

INTRO TO WORKPLACE POST AND EMAIL

MANAGING HOMEWORKING EFFECTIVELY

So you now find yourself managing a team of homeworkers (whilst working from home yourself!). That can feel daunting, especially if it's the first time you've had to, and you've had zero time to prepare you or your team.

When it comes to keeping you and your team motivated and moving in the right direction, look for the things you can do increase feelings of control, confidence and connection. Here are some tips, endorsed by our senior management team, to help you do just that:

*To be the UK's most trusted energy supplier
– we deliver what we promise*

#2 Managing Homeworking Effectively

DAILY CHECK-IN

Confirm the focus and provide feedback and resources needed



Team, 121. Face-to-face, every day.
Support. Situational Leadership

COMMUNICATE OFTEN

Keep the connection



Increase frequency of communication
Ensure critical information gets shared

UTILISE TECHNOLOGY

Use communication and collaboration tools



IT ready. Utilise available tools.

MANAGE EXPECTATIONS

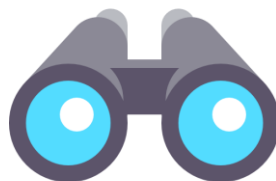
Define the job to be done and how you will measure success



Purpose. Win-win agreements.

FOCUS ON OUTCOMES

Focus on desired results not activities and measure accordingly



Desired outcomes. Measures.

BE FLEXIBLE

Redefine what productivity looks like



Smart trust. Flexibility to get job done.

DAILY CHECK-IN

Confirm the focus and provide feedback and resources needed



Team, 121. Face-to-face, every day.
Situational Leadership

Team, 121

- Use a combination of both as you would do normally in the office

Face-to face, every day

- Emails and phone definitely have their place, but whenever possible these check-ins should be face-to-face via video. At first go for daily check-ins. The purpose of these virtual meetings is to align the team's focus, give and receive feedback and provide the resources needed.

Situational leadership

- Same as when you're in the office, continue to adapt your management style based on the individual's competence (skill) and commitment (will) to do a particular task. For instance, a team member that is eager to take on a new task, but lacks the skill will need a different management approach from you than someone who is high in both skill and will for the same task. Set them up for success by providing the right level of support. One size does not fit all.

COMMUNICATE OFTEN

Keep the connection



Increase frequency of communication

Increase frequency of communication

- One of the hardest things about working from home, especially if you're used to the office environment is a sense of isolation and disconnection that can set in. That's especially true at the moment as we practice social distancing. The recommendation is that you look to increase the amount of useful communication you have with your team members, at a time when the tendency may be to use less.

UTILISE TECHNOLOGY

Use communication
and collaboration tools



IT ready. Utilise available tools.

IT ready

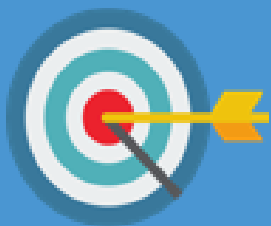
- As a manager, your job is to keep the team connected. Communication tools are a easily accessible way to keep everyone engaged.
- Ensure you and your team are able to use the tools available, can you organise some quick upskilling, maybe using some of the more tech-savvie in your team. You can also contact the L&D team if you have any specific questions around using these tools.

Utilise available tools

- Email and text are good, but tools like Yammer, and Teams may be better suited for collaboration. Some teams have set WhatsApp and Workplace groups to stay connected, whatever works best for you and your team.

MANAGE EXPECTATIONS

Define the job to be done and
how you will measure success



Purpose. Win-win agreements.

Purpose

- Help your team to define what they should do and create realistic expectations for their work under the new circumstances. What's the team 'job to be done' at this time – does it need to change to reflect the new playing conditions?

Win-win agreements

- Set up win-win agreements with your team members. A Win-win agreement is made up of these 5 elements:
 1. DESIRED RESULT - What's the desired result (the task)?
 2. GUIDELINES - What are the guidelines for achieving the outcome (ie standards, policies, procedures to follow)?
 3. RESOURCES - What resources are available to complete the task (time, people, IT etc.)?
 4. ACCOUNTABILITY - How will we check progress and how often?
 5. CONSEQUENCES - What are the consequences of achieving/not achieving the desired result (ie what's the impact on trust, the customer, TGP)?

FOCUS ON OUTCOMES

Focus on desired results not activities and measure accordingly



Desired outcomes. Measures.

Desired outcomes

- It just isn't possible to manage every aspect of the work done by a remote team. What you won't be able to do (and it's never really appropriate anyway) is supervise their methods, unless you're planning on moving in with them!
- It's more effective to involve them in creating the Win-win agreement, and then hold them accountable in the way you've agreed.
- "No involvement, no commitment." Another good reason to involve team members in creating the Win-win agreement.

Measures

- Instead of focusing on activity and hours worked (Timeware isn't in place at the moment anyway), focus on the outcomes and measures of success you agreed.

BE FLEXIBLE

Redefine what productivity looks like



Smart trust. Flexibility to get job done.

Ian Harcourt 2020

Smart trust

- All long term relationships start with trust. Our vision is to be the UK's most trusted energy supplier, and that is only possible if we have trust-based relationships within TGP.
- Extending Smart trust to your team members is about trusting your team members to deliver the things you're asking of them balanced with your analysis of the opportunity, risk and the individual's track-record.
- "I have found that by trusting people until they prove themselves unworthy of that trust, a lot more happens" James Burke, former CEO Johnson & Johnson

Flexibility to get the job done

- Understand that especially in the current environment, your team has a lot going on. That's not an excuse for not getting things done, but it is a reason to reconsider what productivity really means. Pipping in on Timeware is out, and as much as people may try to recreate a normal working day with start times, breaks and finishing times, trust your team and give them the flexibility to get the work done on the schedule that helps them be most productive.