwhile from a relationship-building standpoint.



Learning Agility

Agility

Ability and willingness to learn from new experiences and leverages those lessons to manage effectively in different contexts.

Results: High



Why is LEARNING AGILITY important to remote managers?

Continuous learning is a characteristic needed for many modern jobs. An individual's appetite for learning and their ability to quickly pick up new skills can often make the difference between a high performer and one who is simply getting their job done. When working away from a traditional office setting, the benefits of having a learning-focused work style are heightened because there are many tools that can potentially increase your effectiveness in a remote work environment. As a remote manager, you need to embrace these both for yourself and your team.

Individuals who have a strong preference for stability and an aversion to learning new methods may struggle to keep up with other teammates in a virtual work environment, particularly when it comes to embracing new technologies. On the other hand, those who have an insatiable appetite for learning may find the freedom in a remote work environment challenging because they may get distracted more frequently whilst looking into potential improvements when they should be focussing on getting their tasks completed. As a manager, you need to help your team balance their time between everyday work and learning, whilst being a good role model yourself.

Knowing where you fall on this competency can help you to understand where your motivation comes from and whether you need to work on cultivating an interest to learn, or if you need to focus on balancing learning with finishing existing work.

Behavioural Indicators

- You have a desire to learn and apply newly acquired skills, this will make you a strong role model to your team, especially in a remote environment where learning opportunities can be easier to miss.
- You are likely to be strong advocate of on-going learning in your remote team and strive to provide them with opportunities, even though it is more challenging to do so in a remote environment.
- In a virtual work setting, it is easy for you to become distracted by novelty and lose focus on the operational concerns of your team.
- You may be impatient when working with people who don't learn as quickly as you do; in a remote environment this could be particularly demotivating for your team members.
- As a remote manager, your passion for learning will inspire your team, even when not in the same physical environment. This could mean team members feel a little pressured to share your passion, when they may already be struggling with day to day operational concerns.



Learning Agility *(continued)*

Agility

Development Tips

- ✓ You have a passion for agile learning, a clear asset in a remote manager. Ensure your team benefits from this by exposing them to as many new experiences as possible and then scheduling time with them to reflect on what they have learned and how they can apply it in the future. This extra explicit step is vital in a remote environment where there is less availability of peers to discuss experiences and cement learning.
- ✓ As a remote manager with a preference for learning, make sure you support your team in creating the right balance. If your team knows what they each much achieve day-to-day, along with having some clear learning goals they are more likely to be productive whilst also feeling empowered to take advantage of learning opportunities as they arise. If your team knows you support them in doing this, they won't need to always check-in when they want to try something new. Some teams benefit from being told explicitly what percentage of their time they can spend on learning opportunities or research.



Resilience

Agility

Recovers quickly from setbacks, disappointments, and criticism.

Results: Low



Why is RESILIENCE important for remote managers?

When working remotely, individuals do not get as much immediate feedback on their work as they would if they were in a physical office. Individuals lower in resilience may be less effective in a remote environment, where lower visibility can make it easier to spend more time than warranted dwelling on mistakes and setbacks. This can be made worse by the ease in which they can distance themselves from others, and the lack of social support that can accompany some remote environments. Additionally, in a virtual world, remote managers may miss out on the opportunity to gain perspective from a trusted colleague, who could help to reframe the situation in a more positive light, allowing them to move on from disappointment. Those who are naturally high in resilience can more easily bounce back from setbacks, regardless of their work environment. They tend to look internally to get perspective on the issue and use the situation as a learning opportunity.

Being resilient is important for effectiveness and emotional health in our personal and work lives. It is also important for remote managers to demonstrate emotional control, adaptability, perseverance, and positivity to their team. How leaders react to situations send a direct message to their employees, as team members are likely to emulate similar behaviours. Because there is less interaction in the virtual workplace, effective remote managers demonstrate how to effectively handle all types of situations, both good and bad, by communicating at the group and individual level.

Knowing your level of resilience will help you understand how to process negative information and best communicate with your team when dealing with stressful or unexpected situations.

Behavioural Indicators



You may be seen as more open and honest about your emotions than other people and managing in a remote environment is unlikely to inhibit your transparency or candour.



You are likely to focus on addressing short term challenges with your team.



You may react negatively to difficulties or setbacks as they arise. Managing remotely may increase the likelihood that your feelings of stress will hinder your ability to effectively help your team work through challenges and disappointments.



You may have difficulty controlling your emotions when faced with setbacks or stressful situations. Because you work remotely your immediate reactions are often less visible to your team, which can work in your favour.



Your strong reactions to situations could be an asset or liability. In some cases, they can be seen as passion and enthusiasm, whilst in other cases they could be perceived as argumentative or an overreaction. Given the communication limitations of remote work, your strong reactions have a greater likelihood of being misunderstood.

**Resilience** *(continued)**Agility***Development Tips**

- ✓ As you may be more easily overwhelmed or less able to deal with everyday stress than others, you may need to find conscious ways to manage your emotions and evaluate the coping strategies that work best for you. You could do this by reflecting on times where you have felt overwhelmed but recovered more quickly than usual. What strategies did you use at that time? It may also help to make a point of reaching out to your supervisor or a trusted co-worker to share your concerns during times when you are particularly stressed. He or she may be able to help you gain perspective on the situation or help you identify some effective coping techniques.

- ✓ As you are more likely to find difficult situations challenging or overwhelming, you may benefit from breaking large challenges into smaller, more manageable steps, so you have a clear plan of how to overcome the challenge. Although it will take some effort since you work remotely, it can also be helpful to actively reach out to others and cultivate a strong network of support who you can turn to for advice, or with whom you can share ideas.



Analytical Thinking

Achievement

Uses logic and rigorous methods to identify and interpret underlying trends, core issues, and root causes.

Results: **Moderate**








Why is ANALYTICAL THINKING important for remote managers?

To properly analyse a situation, managers must gather information in a purposeful manner to understand issues and resolve workplace problems. Strong analytical skills require the ability to determine what needs to be done and who should do it, combined with creativity to brainstorm solutions and the work ethic to see those creative plans through to fruition. Each of these pieces are integral to an effectively analytical manager.

Analysis is highly valued in any workplace setting, but it becomes crucial in a virtual environment. In a remote setting, you are likely to have less easy access to the information needed in order to problem solve effectively. In particular, lacking human contact from your employees, or easy access to your supervisor and other leadership can hinder your ability to quickly collect information and analyse it. In the absence of typical assets, someone who has low analytic abilities may struggle with completing basic problem-solving tasks and may be unable to create new approaches to their common processes. This will result in a reliance on the status quo and will likely mean that new or arising issues and problems will not be fully understood and may be recurring. In a virtual work environment, these managers may find themselves unable to work effectively because they believe they lack the resources to do their job, or to have others complete tasks. Managers who are high in analytical ability will be more likely to interpret remote work as a new opportunity to be creative and problem solve. They should not be affected by the barriers remote work presents, but rather proactively gather information from others in order to analyse it thoroughly and come to solid conclusions about what actions to take.

Knowing how naturally analytical you are can help you understand how you will deal with the challenges you will face in a remote work environment, in which using your creativity to adapt and resolve issues becomes critical for success.

Behavioural Indicators

-  You are likely to take a balanced approach to problem-solving and consider both objective and subjective factors which allow you to make generally effective decisions for your team.
-  You likely notice that being a manager in a remote work environment presents challenges in accessing some of the traditional resources you are used to, but you are generally able to work around this or find new approaches to solving problems.
-  You may not take the time to gather enough information to fully uncover the root cause of the problem when encountering particularly complex or ambiguous issues that affect your team. Working remotely may accentuate this, especially when you would benefit from casually collecting subjective information from others in a face-to-face setting.
-  Because you tend to conduct analyses on an as-needed basis, you may sometimes fail to look ahead and anticipate possible roadblocks or problems before they occur in a virtual environment which can impede your team's progress.
-  You are generally comfortable enough with data and can analyse information for most common problems. However, you may not be able to effectively address complex problems that require a nuanced understanding of the various factors that affect your team, especially in a remote work setting with a perceived lack of resources or support.



Analytical Thinking *(continued)*

Achievement

Development Tips

- ✓ When you encounter a problem, you tend to gather subjective information from your team as well as the relevant objective data. However, when dealing with complex or ambiguous issues, you are likely to find analysing multiple sources of information challenging in a virtual environment. As such, you may become exclude important data in your decision-making. To counteract this tendency, you should implement and encourage consistent information sharing processes and access to relevant data to help your team align resources.
- ✓ You may feel somewhat overwhelmed or isolated in a virtual environment if you do not have the resources you typically rely on to solve problems, especially for more complex problems or longer projects. Utilise technology to help develop and encourage data sharing procedures among your remote employees.



Initiative *Achievement*

Results: **Moderate**



Actively influences events rather than passively accepting them.

Why is INITIATIVE important for remote managers?

Remote work environments often provide workers with the exact job characteristic that many of them have been craving – autonomy. Research has shown that empowerment, and the freedom to plan and complete your work, increases trust and leads to higher motivation, job satisfaction, and organisational commitment.

However, some individuals who are lower in initiative may not respond as positively to the lack of structure, lessened co-worker support, and reduced supervision that comes with a remote work environment. They may rely on the accountability that a physical workplace provides for an extra boost of motivation. Remote managers, in particular, may struggle to know what each of their team members needs to be successful.

Additionally, completing work virtually can feel more difficult as it often requires a few extra steps or communications. For leaders who are high in initiative and more naturally action-oriented, their internal motivation often overcomes the lack of structure in the work environment and they tend to find ways around obstacles that can arise in remote work environments.

Knowing where you fall on this competency can help you to understand where your motivation comes from, and if you need to create accountability for yourself or if your level of initiative can handle the challenges of remote management.

Behavioural Indicators

- When something needs to be completed, you are willing to assist your team in getting it accomplished.
- When urgent or necessary, you will make decisions and support your team in what needs to be done to accomplish the task or project.
- Remote work environments present communication challenges and offer less direct interpersonal support, and these barriers could hinder your productivity and/or prevent you from proactively managing your team.
- You are often comfortable with the status quo, which could limit your participation in novel activities that could aid in your personal development.
- You are motivated to meet your team’s objectives and expectations; you do what is asked of you but may not naturally make suggestions for enhancements or improvements.

**Initiative** *(continued)**Achievement***Development Tips**

- ✓ One of the downsides of being a remote manager is that you are literally invisible to your team and others within the organisation. You are not in a physical workplace to be able to casually chat with colleagues in other areas of the company. As a remote manager, you tend to communicate with your team members and few others, unless you have a job that is cross-functional. Because of this, you may need to make an extra effort to reach out to others and widen your organisational network. Make a list of people in the organisation whose job or department you'd like to understand better. Reach out for short communications and ask specific questions, show interest, and learn more about how you fit into the organisation.
- ✓ When working in a remote work environment, it can feel like every work activity, especially communication, takes a little extra effort. As a result of this, it is easy to become complacent and accept things the way they are. You may hesitate to share your thoughts and ideas for innovations or improvements. When you are not as visible to others, it is important to maintain active communication, share ideas and take the extra time to connect. Look for ways to improve processes, reduce inefficiencies, and boost effectiveness. The next time you have an idea, open a discussion with your leader to explore solutions.



Ownership

Achievement

Sets high standards for achievement, takes obligations seriously, and accepts responsibility for own actions and decisions.

Results: Very Low



Why is OWNERSHIP important for remote managers?

Taking ownership as a remote manager can take many forms. For one, effective remote managers take responsibility for their own performance as well as the performance of the team. They take accountability for ensuring that their team has the information and resources they need to be effective and successful. As a remote manager, keeping open communications with their team to have the knowledge of when obstacles are impeding progress is vital in achieving effective results. Because spontaneous office check-ins and meetings are less likely to happen in a remote work environment, managers must take extra steps to reach out formally and informally to gauge progress. Additionally, remote managers must find ways to manage their own workloads by planning, following through and meeting important deadlines.

Some managers, often those lower in ownership, do not work as effectively remotely, when they are allowed to set their own work pace, determine their own priorities, and work with autonomy toward their goals. When in a less structured environment, they tend to work on activities they find more interesting or easier and may lose motivation without having a team physically present to ensure that everyone is being held accountable. These individuals benefit from the more direct oversight and informal check-ins associated with a standard office setting. Managers who are high in ownership are internally driven to complete their work when and as expected. They can motivate themselves and their team members regardless of their work environment.

Knowing your level of ownership will help you to understand how you approach work and what steps you can take to maximise your performance and the performance of your team in a remote work environment.

Behavioural Indicators



You prefer fluid, unstructured environments and are unlikely to micromanage your employees, which is more difficult to do in virtual work environments.



You are not intimidated or discouraged in situations that have a high degree of ambiguity, which can be reassuring to your team.



You are unlikely to assume responsibility for your team's performance. When working remotely, it is important to be able to maintain effective oversight of your team's progress or you could be viewed as an ineffective leader in a virtual context.



It is unlikely that you will push yourself to do more than is expected of you. However, you may give too much responsibility to your subordinates, leaving them overwhelmed. This is even more likely in a remote context where it is more difficult to monitor the disposition of your employees.



You are not easily frustrated when encountering challenges.

**Ownership** *(continued)**Achievement***Development Tips**

- ✓ You may need to actively monitor your team's progress on a more consistent basis. This may be particularly hard to achieve in a remote work environment where an individual's work is difficult for others to track. It may be helpful to create a task list with specific timelines and share it with your team as an accountability measure. It may also be helpful for you to set up regular check-in calls with your employees to discuss progress, setbacks, and upcoming priorities.
- ✓ You may have a tendency to underestimate how long it will take your team to achieve a goal or fail to take into account unforeseen circumstances when planning work and timelines. When beginning a new task, estimate how long each step will take, track your team's time to see if you underestimated or overestimated, and use this information to determine a more realistic estimate of how long work will take. It may also be helpful to add a little extra time when committing to a deadline.



Coaching and Developing Others

Affiliation

Shares experience, provides constructive feedback, and encourages reflection to maximise performance and realise potential.

Results: **Moderate**



Why is COACHING & DEVELOPING OTHERS important for remote managers?

Remote managers have the added challenge of coaching without the opportunity to observe performance in person, yet they must still get to know each employee personally to understand their unique strengths and areas for development. Once known, they can help guide team members to grow their skills and build additional capacity. However, there is no one-size-fits-all approach to coaching, especially when leaders and/or their employees are remote. Remote managers neither want to be perceived as a micro-manager nor as one who is too hands off. It helps to be candid about expectations and to remain approachable when employees have concerns.

Remote managers must take care to individually consider each employee’s capacity for added decision-making responsibilities and to set boundaries appropriate for them. It is important to be explicit about what those expectations are, and then to ensure that people have the resources and information they need to achieve them independently. Remote managers must also maintain continual dialogue with employees to inquire as to where support is needed and to help them overcome challenges they face without being overly involved in solving them.

Knowing where you fall on this competency will help you get a baseline understanding for how likely you are to be transparent and inquisitive when coaching others and how naturally you openly discuss ideas and opinions that are important to employees.

Behavioural Indicators

- In general, you show confidence in your employees’ ability to manage their own work and will provide coaching and guidance when necessary.
- You tend to have a good understanding of the strengths and weaknesses of your team members, even if you are not physically in the same space with them every day.
- Whilst you address developmental issues when they arise, your general approach with your team may be considered more reactive than proactive. In a remote setting, this could be particularly problematic, as problems may go unnoticed for quite some time.
- You may not always adjust your coaching style to best fit each team member.
- When you have time, you tend to coach and mentor team members; however, you may not spend as much time with individuals who resist your help or who are having difficulty making progress. In remote settings, you may not notice when people truly need your help.



Coaching and Developing Others *(continued)*

Affiliation

Development Tips

- ✓ You should consider the range of options and methods you use to help people grow and develop. You can spend more time getting to know your direct reports to understand exactly what and how they would like to develop. In remote settings where you don't have the luxury of simply "running into" your team members, make sure to carve out extra time during your 1-on-1 and team meetings to get to know each other. In turn, this will also help you determine how much autonomy they can handle and the best way to support them.
- ✓ People need to be inspired and motivated to develop. You should consider reflecting upon your own style and what you may already be doing that positively motivates others and energises people towards their goals and priorities. For those that you may find it more difficult to motivate, make a concerted effort to find out what inspires them to do their best work. When working remotely, setting up meetings with them specifically for this purpose should be helpful.



Compassion

Affiliation

Strives to understand others' feelings and treats others with empathy, compassion, and respect.

Results: Very High



Why is COMPASSION important for remote managers?

Remote environments by their nature reduce interpersonal interactions. Whilst you may be consistently communicating with others, you are not “connecting” with them at the same level. As a result, it can take longer and require more effort to establish strong personal connections with your colleagues and team members. Part of what it takes to build those relationships is compassion, which includes showing empathy and respect for others.

To effectively manage a remote team, there must be trust and respect between managers and their team members. At times, remote team members can feel isolated, experience setbacks, and struggle with managing their work from a remote setting. They need to know that their manager is someone who will listen to them and will not distrust or judge them. This is especially important for relationships where there is physical distance. Your technology-enabled interactions set the tone for your relationship. Research has shown that compassion leads to a sense of psychological safety which often translates to job satisfaction, engagement, commitment, and organisational citizenship behaviours.

Knowing where you fall on this competency can help you to understand how much compassion you are likely demonstrating to your team. If you tend to focus on projects and tasks in most of your interactions, you could be missing out on opportunities to build trust and commitment among your team.

Behavioural Indicators

- You are highly likely to consider people's feelings when making people-related decisions.
- You are highly likely to ask questions and gather information so that you have a very clear understanding of other people's motivations, needs and concerns, and can effectively do so as a remote Manager.
- You may avoid delivering difficult messages, out of fear of upsetting others.
- Your tendency to prioritise the impact on people could compromise your ability to make objective business-focused decisions.
- You tend to tailor your approach to other people with ease. You are likely to be less satisfied with limited opportunities to get to know people well, and probably prefer to work in an environment where there are opportunities for in-person interactions.



Compassion *(continued)*

Affiliation

Development Tips

- ✓ You are highly likely to empathise with others and take their perspective and may struggle in a management role which requires consistently holding people accountable. You may benefit from identifying specific talking points or preparing a more detailed script ahead of difficult conversations, and reminding yourself of the negative impact that poor performance can have on others. This allows you to still focus on people-based outcomes and may help prevent you from watering down your message or failing to focus on all of the important points you need to convey. This type of conversation may be easier to have in a remote environment, where it is likely to be less obvious that you are relying on notes.
- ✓ You are highly likely to be viewed by others as compassionate and understanding. As such, some may attempt to take advantage of you, perhaps by taking extra time off or saying that tasks are taking longer to complete than they actually are. There is more opportunity for this to occur because in remote work where you cannot physically see what the person is doing, or how much time he or she spends at work. You may benefit from setting specific performance goals for a given time period and holding frequent conversations to check in on progress. In addition, whilst it is more difficult in a remote environment, finding ways to review work in progress (perhaps through emails or screen sharing), and actively asking if the employee has any problems or concerns, can help to keep work on track and aligned with expectations.



Team Building

Affiliation

Cooperates actively and effectively with others in the pursuit of common goals.

Results: High



Why is TEAM BUILDING important for remote managers?

In today's organisations where work teams are commonplace, managing a remote team can be challenging. Members of effective remote teams reach out early and often to align on dependencies and exchange information. Some team members communicate more frequently than others, which may require extra effort on your part to ensure that the quieter team members are communicating with the rest of their team, have the resources they need, and are on track.

Remote work requires all employees to be more proactive about collaborations as compared to a traditional office environment. This means taking steps to build rapport quickly with others and to figure out individuals' roles and responsibilities within work teams. As a manager, you must foster relationships with your peers and leaders while also ensuring that your team members are building networks, making connections, and collaborating effectively.

Knowing where you fall on this competency will help you understand how to best ensure that you are modelling teamwork, as well as promoting and developing it among those you manage.

Behavioural Indicators

- You are likely to mix easily with other people, build successful relationships, and establish useful contacts despite being remote from your colleagues.
- You tend to invest time into most relationships, forming close connections and establishing trust even in the absence of frequent face-to-face interactions.
- Not everyone is as willing as you are to open up and trust others, and at times you may encounter individuals who could find your style off-putting.
- You may be viewed as overly enthusiastic in your communications, which may make some people on your team uncomfortable.
- Because you value relationships, you are at risk of investing more time in maintaining those relationship than in the tasks needed to achieve your objectives.



Team Building *(continued)*

Affiliation

Development Tips

- ✓ Remote work environments often mean participating in regular conference calls. Because you enjoy speaking to others, at times you could dominate the conversation. Your tendency to speak up may hinder others from contributing. Pay attention to how much you are talking during a call and take the opportunity to elicit responses from quieter participants. Show your interest in their opinion and their contribution to the discussion. By focussing on others, you can further build relationships.
- ✓ Building relationships remotely often includes phone and/or video conversations. Fostering a connection via technology can be more challenging than in a face-to-face, physical meeting. As a result, it can take longer for some people to let their guard down and begin to trust others. It may be helpful for you to recognise that not everyone builds relationships quickly and in the same way that you do. People who are more guarded may find your approach to be overly enthusiastic and personal. For those situations it may be beneficial to tailor your behaviour to mirror their style when possible to put them at ease and help you build trust. Over time, you can adjust your style to gain a deeper connection.

Competency Definitions

This section presents definitions of all competencies for reference.

Agility Competencies

**Adaptability**

Ability to easily modify attitudes, behaviors, or plans in response to changing circumstances or need to compromise.

**Learning Agility**

Ability and willingness to learn from new experiences and leverages those lessons to manage effectively in different contexts.

**Resilience**

Recovers quickly from setbacks, disappointments, and criticism.

Achievement Competencies

**Analytical Thinking**

Uses logic and rigorous methods to identify and interpret underlying trends, core issues, and root causes.

**Initiative**

Actively influences events rather than passively accepting them.

**Ownership**

Sets high standards for achievement, takes obligations seriously, and accepts responsibility for own actions and decisions.

Affiliation Competencies



Coaching and Developing Others

Shares experience, provides constructive feedback, and encourages reflection to maximise performance and realise potential.



Compassion

Strives to understand others' feelings and treats others with empathy, compassion, and respect.



Team Building

Cooperates actively and effectively with others in the pursuit of common goals.
