

# Manager's Remote Working Report

---

**Sam Sample**

**Generated**  
13/10/2022

This report is designed to support managers managing a team that are working remotely, or partly remotely. More and more people are now either working remotely full-time or part of the time. However, it is not easy to find support and useful guidance for managers and staff to help them to ensure that they can get the best from remote working. Therefore this report is provided to you as you have responsibility for others. Please note, that there is a similar report for individuals who do not have management responsibility for others.

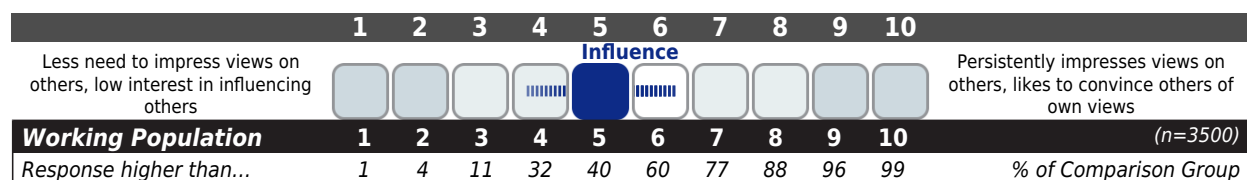
## What is 'identity'

This report is based on the individual's responses to 'identity' – a fully validated psychometric instrument, used to gather information about how they see themselves. These self-perceptions are compared with the working population to provide a measure of 36 different personality scales when seen in relation to others.

Important points to note about self-perception information:

- It is not a definitive statement about how the person behaves – it is just an indicator
- Information relates to their working style and preferences – not ability
- Although broad patterns can be consistent across time, a person's profile can change with experience.

The tables in the report show the individual's responses to the different personality scales. The scales use Sten scores i.e. a score from 1 to 10. Here is an example of a scale, Influence with a Sten score of 6.



**\*Responses '5' or '6'** are considered to be typical of most people in the working population and therefore more people score 5 and 6. Responses more to the left or right of these scores show stronger preferences in that particular direction.

**\*Responses '4' and '7'** are slight preferences, **'3' and '8'** are stronger preferences.

**\*Responses '1, 2' and '9, 10'** are more extreme and distinctive preferences that will characterise the person when compared to the working population. Many fewer people score at these extremes.

## Development Tips

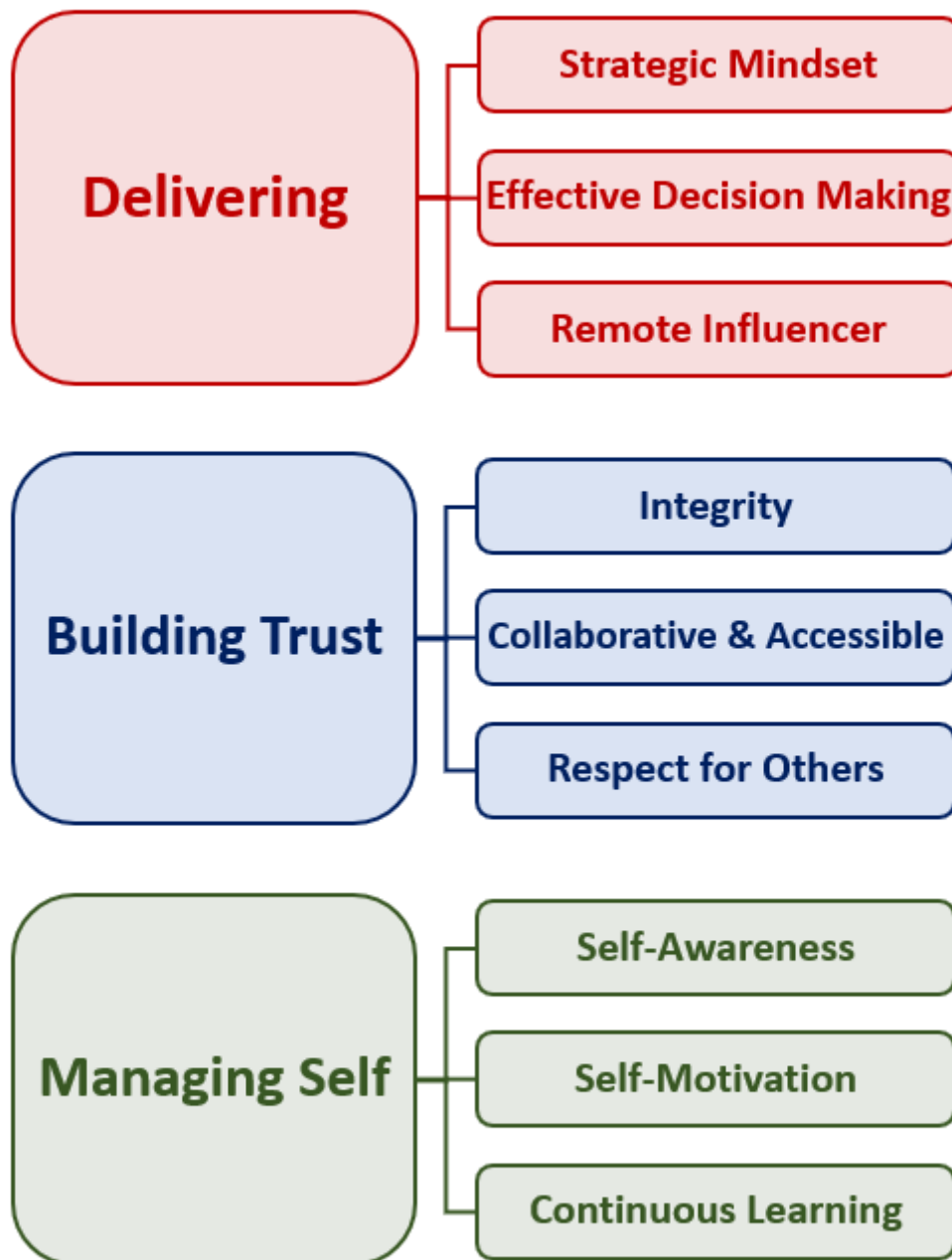
The development tips are the second part of the text. They can come from areas where you may not be that focused or that do not come naturally to you. They may also build on your strengths or highlight that very high preferences may sometimes create issues for you. More important development tips are provided in **bold**.

## Keeping this report secure

Please ensure that this report containing personal information is handled confidentially and professionally and in keeping with Data Protection and GDPR legislation. The shelf-life of the information contained in this report is typically 12 months.

# REMOTE WORKING LEADERSHIP MODEL

This model is supported from some of the latest research that is available based around the implications of the Covid 19 pandemic accelerating the take-up on remote working. Covid 19 has thrown challenges for organisations and their leaders and their people.



## **DELIVERING**

A leader's role is to ensure that they can continue to lead their team to deliver the organisation's results and goals irrespective of the immense challenges and difficult situations that may be present. Even though the working environment may now be very different for the leader and the individuals, none-the-less the leader will need to help focus everyone on what needs to be delivered and how they can continue to deliver great results and improve performance.

Delivering comprises the following competencies:

### **Strategic Mindset**

### **Effective Decision Making**

### **Remote Influencer**

## **BUILDING TRUST**

Balancing the Delivering area, this area is all about appreciating people. Because, the only way to achieve Delivery is through your people. When you and/ or your people are working remotely, it is easy to not focus on them as they can be "out of sight, out of mind". Therefore, this area is ensuring that you proactively appreciate the people you have. You know you have got that about right when they show that they trust you. Therefore, this area covers the things you can do to build their trust.

Building Trust comprises the following competencies:

### **Integrity**

### **Visible and Accessible**

### **Respect for Others**

## **MANAGING SELF**

Part of the success of a Leader who can work effectively with a remote team is to be well disciplined and skilled in managing themselves. Leaders who are receptive to feedback and know how to raise their own self-awareness. Leaders who know how to motivate themselves and focus on continuous improvement and learning.

Managing Self comprises the following competencies:

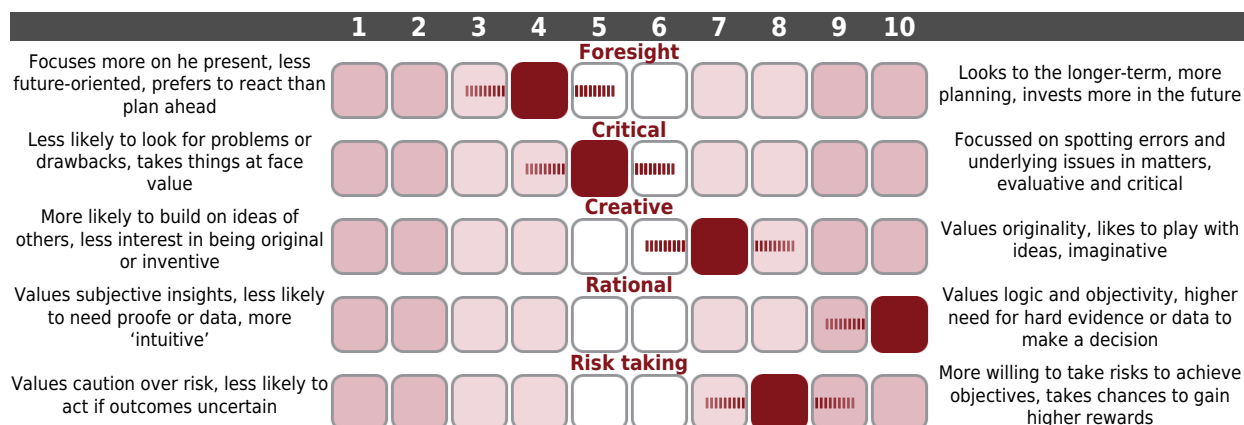
### **Self Awareness**

### **Self Motivation**

### **Continuous Learning**

## Delivering Strategic Mindset

Within a remote environment, delivering strategy can become more challenging due to the loss of informal information exchange and restricted communications channels. As a result it is critical business leaders possess a strategic mindset. They should try to look beyond immediate demands and see the 'bigger picture', provide a clear purpose for colleagues who may be working remotely, and align regular team tasks to wider organisation priorities. Leaders need to drive change, respond to challenges, and proactively identify issues early. For example, this could include regular review of processes to determine what to STOP/START/CONTINUE/GROW/CHANGE/IMPROVE



**Foresight:** You may have a preference to focus on the current and immediate priorities. Although you may be able to plan ahead it may not be your natural preference. Therefore, you may be less concerned about future requirements or the need to work on strategy.

🔗 **Make time to consider longer-term requirements and objectives. On a regular basis e.g. monthly, have a meeting with your manager to discuss long-term plans and strategy for your team.**

**Critical:** You are likely to see the importance of needing to be moderately focused on the need to evaluate proposals. As a remote leader, you will attempt to do this to some extent.

🔗 Try to encourage others to take a critical perspective and to check that what they are doing is sound and will work. Offer this in a positive and supportive manner.

**Creative:** You are happy to run with your own ideas and creative thought processes to produce solutions and concepts.

🔗 As you are imaginative, make an effort to work closely with others to draw on their ideas and views. Get them to check that your ideas are practical and sound.

**Rational:** You prefer to apply a more logical and objective approach to problem solving. You value hard evidence and like to focus on data. You may struggle in remote environments as you may have less opportunity to hear and appreciate others' views.

🔗 Quality decisions are not just about focusing on logical facts. We also need to take on board how it impacts and affects people. Therefore, make sure you involve others and understand their concerns and views. Who are the stakeholders and do we understand their needs?

**Risk Taking:** You are comfortable exploring opportunities and taking some risk to achieve objectives. You possibly appreciate the importance of communicating the risks to others and will see the need to do this even when you are working remotely.

🔗 Driving change and improvement requires some acceptance of taking calculated risks. So you may be well positioned to help communicate this in terms of your willingness to take some risks for high rewards.

To maintain effective decision-making in a remote setting, leaders must be able to proactively assess the quality of information presented. They should build and maintain effective relationships with other senior stakeholders to create opportunities for informal information exchange. In order to ensure others “buy in” to their roadmap, they should lead, guide, and involve the team in decision making, which may be more difficult in remote working environments.



**Consultative:** You may be relatively comfortable making independent decisions and not always seeing the need to involve others. Within a remote setting you may not find it easy to involve others when making decisions.

☞ **Appreciate what decisions require input from others and ensure that you make the effort to involve them in an appropriate manner. Consider what you can do to work effectively with others and that you have involved the right people.**

**Decisive:** You are comfortable making decisions quickly, sometimes without needing too much deliberation, or input from others. This can be a useful skill to have when working in dynamic and pressurised environments. But decisions can be made quickly by weighing things up well relatively quickly or by just making hasty decisions with little supporting evidence.

☞ **In remote settings where you can be making quick decisions alone, check that you are not making decisions too hastily. You need to do your due diligence and check you have considered all factors. Also consider who can help you with the decision. As a leader try to involve people in important or meaningful decisions. You will get more from people if they feel involved and they own the decisions.**

**Rational:** You have a strong logical and objective approach to problem solving. You like to rely on hard evidence and data. You are not likely to value others' insights or views that are not supported by data or evidence. You may also not appreciate or understand how decisions affect people.

☞ **Being logical is your strength. But you may struggle in situations where you cannot just “follow the numbers and facts”. Here, try to work closely with others who are skilled in achieving a holistic understanding of situations. Also, you might want to work on developing your appreciation of how people's views and insights can be used effectively to guide decisions.**

**Risk Taking:** You may be relatively comfortable to take some risks. In a remote setting, with less opportunity for informal engagement, it may not be easy to communicate to others the risks that you are taking.

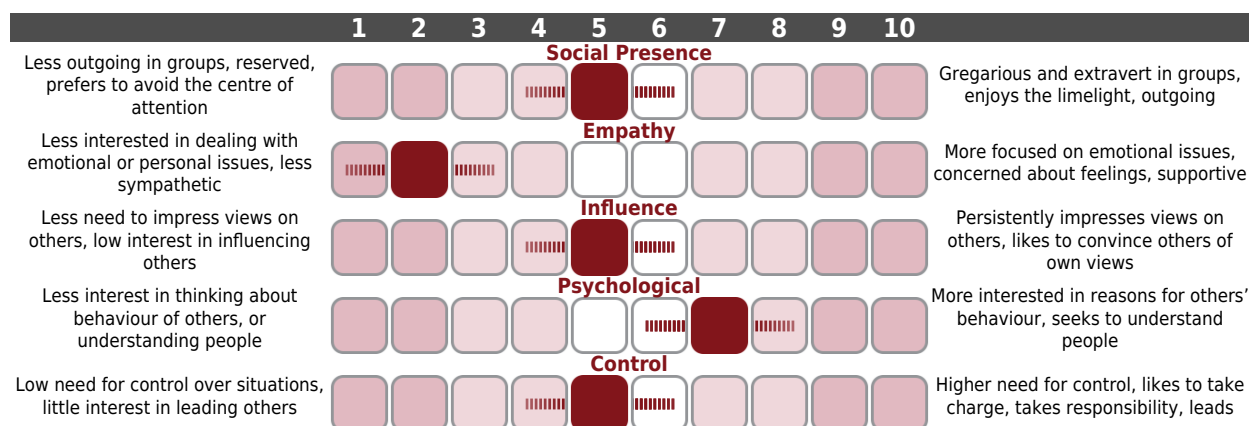
☞ **As a leader ensure that you communicate and engage with others your strategy, and that they understand and agree with the risks that you and the team will be taking.**

**Protocol Following:** You possibly appreciate the need for rules, although you tend to be more pragmatic so may not always follow procedures rigidly.

☞ **Working remotely, it may be easy for you to disregard rules, so try to communicate and work closely with others to ensure that that you do not take this too far.**

## Delivering Remote Influencer

Working remotely, there is an increased risk of being “out of sight, out of mind”. Leaders must therefore assume the role of an effective remote influencer – not just towards their team, but to everyone they deal with. They should articulate how the purpose and vision for their team is closely aligned to wider organisational objectives. To achieve effective influence, they need to understand people and be able to work effectively with everyone.



**Social Presence:** You may be relatively comfortable in most social situations although you do not necessarily seek the spotlight.

☞ You are possibly focused on your staff to some extent. However, as a leader check that you can provide the appropriate social support that individuals might need from you. See if you can adapt your behaviour to them, e.g. whether you need to be a bit more outgoing and to be able to cheer them up, or to be a bit more quieter and serious and to listen and understand their concerns.

**Empathy:** You tend to believe that people should look after themselves. Therefore, you may not necessarily show much consideration or provide much support towards others. You may not naturally show much empathy or sympathy towards others. With a team working remotely it is easy for you to not pay much attention to others. But this can potentially be detrimental to the team.

☞ Appreciate that you may not like dealing with an individual's personal or emotional issues, but as a manager you will need to find a way of supporting people. In remote working settings this will create greater challenges as staff may not have the support they need and they may feel cut off. If you find this very difficult to support staff nominate a deputy to support you in this role. Also, work closely with HR as they can provide support and guidance for you and your staff.

**Influence:** You tend to be willing to influence people on some occasions but sometimes you may also prefer to steer away from negotiations or conflict situations.

☞ Trying to steer away from conflict situations and respecting others' views is good. However, as a leader you need to identify things that do need to be addressed. Therefore, sometimes one needs to be willing to be more assertive.

**Psychological:** You show an interest in wanting to understand people and their motives and behaviours.

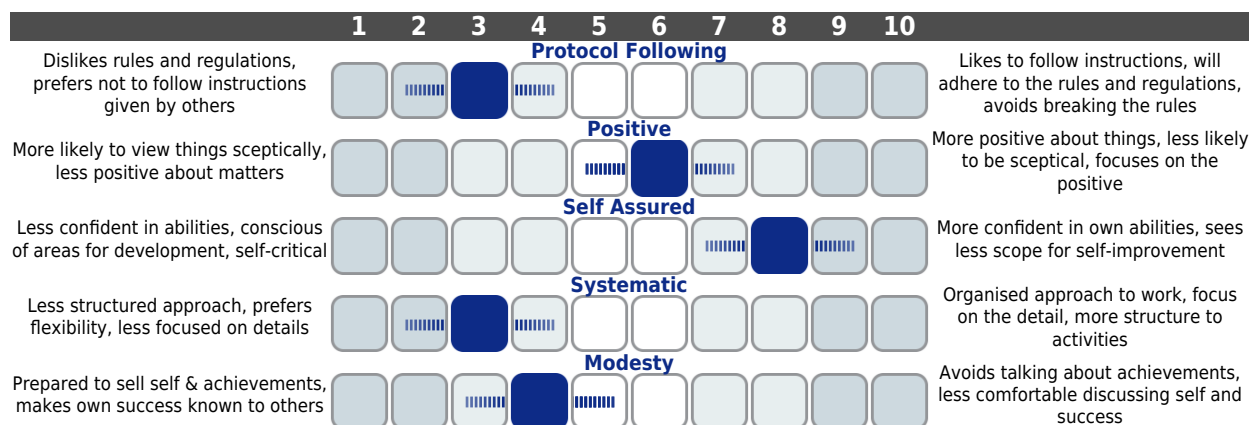
☞ With remote working, you may have a much reduced opportunity to observe their behaviours, so consider what you can do to ensure you can do this? Consider arranging regular video conference meetings and face-to-face meetings. Also, ensure effective communications through emails and phone calls.

**Control:** You are moderately balanced when it comes to control. In some situations, you will see the need to control things more, and in other situations you are happy to delegate or allow others to lead.

☞ With people working remotely, communications is key. You have identified that there is a need to control a project, so be clear who is responsible for that, and if it is not you, then allow that person to do it, with your support.



Leaders need to demonstrate integrity to their team. They should be positive, respect and support individuals, treating them well and fairly, and supporting them. In remote environments it might be more difficult to achieve open and honest communications and to demonstrate leadership behaviours that clearly show that you are doing the right thing.



**Protocol Following:** You desire autonomy and feel constrained in an organisation in which there is excess bureaucracy.

☞ Your dislike of rules and frustration with bureaucracy may give the wrong impression to staff. Therefore, as a leader, try not to display these behaviours openly to others. Rather, try to act as a good role model by displaying reliability and trustworthiness.

**Positive:** In terms of being positive, you are relatively balanced in that sometimes you will be very positive and encouraging. At other times you may feel less positive about things.

☞ As a leader, even when you have doubts or feel quite sceptical about things, try to keep these feelings to yourself, as you need to always encourage your people to do their best. Therefore, keep others motivated and positive about things.

**Self Assured:** You are relatively confident and self assured.

☞ Your positive self-confidence may be a strength. As a manager working remotely check that you are able to support others who may not be so positive or confident. Do your best to provide genuine guidance and reliable support to others, so that they can trust you as a manager.

**Systematic:** You may be less concerned with detail and possibly do not need things to be well structured or organised. You like some flexibility to do things your way.

☞ Although you may be happy with an unstructured approach to working, as a manager you need to provide a plan and structure for your staff. Therefore, make an effort to present a reliable plan and structure for your staff. If appropriate, work closely with a colleague who can help you provide this structure.

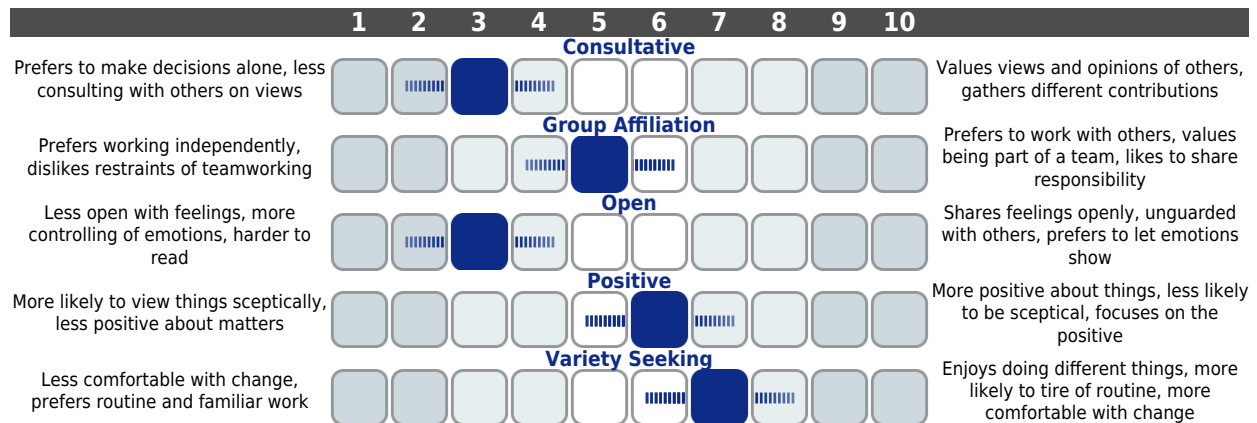
**Modesty:** You are comfortable selling yourself and talking about your achievements.

☞ As you quite like talking about successes try to focus on selling your team's achievements. With your team working remotely, they may be relying on your management position to communicate their successes to others.



## Collaborative and Accessible

Remaining visibly collaborative and accessible is a key challenge when working remotely. Leaders should proactively create opportunities to engage with individuals and the team. They should know which communication channels to use and when, and how best to provide positive, encouraging support. They should focus on building an effective collaborative team.



**Consultative:** You sometimes consult others when making decisions but often you are comfortable getting on with things by yourself.

☞ **Appreciate that you may be quite comfortable making your own decisions. However, others do need to work collaboratively and to discuss things. Therefore, as a leader make an effort to work closely with others. Consider how you can do this well when people are working remotely. Make time to involve others and seek their opinions on your ideas.**

**Group Affiliation:** You get involved with group projects sometimes and perhaps at other times you are comfortable getting on with things more independently.

☞ Your approach possibly works well. However, as a leader, check that you are doing sufficient to ensure that you are getting the team to achieve good communications whilst working within a remote environment. Are issues being discussed and addressed effectively?

**Open:** You tend to be somewhat controlled with your feelings and may not express your emotions too easily.

☞ **Check that you have opportunities to discuss your concerns and issues with key people you trust. As a leader, it is good that you are able to come across as positive and encouraging, so how can you display these feelings more to your staff?**

**Positive:** You tend to be relatively balanced in terms of your optimism. People find you fair and well grounded in reality.

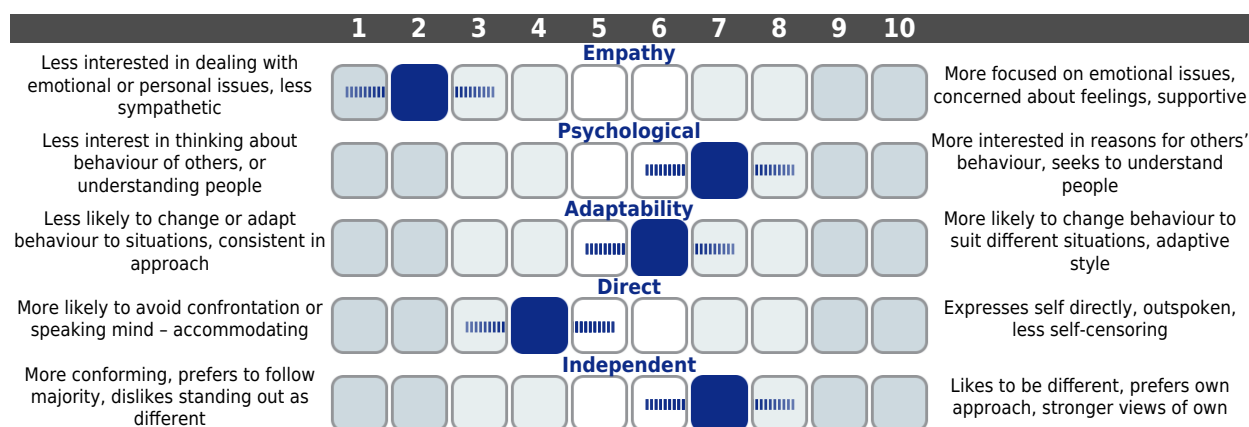
☞ You are not likely to have any issues. When the going gets very tough, make sure you keep people's spirits up.

**Variety Seeking:** You enjoy variety in your work and may find routine work less interesting. You are interested in new ideas and approaches in your work.

☞ It is good that you are interested in exploring new approaches. As you may get bored with more menial tasks take care that you do not neglect important tasks in search for more interesting work.

## Respect for Others

Leaders appreciate that the value of their organisation lies in their people, i.e. look after and grow your people and you will grow your business. So, always put people first. Working in isolation will impact people in different ways. Therefore, leaders need to be aware of this and respect and meet each individual's support needs. Foster a culture of empathy, encouraging colleagues to look beyond their own remote work environment and consider the needs of colleagues and to be supportive to each other.



**Empathy:** You may find it difficult to empathise or to support others' to deal with their emotional issues or problems. You tend to be more focused on your own and the organisation's issues.

☞ As a leader it is vital that you make time to spend with individuals. This needs more consideration when people are working remotely. Also, as you are not naturally empathetic what can you do to demonstrate more interest and support to people?

**Psychological:** You take an interest in wanting to understand people and their behaviours. You are likely to be aware of any remote working issues individuals may be facing.

☞ Make sure you set aside quality time for individuals to demonstrate your respect and support for them.

**Adaptability:** You are relatively balanced, so don't mind change but you are also happy to adhere to a routine when it makes good sense to do so.

☞ As a leader ensure that you are sufficiently adaptable to operate at both ends i.e. to drive for change, as well as to command the need to stick with driving for agreed high standards.

**Direct:** You may not like conveying direct hard messages to your team. You may prefer to be accommodating than having to confront people.

☞ As a leader, you most likely like to show respect to others. But to be truly respected as a leader, you also need to be appropriately assertive and be able to address issues. In remote working environments this might be more difficult to do well. What can you do to be effective here?

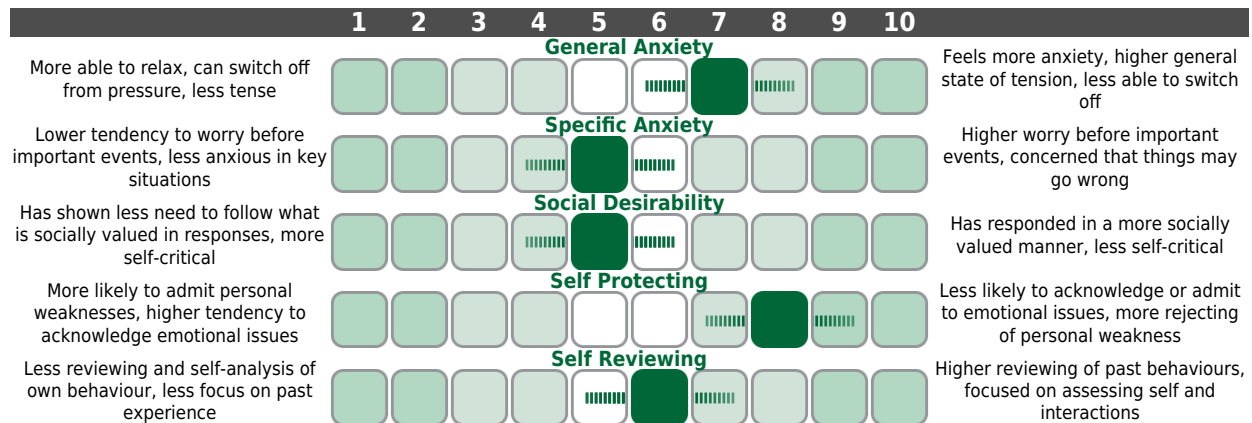
**Independent:** You may sometimes have your own clear views on how you like to do things so can be relatively independent minded at times.

☞ This is a potential strength but as a leader make sure that you are listening to your team and allowing them to contribute and add in their ideas and suggestions. With remote working it might be easy for you to go off and do your own thing!

## Managing Self

# Self Awareness

Greater self-awareness is vital to reduce the risk of stress and burn-out during long-term remote working. Also, with remote working you will be losing opportunities to receive feedback from others as there may be much less direct interaction. Therefore, a greater appreciation of self-awareness is helpful. This skill also helps you to understand others which is vital as a leader.



**General Anxiety:** You may feel generally anxious at times and may find it difficult to completely relax and switch off.

☞ Spend time to consider what might be creating this general anxiety? Find ways that can help you to relax and to switch off better.

**Specific Anxiety:** Like most people you may sometimes get anxious when dealing with important issues.

☞ Everyone has their doubts at times and therefore may feel anxious about some important events going well. But as a leader, we need to learn to keep our doubts and anxieties to ourselves, as it is not helpful to display this to our staff.

**Social Desirability:** You are typical of most in that you tend to have a balanced perspective on how you view yourself. You possibly are aware of your strengths and weaknesses more than others.

☞ As a leader being well balanced on Social Desirability may mean that you may help others through coaching to understand their blind spots.

**Self Protecting:** You may get slightly defensive at times as you tend to believe that you do not make many mistakes.

☞ As a leader try to be more open about the challenges that you face and that you cannot get everything right all the time. Gain respect by admitting to your mistakes and learning from them.

**Self Reviewing:** You may sometimes see the importance of reviewing your own behaviours and actions after an activity. You may be interested in looking for ways to improve.

☞ You may also like doing this for others. As a leader, guide others with learning from reviewing how something went. It is best to coach and raise their self-awareness – rather than tell.

## Managing Self

# Self Motivation

Each leader may respond differently to the change to remote working. But leadership is about managing change and always seeing change as an opportunity to do things even better. Therefore, understand what motivates you, and ensure that you are focused to support and motivate your team to deliver.



**Determined:** You tend to set relatively ambitious goals for yourself and have the drive to see them through. You are resilient when faced with obstacles and are likely to make an effort to achieve your targets.

☞ Your determination serves you well as a leader as others are inspired by your work ethic. Be mindful not to take on too much in pursuit of your team's goals. Make sure things are sustainable and you are not pushing yourself or others too hard.

**Self Agency:** You tend to believe you have good control of your life and attribute less of this to luck. You are more likely to learn how to influence to steer the outcome.

☞ In a remote working setting, the influence may be harder to do well. Therefore, consider what you can do to do this better. Also, realise that you cannot control everything, so there will be failures and this might not be due to you or your team.

**Resilience:** You are less likely to be affected when things go wrong and can quickly adjust to the next task. You don't always see the need to spend time reflecting on past failures.

☞ Your resilience is a good asset for remote working as things might not always go to plan but as a leader make sure you help staff to learn from mistakes and challenging issues. Check that you can support your team to review projects that did not go well, so that they can learn and continue to improve.

**Need to Win:** You are likely to have a desire to win and place high value on your personal goals. You enjoy the reward of coming out on top.

☞ Your need to win mentality is likely to serve you well. As a leader ensure you can support your team well in remote settings by conveying the competitive edge that is needed for success. But be careful you do not push them too hard as not everyone is that competitive in nature.

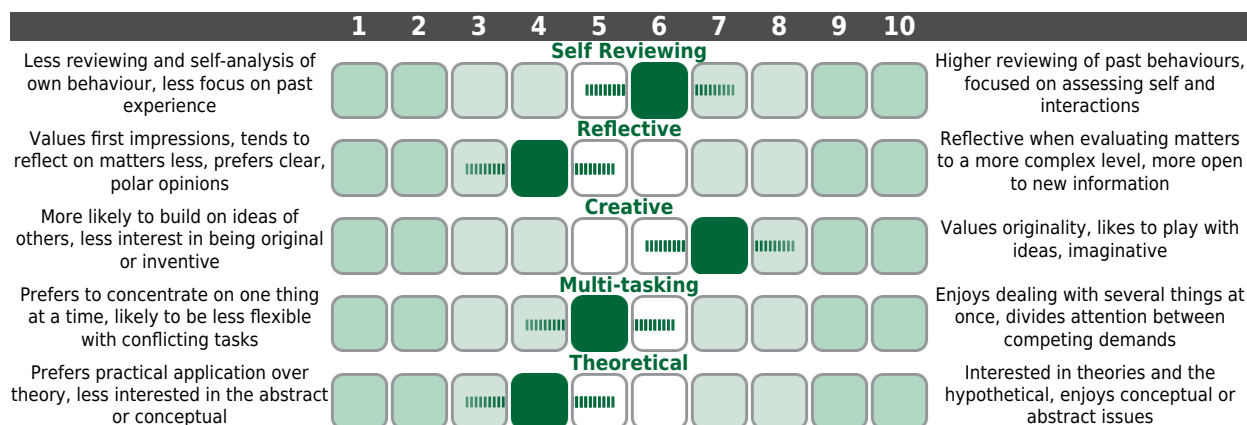
**Completing:** You are less concerned with completing tasks that are of less interest to you to a high standard. You much prefer moving to start new tasks which interest you.

☞ Try to balance the tasks that interest you with the essential day to day tasks so you can complete projects to a good standard and still remain motivated. As a leader it is important that you keep on top of targets so that staff are clear on their workloads.

## Managing Self

# Continuous Learning

Leaders believe in continuous learning and continuous improvement. Moving over to remote working provides challenges but it is a great opportunity for continuous learning and improvements. Leaders therefore need to support their team to adapt and apply the tools and techniques that will help them perform effectively in the remote learning setting.



**Self Reviewing:** You have a moderate interest in wanting to review things and to learn and improve.

🔗 Continue to do this and to seek feedback from others to support your own analysis. As a leader, work with the team to review how projects fared. Allow others to lead these reviews.

**Reflective:** You do not have a strong need to evaluate or reflect on things. You are happy to accept what you are told.

🔗 As a leader working in a remote environment, staff may be relying on you to provide them with insightful information on their projects. Therefore, try to take a wider perspective on things and do more evaluation. As this may not come natural to you at the moment develop a plan on how you can build up your interest to do more of this.

**Creative:** You see yourself to enjoy applying new approaches and applying creativity and innovation.

🔗 As a leader, having a creative mind is most beneficial. Also, explore how you can coach and support your team to apply creativity and innovation. In remote settings it is not as easy to run brainstorming sessions, but you can successfully run these via video conferencing.

**Multi-Tasking:** You do not mind being kept relatively busy and you can tolerate some requirements to multi-task.

🔗 Note that effective leaders do not busy themselves with attempting to do a lot of the work on several projects themselves. Rather, focus on delegating effectively by coaching, guiding, and supporting individuals. Therefore, growing your team's capabilities.

**Theoretical:** You tend to be more practically minded and will pick up approaches that work. You may be less interested to explore theories and concepts.

🔗 Your preference to focus on practical applications is useful, however leaders will benefit from also being able to develop their ability to apply theory and concepts to support their work. Identify a person in your team who is strong in this area and work closer with them.