

Figures for Managing Remote Teams

Experiences teaching it's NOT worth being engaged	Experiences teaching it's worth being engaged
Working hard without it being acknowledged or it leading to some form of growth	One's good work being acknowledged or leading to some form of growth
Having to do extra work because of someone else's mistake (including unclear delegation or poor planning)	Seeing the impact of one's work (e.g., interacting with final users, seeing a product launch, receiving a genuine acknowledgement from a colleague)
Having to regularly perform tasks that are more tiring than they should because of a lack of adequate resources or because of a lack of care from the people having designed them	Having adequate resources that allow one to focus on the substance of their work. Toil is reduced to the reasonable minimum
Having one's time wasted	Having one's time respected and being treated like a valuable professional
Being withhold information	Receiving full context and generally being trusted with information and access above the minimum required
Being told an idea is bad or cannot be implemented without being explained why	Ideas are listened and either implemented or rejected for good reason, which is well explained and understood
Bringing up problems and nothing ever changing	Problems are addressed (or a good reason why not is explained)

Need	Examples
I want to earn a fair living	<ul style="list-style-type: none"> – I want to earn enough to satisfy my living standards – If I go above and beyond, I want to be compensated for it – I don't want others in the same role as me to earn more with no good reason
I want growth (and be helped to grow)	<ul style="list-style-type: none"> – I want my job and salary to evolve over time – I want to be supported in my growth (<i>i.e., the opportunities need not only to be there but I should be reasonably helped achieve them, e.g., through coaching and/or clear and actionable objectives for the next step</i>)
I want impact and recognition	<ul style="list-style-type: none"> – I want my manager to acknowledge the difficulties of my job – I want my manager to acknowledge when I do a good job – I want to see the impact I make with my work on its <i>direct</i> beneficiaries (customers, users, or colleagues)
I want to be treated as an individual	<ul style="list-style-type: none"> – I want my manager and colleagues to know a few things about me – I want my job to be adapted to my strength and weaknesses, within reason
I don't want toil	<ul style="list-style-type: none"> – I don't want my tasks to be unnecessarily tedious or tiring – I don't want to have to do extra work because of others' incompetence or lack of care

Personal growth is pulled	Personal growth is pushed
"Career paths" detail vertical growth options and are available on demand	"Career paths" detail vertical, horizontal, and within-position growth options, and are proactively discussed by managers with all their subordinates
Managers support their subordinates to meet their role's expectations, but growth beyond that is left to the subordinate's personal initiative	Managers support their subordinates to meet their role's expectations and to grow beyond that
Skills are taught during onboarding, when minimum standards aren't met, or upon individual request	Managers constantly teach their subordinates how to get better at their work or set actionable objectives that specifically encourage them to acquire new skills or improve existing ones
Managers delegate tasks and objectives based on "what needs to get done"	Managers delegate tasks and objectives not just based on "what needs to get done" but also "what could increase the report's skills / responsibility / impact / trust / proactiveness

Objective category	Examples
A specific skill	<ul style="list-style-type: none"> – Learn pivot tables in Excel – Improve your slide design skills – Learn the internal fire safety audit procedure
A specific action or deliverable	<ul style="list-style-type: none"> – Analyze the latest sales data for insights on customer behavior – Prepare an internal presentation on the new travel expenses procedure – Follow John during his next internal audit
BEST: a specific action or deliverable realized through a specific skills	<ul style="list-style-type: none"> – Learn pivot tables in Excel and use them to analyze the latest sales data – Prepare an internal presentation on the new travel expenses procedure, focusing on clear slide design – Read the internal fire safety audit procedure and follow John during his next audit