



The Business School
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Remote Working Best Practices

Human Resources – October 2020



Remote working is *very* different for us all

How things were before...



Moving physically to meet colleagues and go to restaurant

Mix of face to face and video meetings

Informal help and advice in the office

Clearly defined work and home

A varied workday in different locations

Body language helping us to understand our colleagues better

Daily routine of going to the office and going home

Lunches with colleagues and a lot social interaction

Bumping into people, time to share info and jokes

How things are now...

So many Zoom meetings one after the other ... so exhausting!

What will happen to INSEAD and will I keep my job?

What should I focus on first?

I haven't seen anyone in ages

I need to focus on work, but my kids need my attention as well

I am stuck at my desk. How do I stay sane and healthy?



On-campus working norms are **not fit** for remote working, we need to adapt...

Establish a *new normal* for remote working (for all staff)

Ask for help, in time!

Create new routines for yourself:

- Have clear working hours & take regular breaks
- Create a "virtual commute": dedicate some "you" time before you dive into your emails / meetings

Be kind to yourself – do not beat yourself up if you do not accomplish everything on your to-do list

Take care of yourself

Do some physical exercise each day and stand-up walk around between every meeting

Proactively contact colleagues & your manager

Participate in & contribute to team meetings – balance: listening, talking & asking questions

Ask people how they are doing / feeling

Take care of your relationships

Turn on video in meetings (when you can)

Protect yourself by creating boundaries:

- Talk it over – clarify boundaries to those close (at work and at home)
- Negotiate solutions – be open to compromises & alternatives
- Learn to say "no" politely and respectfully
- Be consistent – so people recognise your limits
- Take time off – consider digital detox

Organise your workspace at home:

- Create quiet & distraction-free zone to work
- Ensure you have good ergonomics
- Ensure professional background for video calls



Watch out for each other – read emotional signs / body language

Attend social virtual meetings to stay connected & feel positive

Agree on an explicit work plan with your manager & review regularly

Ensure you get information, updates & direction to do your work

Keep track on how you are doing on your objectives / tasks

Take care of delivery

Make a daily to-do list & consider:

- Work tasks
- Own development
- Physical & mental health

Ask for feedback on how you are doing

Escalate - reach out to your manager if you need support or have comments to share

Ask for feedback from your colleagues & manager

Dedicate time (15'/day) for upskilling via LinkedIn Learning

Give feedback to your colleagues & manager

Take care of your development

Share learnings & best practices with colleagues

Sign-up for newsletters & blogs on relevant topics

Celebrate successes with colleagues

Managing your team remotely (for Team Managers)

Know and understanding of individual home constraints

Focus on outcomes & results, not time spent

Help reset priorities for team members with clear timelines & expectations

Establish varied teams comms channels & agreed working norms

Hold regular team meetings: work related (and make time for social talk) as well as « coffee corner »

Look constantly for more efficient ways of working

Foster delivery

Ensure tasks / projects resourced appropriately

Cascade information to team – they need to stay informed of the big picture

Foster collaboration

Create commitment around priorities: get input, allow discussion & disagreement, ensure everyone speaks up

Check-in regularly (at least weekly) with each team member, ask questions and listen

Ensure (changes in) tasks / projects are understood

Put INSEAD's interests ahead of team / dept in our decisions

Empower. Encourage collaboration across the team (without you in the middle)



Lead by example (if you work long hours, your team may copy your habits)

Recognise & celebrate individual & team achievements (however small they may be)

Be a positive role-model

Ask for feedback from your colleagues & team members

Give regular constructive feedback

Make consistent decisions / actions with all team members

Listen with empathy (hear what is maybe not being said, but implied)

Useful resources



- INSEAD's Psychological Services team

Further information / to make an appointment <https://www.insead.edu/psychological-services>

- INSEAD Company Nurse

Natalie Cosquer (based in FBL) natalie.cosquer@insead.edu

- Virtual Fitness classes

Organised online daily by the SGP Fitness Centre

Check out times and Zoom links on [Teams group "Time Out"](#) (Wellbeing channel)

- Virtual Mindfulness classes

Organised online 4 times a week by Psychological Services

Check out times and Zoom links at <https://www.insead.edu/psychological-services>

Keep INSEAD leadership behaviours in mind at all times

INSEAD

Refocus our leadership behaviours to safeguard INSEAD's future

What you should see from your Team Manager

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Y



Act together

Put the interests of INSEAD ahead of department, team or individual objectives

- We put INSEAD's interests ahead of our departmental / team / individual needs in our decisions
- We support hard decisions / take ownership for them
- We individually and collectively put emphasis on immediate cost savings and top line revenue growth
- We act with urgency on our actions

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Focus

Focus the resources we can afford on what delivers immediate cost savings or builds/protects revenue

- We reset priorities for our teams, with clear timelines and expectations
- We constantly look for more efficient ways of working
- We leverage use of technology to ensure business agility and continuity
- We ensure that short term objectives align to our longer term strategy

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Connect

Connect our people through continuous communication, showing personal interest and recognising achievement

- We help our teams understand where they should spend their time and help them adjust to remote working
- We enquire about individuals wellbeing, give feedback on their performance and ask for their feedback
- We recognise individual and team achievements
- We cascade information (up and down) in a timely manner

Remembering that:

- Business performance = sum of individual behaviours (individual + team + organisation)
- 80% of our behaviours are unconscious
- When under stress we revert to individual / self-protecting behaviour
- We need to consciously focus on aligning all of our team members in line with these leadership behaviours

Expect our horizons to be **shorter** – our thinking more **tactical** – our stance more **agile**



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