

## The how-tos of remote management

- > Communicate and accept clear goals which will be regularly monitored in joint discussions.
- > Provide motivational and developmental feedback over the telephone, not via e-mail.
- > Establish weekly team conference calls to review the past week and plan for the current one (NB effective moderation is important to enable all members participate in the discussion).
- > Establish weekly individual conference calls - provide space for individual issues.
- > Remote team members may be prone to influences which are out of the manager's control. Regular contact makes it possible to work with their motivation.
- > The manager should be available for telephone calls from the team members and should keep his/her commitments.
- > Keep the team members in the loop - provide strategic information (regarding the team and the organization) and ensure they are understood. Include the team members in taking decisions.
- > Share the team's success, let them feel closeness to the team and to the organization.
- > Utilise opportunities to make informal contact.