

Managing and Supporting Remote Employees During Uncertain Times

I want to welcome everyone to today's webinar, Managing and Supporting Remote Employees During Uncertain Times . My name is Melanie Ordonez, and I am the moderator. I will turn it over to Phil Sandoval.

My name is Phil Sandoval. I suspect by now some of you have had classes with me. I do a tremendous amount of classes for Magellan health for the state of California. I am always happy to speak with you because I know some of you in person, you are good people, your managers, you are trying to supervise employees, and it is difficult to do it remotely. For some people, it's easier and for others, more difficult. We will talk about how we can support you as managers to make you feel more confident about how to do this correctly in these uncertain times.

I spent my first half of my life professional career in engineering. Helping to design computer chips. Have a background in leadership management and workforce development. I am also a licensed psychotherapist and have been for 10 years in California. I want to reinforce that what we teach you here or give to you at Magellan isn't just Phil and his opinion on how I used to manage my group in Malaysia which I did remotely. It is not just my opinion or my personal experience, it is what we call evidence-based data. Research is coming out from universities that have done surveys and research that said these are effective if we adopt those. With that said, I don't need you to go there now, but in the second slide in the presentation is a bibliography which shows some of the sources of information we are getting the data from. I encourage you, the first one is from the Harvard business review. Click on that link or type in that link, and read that. Only a couple of pages long. It gives you an idea that remote management and supervision is nothing new. We have been doing it for a long time. It can be uncomfortable and even if it is not uncomfortable for us as managers and supervisors, employees may be struggling with it. One of the things that I would like to tell you is that I try to make these as interactive as possible. I love speaking face-to-face. Melanie is wonderful and excellent at managing that technology. I will ask you questions and in the Q&A, I will give you questions in a form that you can give me an easy answer. When I asked questions, just type in your answer in the Q&A section and Melanie well -- I can't read all of them but she will give me a trend of what's happening. Please utilize me in every way possible as a workforce developer and psychotherapist. If you have questions, type them into the Q&A section and Melanie will interrupt and say I have a question or here's the response. Be prepared for that and let's do this together.

We are going to describe the needs to successfully manage remote workers. You have been doing it for several months. In my field, as a therapist, I like to do a lot of my therapy in cognitive therapy, which is we change the way that people think. When we change the way people think, certain things happen in a positive way. On the next bullet we will identify your employees strength and weaknesses related to teleworking. Nobody is expected everyone to react to Covid-19 and other things happening that have come up this year in 2020, the same way. Some managers and supervisors by this time have taken other classes from us and you are doing a great job but your employees may still be struggling. We will talk about does. We will describe how to measure performance of telework and this is clear. They are still employees. They are receiving a paycheck. They have an obligation to fulfill the work requirements you will give them. We will talk about how to do that. The last thing, list strategies to do things to build and maintain working relationships with remote employees. We give so many of these classes that I can tell you in general when I'd -- when I deliver data to your employees, some of them and not a small amount, but a majority, often tell me that I feel more connected to my team, and my supervisor now, then I did

when I was in the same building with them. Their reasons. -- There are reasons. The website listed at the bottom of the quote is telework.gov. It tells you how robust and long history of working for remote sites we have in the government. It gives us good insight on the telework website. They define telework as an arrangement that allows an employee to perform work during any part of a regular paid hours at an approved alternative worksite. That might be home. It may be a telework center. For example, when I was leading a team in India, a lot of those folks didn't have the capabilities at home to do our work, so they had to work from a work center. Somebody may be working from a library which may be okay. Whatever we approve for whatever you approve, that's okay.

Let's talk about strategies. Shifting your thinking. What does it mean to manage? When my employees are at a different location that I am out. Type into the Q&A section, if you are having trouble or have had trouble in the last -- since 2020, since Covid-19 started, have you been having trouble adapting to managing employees remotely? Type in yes or no. When my employees are at a different location that I am at.

We have a good amount of people saying yes. Quite a few say no. Majority are saying yes.

Let's say half of you yes, I have been struggling, and half no. If I go and find -- fine-tune the answers, some managers may say some employees are having your trouble and for other employees, it's very difficult. Melanie and I taught a class last week was somebody was saying that one of their employees was very difficult and the others were pretty easy to work with. The other is, some of you as supervisors are struggling. It is it because you are poor managers or struggling because you don't know how to manage. It is because you also are burdened with the same burdens that employees are, meaning you are working from home. Your kids are home from school. They're not going to public school. Most of you, your kids are at home, and you are struggling. How do I do all of this and still -- and do all of the things that are put on my plate as a result of working from home. It is multifaceted. We will address strategies. I want you to say to yourself that the best thing I could do is the best I can do. We are human beings. The best I can do is the best I can do. There is not a perfect solution . Take your time. Take care of yourself and do the best you can. Evaluating your work or strength and weaknesses means that -- what qualities help your employees succeed as teleworkers? What qualities do they possess . If somebody historically is struggling with meeting deadlines and isn't good at scheduling, they're not going to all of a sudden magically begin to be wonderful employees in those fields now that they are working from home. It may exacerbate the weaknesses as a result of having to work from home. What I want from you is to remember to and value the skills instead a baseline for each one for employee. Your employees, if they weren't performing well in this area when in the office, why would we expect them to work more effectively when working from home. Third one is measuring performance which says how do I measure performance when I can't directly observe. This is a statement -- requested that we got from a previous class. Somebody said Phil, I don't know what this employee is doing. I don't know if they are actually working. When you are in the office, you can go over and see if they are in their office or not. It is more difficult when they are not there. What you will have to do is the measurement of their deliverables that you are setting for them. If you are asking them to produce 10 widgets a day , whatever it is. If you expect them at their job description says you are to deliver to me certain deliverable. And they are not performing that to that extent. We need to manage that. The first thing to do is to get them to the point where they understand clearly and beside back what it is that we expect of them as managers. From that, we can begin to measure them. Are the being successful were not being successful. I want to remind you, if you have questions, type it in the Q&A pod and Melanie will interrupt. The last bullet, building and maintaining relationships. How to why do that. How do I build them. How do I maintain this connection with the other people. Let's say your style as a leader is to drop

in or hold coffee meetings with your employees in the cafeteria and get together with them for one on ones. I can't do that anymore when working from home. You will have to find creative ways to make those connections. What I will emphasize several times is, I need you to hold them accountable, to attending the meetings. They need to have a clear expectation that yes, you must check in with me and you can set whatever parameters you want if it has to be a voice meeting, do it over the phone, find. If it needs to be a video, then they need to be able to commit to that and deliver. They have requirements from you that are clearly defined, and then you will measure them against their commitment to that. Any questions or comments?

Shifting your thinking. Shifting your thinking is something we would do in cognitive therapy. It says, here you are, successful adults, successful state employees, successful as supervisors and managers. But now I have to start thinking in ways that are better or different than what I normally do. What I want you to hear here is, it doesn't mean you are braced -- race your board on the way you manage. That basis of successful management skill that you have is what I want you to continue to work with. What I'm asking you to shift your thinking is, do I need my employee to do this. Should I think of this differently. Is it okay that my employee is maybe not attending my meetings on a regular basis. It is you using the solid foundation you have as a supervisor, and then rethinking the way that your employees are delivering things. Second way, consider ways to cultivate a positive team culture. Without a doubt, when we have trained employees in the past and ask them, how is it going, the majority employees will say I love the fact that my supervisor has these meetings with us. On a regular basis. Daily. Weekly. It doesn't matter. What they like and we get good feedback from employees about this is when you hold weekly or daily meetings, and sometimes just check-ins. We are in a login at 9:00 and it's going to be a videoconference. We are going to have a staff meeting or have a check in. Those of the ways that maybe they feel to some people initially that this is one more burden on them, but really what most people say after they have done that is this feels like we are more cohesive team. That my manager is reaching out for me and considering me and listening to me. That is one way to build a positive team culture. Another way is to ask during those meetings, how are you coping, do you have suggestions on how we might be able to do things differently. Instead of just having the mindset that you need to supply all of the solutions, supply everything for these environments, you are shifting your thinking to say, no, what are you thinking. How can we do this differently. It's being efficient and what is not efficient. You are changing your mindset to ask them for solutions. Let them be part of the solution and positive byproduct is they feel that they are a tighter and more cohesive team and the manager cares enough to ask them how they feel and what they think and let them be part of the solution.

The next one is evaluating results , not necessarily evaluating the time they are in their seat. What we mean by that is, when they're in the office before Covid-19 and working from home, you knew you had a certain amount of employees that would be in their office brought on time, being on time, they would be in their office, and yet performance may or may not have been good. But they were in their seat all the time. Here again is the idea of a mind shift that says, do I need to be worried that my employee is not sitting in front of the computer terminal at home at the kitchen table the full eight hours that they are at work. Is that important. Is it important that your employees are at their computers the eight hours a day that they are getting paid? Say yes it's important, no , it is not.

Majority are saying no. We may have some people who have job qualifications where they have to be in the seat.

That's right. Some of you have employees -- because they are on a call line or in a crisis role, they need to be there. You need to have access to them during a normal working hours. In those cases, that is one

of the deliverables we will talk about, which is, if you are in that role, on-call, you need to be there. You need to have access and I need to have access to you during those working hours you are contracting -- job description says, and I'm telling you I need to have access to you. For those of you that say it is not important, that they are in their seat, maybe that job is different, and you don't really care that they're running an errand during work hours. On a pretty regular basis. What you have to do is remember, your -- you are managing them just as if they were at work. What is their deliverable. What are they expected to deliver to you and are they doing it. If they can do it while not at the seat, is that okay? Or, one more point, does it make you feel uncomfortable. Are you feeling uncomfortable. This may not have anything to do with the employee but it could be you, I feel awkward about this. I don't like this idea that I can't go over and peek over the wall at the office and see if my employee is there. You may have to be a mind shift there to see if you are stressing yourself out unnecessarily. If they are delivering their goods, I will tell you, that is what they need to do. If you are being stressed because they're not doing it in the way you want them to do it, we may have to have a mind shift. If you have any questions that come up or comments, type them into the Q&A section.

Somebody made a comment that they are a new supervisor to an employee that was under someone the past four years who did not keep them accountable. They are wanting to find out how do you build those relationships and set the boundaries. You may answer that as we go along but I wanted to make sure you knew that was out there.

I really like that. Let's suggest that and we will. We will Rietta ret just reiterate. -- Reiterate. I have an employee that was under a different supervisor for four years and they didn't hold them accountable and I may have a performance problem. I read into that question. The idea that what you need to begin to do is start with your basic supervisor skill set that you already have. The fact that you are asking a question, how do I manage the performance of this employee that is new, you are giving me detailed information that says they were with his of the supervisor that did a differently and maybe did a poor job of managing that. That right there tells me that you have the core skills to be a supervisor. What do I do and how do I correct a problem. You are not avoiding the problem or saying I'm going to let this person go ahead and operate the way they were operating under the old supervisor. You are being a leader. Excellent. You are also going to step into your reaching toolbox supervisory skills and attributes that you haven't say, how do I build this relationship with that person. There is not much difference to how you will build that relationship with the person because they are at home, versus if they were in the office. You will talk to them. You will maybe increase the frequency of the contact you have with them during the course of a day or week. You are not going to necessarily treat them the exact same way as you would an employee that's been working for you for a long time and having no adjustment or performance issues. Do the things you would normally do. I know you are new to working with me, and I have different expectations of you than the former boss. But I will recommend, let's start meeting on a regular basis every other day or once a day, TouchBase 15 minutes, and let's get to know each other and get up to speed on what my expectations are of you, and what you can do to meet those expectations. Also, that opportunity, this is due to me, or I can do this for whatever reason. That is how you build that relationship. You have the basis as a manager and supervisor. Just trust that. I am on slide six. This is evaluating your workers readiness. I said, most of you have been in your role for a while and you know what to do. You know how to manage performance problems and you know how to get the deliverables done that the state is requiring you to need which is to do those things that you department needs from you. You are pretty rocksolid as a supervisor. Now what we are doing is saying, let's take a peek at the individual employees and only because I have five fingers. I have five employees reporting to be. Remember that each one of those employees is each one of your kids. They are different. If you have children, you know that you really do parent differently, each of those kids. You talk to them differently

and you know what is effective with one is not with the other. It doesn't mean your baseline a parental foundation a parenting deviates. Because you have three different kids or five different kids. You still have your basis of supervisory skills that you shouldn't deviate from. What you are maybe adjusting is adapting your delivery style or the way your employee talks to you, because of that individual employee. You still have to get the job done. Is your employee a good communicator. I teach of tonic classes for the state. One that I teaches how to deal with diversity, including cultural diversity in the state. We have at the end of this presentation, we will give you a slide in your EPA and at the bottom I always am amazed that the Employee Assistance Program is translated into 140 languages. What that is indicating is that that is the kind of diversity we have. Sometimes what we are asking is, is that employee a good communicator, and you need to take into consideration things like their culture. Take into consideration what is the history. Are the able to articulate. When I ask you a question, you see how I frame it. I give you a question, and then because of the limitations that we have with this webinar, I make the answers very binary. Yes or no. You can answer me in a sustained way. It is sufficient for all of us. Of value, Phil comes to department meetings at a wriggly basis and always there and a great employee. I also know he seems to be shy. He doesn't like to give feedback or tell me know. What you may have to do is evaluate what that employee skills are, when it comes to communication, and adapt that. You may have to pull questions out of it and may have to give them -- framer questions in a way you wouldn't have to with the other employees. I have my grandkids stay here while in transit to the new home. They are doing online schooling. When mom and dad leave the house, they are not doing their school work the same way when mom and dad are there. You will have some employees in that same boat. It doesn't mean they are bad or not capable of doing there were, it might mean that they are struggling with finding self-motivation processes to help them to get into a mindset of applying themselves to their work while at home. Are they well-organized. What is their office look like? There was a great article about people working from home. Somebody said, the guys lawnmower and leaf blower next door causes me disruption. Is that employee -- says that employee possess the skills to self organize and adapt to this new environment. If not, it doesn't mean we have -- it means we may need to help them to keep them organized. That is the check in meeting. For you to say to your employees, especially the ones that are struggling , to say, hey, we will meet every day, 15 minutes. It will be a check in and make sure you're doing okay. That is part of their job. To attend those meetings. You can help them and those deficient areas. When you don't have -- most employees do get to work on time. If they don't, somebody's gonna notice they're not there. When you are at work, when working from home, that isn't the case. They don't have to login. They don't have to show up. They can be in Texas for all we know. We have to trust to a certain extent but we also have to verify by saying, are there deliverables being met. Are they doing the job that I need them to do that they committed to do that they are getting paid to do. Are they resourceful and independent. I go back to the lawnmower going off. Resourceful enough to talk to their neighbor or to go find another spot where the noise isn't so bad. Are the independent which means I maybe have to spend time in the independence. There is a baseline you know with your employees. If an employee is not a very independent worker, they were that way before the remote work situation started. Meeting they were required to have a lot of support from you and their teammates. Before the Covid-19 . To know that they are not very independent worker means that we are going to have to accommodate that to a reasonable extent while working from home. We may have to do it in different ways because we can't just pop into their office or they can't just pop into our office or coworkers office to get support. We will have to do it differently. And set up systems that will accommodate that. Give me a big breath. We are giving you a lot. Questions that you have or thoughts that you have, type them in the Q&A. Melanie will weed them off. -- Read them off. A person that is well-suited to remote work requires minimal supervision. It makes it easier when we have a very seasoned employee or somebody that has the attributes that I just listed. We only need to check in with them every once in a while. Once a week is a minimum you need to check in with your employees on a one-to-one basis. In this situation,

it may be for 10 minutes a day or once a day. If they need minimal supervision, terrific. Again, if they needed a lot of supervision while in the office, they will still need that working from home and maybe even more. Do they have good time management skills? This is where I think that I will take a step back and say, even if your employee had good time management skills at home, if the feedback that we get from your employees is accurate which I think it is because it is them telling me this, is that many of them are bombarded by distractions that they don't have when in the office. As a result of that, the time management skills for the performance in general is being effective in a negative way. In my neighborhood, I am the old guy there, but I have a lot of young people that have moved into my neighborhood that have school-age kids. They are professionals, lawyers and this and that. Every single one of them, mostly because somebody let out that I was a therapist, talks to me. They tell me, it's been really difficult. Here I am. I am an attorney and I have an office and this and that. Now I have to work from home. But my kids are there because they go to public school. They are not attending face-to-face classes. The result of that that my kids are at home or my husband is at home or spouse or roommates, everybody is at home. As a result, I have been with problems on the Internet because everybody's trying to login. There is distractions. Somebody opens the car door and honks the horn. It is creating havoc in the way that I normally flow through my day. As a result we may see that is poor time management skill. The truth is, we have additional expectations that are put upon us working from home that we didn't when we were working in the office. I will talk about what you might be able to do with that. The last one has to do with if you have an employee that was hired in January 2020, they are going to need additional support because they don't know the job yet. Versus somebody who's been doing the job for 10 to 15 years. Any questions, type them in.

This acronym has been around forever. It went all the way back to when I was in school. It is just a little memory aid that helps you to remember -- you may save yourself in the course of the day, am I doing the right thing. Do I have everything right and I'm getting this right. Smart can be used in a variety of ways and it is simply a memory aid. S mean specific. Specific to the expectation that I'm giving to my employee. Am I making it specific enough or is it too big., Is it measurable. Is it measurable. I want to add, is it important that it's measurable. We go to the slide that said, is it okay that your employee is not necessarily in front of the computer eight hours a day. That might be measurable, but how is that measurable and how do I know that. We can login but unless we has sophisticated software, we won't be able to know if they are doing anything. You can even do that in the office. The measurable means is it realistically measurable, should it be measurable, those questions come into play. This isn't to answer those questions. This is to remind you as a supervisor to ask yourself that question. You will find that the smart acronym is very usable. Is it achievable. Am I asking my employee to do something that may be perfectly achievable at work when at the office and we have access to conference rooms and grease boards that makes our job easier in certain ways for certain tasks, but it may not be achievable in the environment we are in now. If you are asking yourself that might shift -- is it achievable in the environment and providing to them right now. If it isn't, we will need to get creative and think differently on how we can still achieve the goal and maybe do it differently. The last one is, time-limited. Is there a time limit on this. If I have to get some data to my boss and it means my employee needs to give me that data a week before that. That for me brings me some peace because I love the idea that things are measurable and trackable. You have one week to get me the data. That means, that is going to come in on November whatever date. And I needed by 8:00. I needed in this format. PowerPoint presentation. Excel spreadsheet. You see how that last thing really does almost pull us into thinking about the other things that came before that. Is this reasonable and measurable, and is it specific enough. Is it achievable. I want you to take this slide and one of the staff meetings once a week with your team, maybe you take this slide or the hold slide set -- hold slide set and said here is a class and here is a smart thing, a smart memory aid I want to share with you. This is the stuff I go through when

I'm giving your assignments or measuring you on your performance. You can do the same thing. Do you see the when when? This helps to organize your thoughts.

I pride myself on giving us a break on all of my classes that I teach. I want you remember that I remember even though I can't see your faces. I know you are out there and I know you are human being and I know I'm giving you a lot of information. What I wanted to tell you, as somebody that is in mental health, what I am about to give you will help you refresh yourself before you finish up the class, we have about four more slides. You can use this during the course of your day to just help you to destress and be decompressed. It will take three minutes. I will teach you how to breathe and relax. I will give you three breaths. Before each breath I will ask you to do something and you will do it and give me this big breath and release your energy. You will be at peace for three minutes. The first thing, stop thinking. Wiggle your toes. Think about your toes. Wiggle them like the wind is blowing. Through them. You have peace. Stop thinking. Breathed in deep and expand your rib cage and tummy. Squeeze your toes and your fingers as you breathe in. Ready. Breath in. Wiggle your toes and fingers. Don't hurt yourself. Ready, released fingers and toes and exhale through your lips. You will breathe in deep again and type -- tighten the muscles from your hips to your toes and your fist. Breathed in. Tighten the big muscles in your legs. Then gently deflate through your lips and out your nose. You have peace. Breathed in deep and tighten all the Moses -- muscles and try to touch your shoulder to your ears. Big breath in, shoulders to your ears. Think of a good thought. Relax. Exhale through your lips. That is an exercise you can teach your employees. In your team meeting. When trying to get your team to be cohesive. If you go to your medical doctor and you say to them, Phil told me to breathe like this. Is a useful. If they don't say guess I will be shocked. It really is an opportunity for us to tell our brand it's okay. I can calm down. I can stop worrying about all of the worries that I have for this few minutes to let my brained take a break but my body gets fresh energy. It's going to be okay. Like this class. We will be okay. I will ask you a question, type in your answer, yes or no in the Q&A box. Somehow, somewhere, some way, sometime, we will move beyond this Covid-19 restriction. Yes or no.

Most people say guess. We have a few unknowns.

The idea that yes is exactly where I want people to be. I don't know what it looks like. I don't know how this is going to go. I don't know anymore than you do. We have to do this and we do that, I don't know. Ultimately when you say yes, you are saying we will survive. Our children will keep going. We will keep going. Our employees will keep going. We are not ending as a result of this. We are capable , defiant, resilient people. Who happen to care. Care enough about our employees and ourselves in children to take classes and learn new things and new ways of looking at things. But we will survive. Ask questions by typing them in the Q&A section. I want to talk about measuring performance. Some of you supervisors who are absolutely wonderful supervisors . Your employees love you. They love you. one of the reasons they love you is because you are good people people. You know how to do all of the things that I talk about and comes instinctively. It's not like you had to go to management classes to learn this. You are good with people. Some of you also do not like to have conflict. What you want and when you feel good is when people are thriving and feel good. You avoid conflict. Oftentimes, that is the case with supervisors that really get good feedback from their employees , but don't necessarily like the task that is going to cause friction between employees. We see it in all kinds of relationships. What I want you to do is -- if you feel you have fallen into that category, I want you to listen carefully. Measuring performance, you need to set clear lines of accountability. This is what I expect of you and this is your job. You do not have to do this on your own. The state of California has job descriptions. You have an HR department that can help you. you have your AP. If it is specific things like maybe something that is embedded in one of the job descriptions, you need to set clear lines with your employees that you are

going to hold them accountable for those. It sounds mean, I'm holding you accountable. It sounds like a threat. Like something you would give your child. What we mean is, what we are going to be measuring your success this year, is this will be one of those deliverables. I will hold you accountable for delivering whatever it is you need them to deliver. That includes things that are almost obvious when in the office. There is nothing wrong with these things. I need to have a check in meeting with you during the work hours and not like at 10:00 at night. During the working hours that you are expected to work because that is what we pay you for, etc. I need you to check in with me on a 50 minute check-in call every day. That is accountability. And to hold accountable says, I asked you to check in with me every day at this time and it's going to be very clear, at 9:00, or whatever time, give them a window. Remember the specific nest we had in the smart date. If it's okay to check in via text, then it's okay. But if it is not and you need them to have a videoconference, then you need to make that explicitly clear. I'm holding you accountable for that. That is when I will measure you. I expect you to do this. Take your time and evaluate the results. Sometimes you might need to get help on this. You might have to say, this probably wouldn't be something I would be giving 100% approval on if they were in the office. But because they have constraints on working from home and access to resources, this might be perfectly okay. This might be okay for the environment we are putting our employees in. That is the evaluate results. It goes all the way back to changing our mindset. Let's look at it differently. One might have to reevaluate the way we evaluate because of the environment we are putting employees and. -- In. For some people you are management styles handoff. You don't do a great job of talking to employees that other supervisors and managers feel very comfortable doing. But it is vital that you provide feedback. Even if it is negative feedback, new employees are going to not be able to say to you, I never heard from my supervisor. I never heard for them -- from them. I heard Phil, my supervisor fell, called me once a month or never had any regular scheduled meetings. Feedback should be something you do regularly. Every week, doesn't have to be more than 15 minutes. Thanks for doing that, by the way, this and have you done this. Have that normal -- it almost feels like banter or casual exchange. This is leadership to your employees. When you define what you just did there, it is called providing feedback. You are providing feedback to employees.

Building and maintaining relationships. I love this one, even before Covid-19. It emphasizes all of the things we're talking about. When you do the things we talk about there, you are building and maintaining relationships. Communicating regularly. I just talked about that in the last bullet. I need you to communicate with your individual employees on a regular basis. It doesn't have to be every day but needs to be at least once a week and should be more frequently for the people that need more -- that need more assistance. When you communicate with them, what they will say to me is, my employer is out there. My supervisor is out there. They may not be happy because you are communicating with them, but they cannot say they've never heard from their supervisor in the course of a week. Setting expectations. On that weekly check-in or whatever it is, you are saying, this is what my expectations are. It may differ depending on what the employee is. Set expectations and make them clear. Have a consistent schedule for team meetings and individual meetings. You need to make a consistent time and make it on a regular basis. We know that deaths there is a researcher at the University of California Berkeley, a grandmother, an expert in childhood development. One of the things she wrote, she writes a column in the Wall Street Journal. She said children do need boundaries to feel safe. Meaning you can do this or that. It helps them to become aware of the world and question why. What I'm saying with this consistency in your deliverable and your messages to employees, there really isn't safety and that for employees. They don't have to guess when their supervisor is going to next speak to them. They don't have to guess when they have to be sitting in front of their office. They know. To not to a small extent, it really does bring some security and safety to them because their job and their world is now predictable. Set consistent schedules for your team meetings, and consider the cultural differences which is difficult.

On that a group in India for years, and I taught in the community college system for years and an instructor in electronics. The students in the United States behave much differently to a professor than they do in India or Malaysia. One of the reasons is culture. The professor in different cultures is the authority. You don't question the authority. You listen and take notes and you may ask a question but it is not the same free-flowing environment you get in the U.S. That is an example of a cultural difference. It doesn't mean these are not excellent students or don't care enough or smart enough to ask questions, but culturally it's not the way that we do things. We teach classes on cultural awareness that are very good. It might be difficult for some employees, not that they're trying to avoid you but they may be difficult to have a phone conversation with your video conversation because it might feel inappropriate or too intimate. The fact that it isn't very comfortable for them. Or isn't the way they normally do things in the culture. That's okay. Work with them and begin to adapt. Paramount to everything, people have to get the job done. Using technology. Technology is amazing. If you knew where I was at the minute, you would be shaking your head. Technology is wonderful. Technology also has limitations. The idea about technology means that people be as creative as possible to get the job done and communicate with you. Use your cell phones. User smart phones. User computers. Get information exchange between you and your employees, and then do it on a regular basis. Be flexible. Any thoughts? Last slide. This is the bibliography of where we got the information. How to manage remote direct reports from the Hartford business review. It is not a very long article, but these are the articles where I tell you, go ahead and top on the link and delete the article. You will see there are people that have been doing this for a long time. The top personnel traits you need to work remotely with, etc. Some things are long and some are more technically oriented. The ones that are in article form are easy to read and the data is accessible. You don't have to be an MBA to understand motorcycle therapy. They do offer meaningful and easy-to-use tips on how to manage employees remotely.

Melanie and I gave the class to employees and managers on amazing Employee Assistance Program program you have. It works for the world's largest companies. We did not have as comprehensive of a program that you do in the state. I encourage you to use it. It is comprehensive. We teach entire classes just on your Employee Assistance Program. At the bottom it says translate into 140 different languages and it's available for you and your dependents. There are all kinds of resources there. Some of them are mental health. There is no shame in that. Everybody needs help at times. There is also a tremendous amount about the resources there. There is topics of the month and videos and resources. Big breath. I want to remind you. What I said at the beginning. The fact that you are bothering to take this course is meaningful. It means you care enough about yourself and your employees to continue your education. That we need to reach out and refresh ourselves and sometimes it is to re-inform that what we are doing is the right thing. Good job. Answer the last question. What is one topic, word, exercise, one thing you will take away from this class today. Type a brief response in the Q&A box. What is one thing in the class that stood out for you. one thing you might use in the next few weeks.

Regular check in with employees. More frequent feedback on performance. Regular and consistent meetings. Setting expectations. Mindfulness. Being present to employees. Breathing exercises. Meditating . Great answers. Thanks everyone for sharing.

Great job. I'm proud of you. The number one thing -- we would say similar things if teaching a parenting class. Your employees will always remember you if you are there for them. It doesn't mean we are always going to be perfect. Sometimes we will be scolding them. They need to hear from you and you are good at that. Even though it is remote and not in a mode you are more comfortable with, use your technology to keep in touch with employees. Also to make sure you are taking care of yourself. Get help when you need it. I'm den.

Looks like we are out of time. I want to thank everyone for attending. Rate your satisfaction. Click the radio button next to your response and that will tally your answer. You won't be able to see the results but I ask you to do that. I want to thank you for attending. We look forward to seeing you on future webinars. Thank you for your presentation, fell.

Have a great day.