

# Managing resilience in remote teams



## Key challenges of remote working

There are 4 key factors to resilience and promoting mental wellbeing when working remotely.

### How it affects your team

- > Change and disruption to our normal routine. Dealing with uncertainty
- > Worrying about health, job security, other people and financial issues
- > Isolation
- > Overcrowded conditions
- > Responsibilities at home

### How it affects you and your management style

- > New to remote working? The adjustment may take time
- > Are you hands-on? You may have to find new ways to support your team
- > Do you trust the team to work without close supervision? - Risks v benefits
- > How will you answer questions / share information?

### Measuring productivity

- > Issues are harder to identify
- > Changes to job role and ways of working
- > Roles and outputs not clearly defined
- > Harder to benchmark against past performance

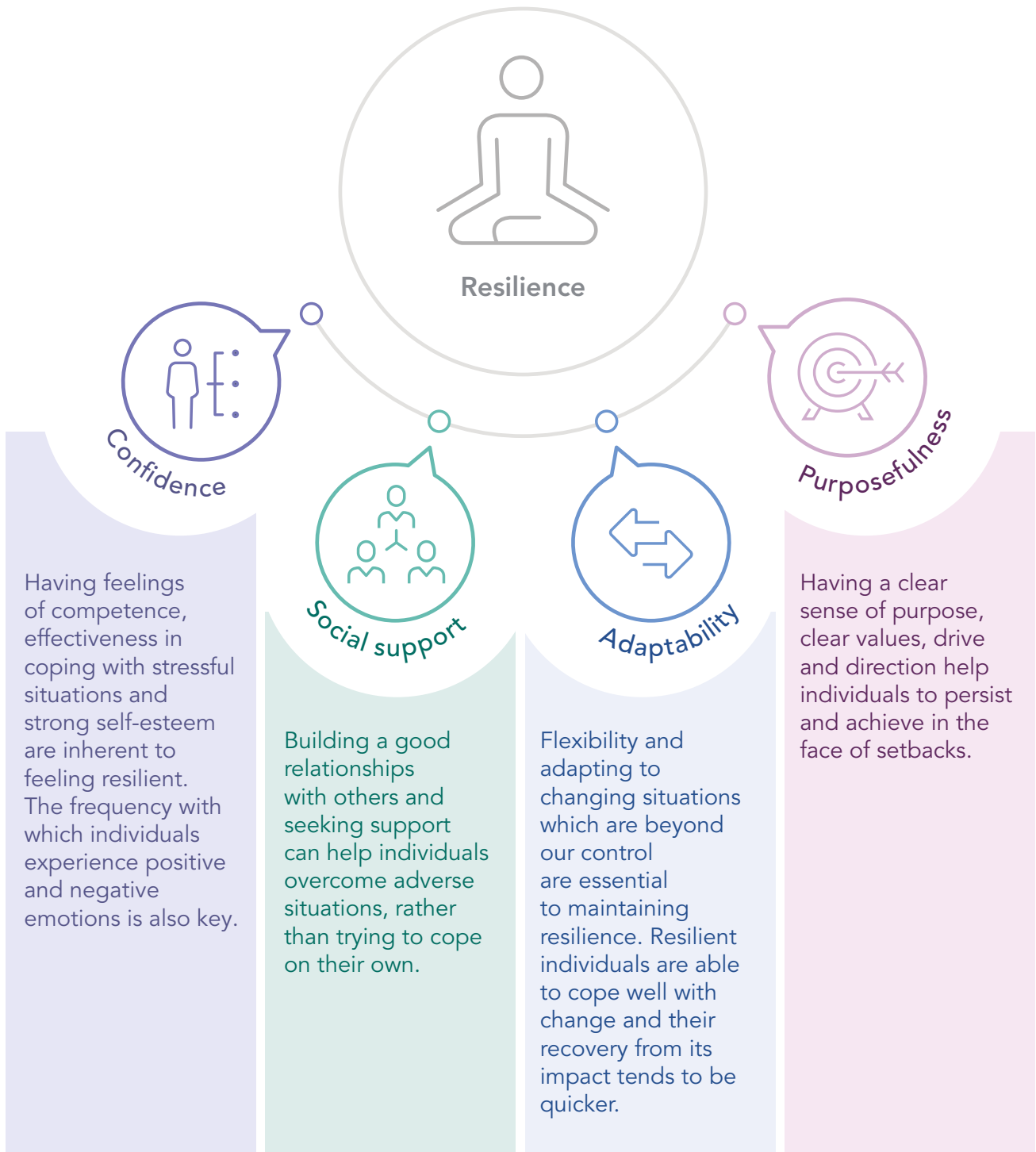
### Monitoring mental health and wellbeing

- > Harder to pick on signs - some are visual
- > Less frequent contact
- > There is a need to be more proactive



# Ingredients of Resilience

Robertson and Cooper have identified 4 ingredients of resilience:



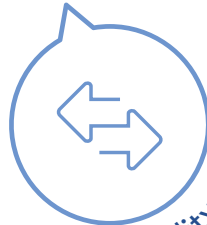
Confidence

Having feelings of competence, effectiveness in coping with stressful situations and strong self-esteem are inherent to feeling resilient. The frequency with which individuals experience positive and negative emotions is also key.



Social support

Building a good relationships with others and seeking support can help individuals overcome adverse situations, rather than trying to cope on their own.



Adaptability

Flexibility and adapting to changing situations which are beyond our control are essential to maintaining resilience. Resilient individuals are able to cope well with change and their recovery from its impact tends to be quicker.



Purposefulness

Having a clear sense of purpose, clear values, drive and direction help individuals to persist and achieve in the face of setbacks.

**As managers we can provide opportunities for our team to build their resilience by giving opportunities and support in all 4 elements:**

**To build confidence:**

- > Positive feedback, praise and appreciation
- > Celebrating successes - however small
- > Breaking tasks down into achievable chunks
- > Providing advice and guidance, especially for new and difficult tasks
- > Helping team members to identify and use their strengths
- > Sensitive handling of performance issues
- > Offer development opportunities
- > Buddy or mentor

**Notes**

**To provide Social Support:**

- > Make time for proper team meetings
- > Promote the use of video calls, message groups and forums
- > Encourage the sharing of ideas and good practice
- > Plan collaborative working
- > Recognise and reward cooperation, encourage positive feedback and praise

**Notes**

**Being able to react positively is key to adapting to adverse situations. If you notice negative thinking in one of your team you could:**

- > Be reassuring and supportive
- > Talk it through - maybe they don't realise they are being negative
- > Offer support with the task causing them stress
- > Provide evidence of positives to counteract their negative view
- > Give positive feedback and be constructive
- > Check in with them regularly to see if they're okay

### Notes

We have a webinar specifically about negative thinking which may be useful for you and your colleagues.

### To give a renewed sense of purpose:

- > Share company information and talk about strategic aims
- > Remind people about the company's aim, mission and values
- > Link team and individual tasks to overall business aims - provide context
- > Set clear SMART objectives - agreeing objectives together-recognising team members' input
- > Find out what is important to them - try to assign tasks which reflect this

### Notes