





# 1 Introduction

Traditionally, the approach to managing the team focused on those colleagues who are physically located with you, but these days a manager may be responsible for managing people who they see infrequently.

'Remote Workers' have always existed, but modern technology has made remote working much more practical. In the team there may be:

- Job-sharers
- People at remote locations
- Home workers
- Staff out on the road
- Night/weekend shift workers
- Virtual teams.

# 2 Main Considerations

There are a variety of issues to consider here. Let's look at each category of worker separately.

## 2.1 Job-Sharers

Job-sharers now feature at most levels throughout organisations, so it is useful for a manager to develop their own style of managing them effectively. Some of the issues to consider include:

1. How do they develop common approaches or procedures so that the people they deal with receive a standard or consistent service?
2. How are specific issues handed over to their job-sharing partner to ensure continuity?
3. How do they manage their day cover?
4. Do they have any significant differences in working styles or approaches? For example, do they share the same approach to setting priorities? Are they equally IT-literate?
5. Is there a tendency for 'difficult' problems to be deferred to the other partner?

## 2.2 People at Remote Locations

Depending on the way these colleagues have been previously managed, a manager may have some of these issues to contend with:

1. They may resent being 'managed' when a new manager starts to take a detailed interest in them after an extended period of autonomy.
2. They may have developed independent ways of working and not always followed procedures.
3. Why not employ 'mystery shoppers' to visit or ring the remote site to see what level of service they receive?
4. They may feel ignored and 'left out of the loop.'
5. To be able to give balanced feedback on performance, and future development, you will have to spend time with them.