



REMOTE WORK

PROFESSIONAL CERTIFICATION



RWPC™ Version 032023

REMOTE WORK PROFESSIONAL CERTIFICATION RWPC™



Who is Certiprof®?

Certiprof® is a certifying entity founded in the United States in 2015, currently located in Sunrise, Florida.

Our philosophy is based on the creation of knowledge in community and for this purpose its collaborative network is formed by:

- **Our Lifelong Learners (LLL)** identify themselves as Continuous Learners, demonstrating their unwavering commitment to lifelong learning, which is vitally important in today's ever-changing and ever-expanding digital world. Regardless of whether or not they win the exam.
- Universities, training centers, and facilitators around the world are part of our network of **CPLS (Certified Partner For Learning Solutions)**.
- **Authors (co-creators)** are industry experts or practitioners who, with their knowledge, develop content for the creation of new certifications that respond to industry needs.
- **Internal Staff:** Our distributed team with operations in India, Brazil, Colombia and the United States is in charge of overcoming obstacles, finding solutions and delivering exceptional results.



Our Affiliations

Memberships



Digital badges issued by



IT Certification Council – ITCC

Certiprof® is an active member of ITCC.

One of the importance of being part of the ITCC is how industry leaders collaborate with each other in an open format to explore new or different ways of doing business that inspire and encourage innovation, establishing and sharing best practices that allow us to extend that knowledge to our community. Certiprof has contribute with white papers in the Career Path Ways Taskforce a taskforce that was implemented internally to offer students with the opportunity to know what path to take after a certification.

- **IBM**
- **CISCO**
- **ADOBE**
- **AWS**
- **SAP**
- **GOOGLE**
- **ISACA**



Agile Alliance

Certiprof® is a corporate member of the Agile Alliance.

By joining the Agile Alliance corporate program, we continue to empower people by helping them reach their potential through education. Every day, we provide more tools and resources that enable our partners to train professionals who seek to enhance their professional development and skills.

<https://www.agilealliance.org/organizations/certiprof/>



This alliance allows individuals and companies certified or accredited with Certiprof® to have a worldwide distinction through a digital badge.

Credly is the world's largest badge repository, and leading technology companies such as IBM, Microsoft, PMI, Nokia, and Stanford University, among others, issue their badges with Credly.

Companies issuing knowledge validation badges with Credly:

- **IBM**
- **Microsoft**
- **PMI**
- **Universidad de Stanford**
- **Certiprof**



Digital Badges



According to a study by the IT Certification Council (ITCC), people knew little about digital badges years ago. Today, large companies and educational institutions around the world issue badges.

Digital badges contain detailed metadata about who earned them, the competencies required, and the organization that issued them. Some badges are even linked to the activities needed to attain them.

For companies and educational institutions, badges and the information they provide are so important that many decisions, such as hiring or admission decisions, are based on the data they provide.

Digital Badges:

What Are They?



Why are they important?



- **Ease of Sharing and Verifying Achievements:**

Digital badges allow professionals to showcase and verify their achievements instantly and globally. According to a Credly report, **LinkedIn profiles with digital badges receive 40% more attention from recruiters and employers.**

- **Visibility on Digital Platforms:**

In a survey conducted by Pearson and Credly, **85%** of users who earned digital badges shared them on LinkedIn, and **75%** reported that this improved their **professional credibility in their networks.** In addition, **76%** of employers surveyed said that digital badges help them quickly identify specific skills.



Why are they important?

- **Hiring Impact:**

A study by the **International Project Management Association (PMI)** found that candidates who display project management digital badges are **60%** more likely to be hired compared to those who only mention their skills without digital verification.



Why are they important?

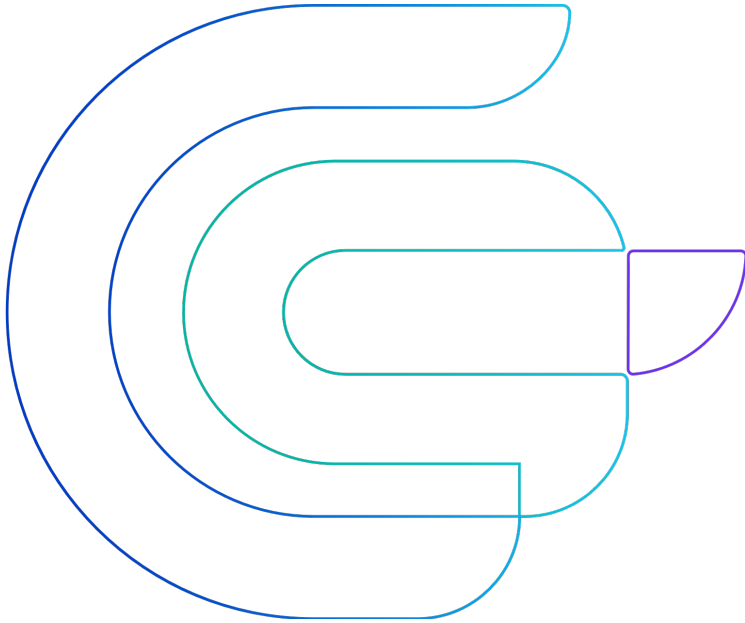


- **Personal Brand Empowerment:**

Digital badges' instant visibility and verification allow professionals to demonstrate their skills and build a solid personal brand. According to a LinkedIn study, professionals who use digital badges **are 24%** more likely to advance in their careers.

Certification and digital badges validate knowledge and are powerful tools for continuous improvement and employability. In a world where lifelong learning has become the norm, these credentials are key to professional development and competitiveness in the global job market.





Not all badges are created equal, and at **Certiprof**, we are committed to offering you more than just digital recognition. By earning a badge issued by certiprof, you will receive validation of your knowledge backed by one of the world's leading professional certification bodies.

Take the next step and earn the badge that will open doors and position you as an expert in your field.



Why getting your certificate is essential?

- **Proof of Expertise:** Your certificate formally acknowledges the skills and knowledge you've acquired. It serves as verifiable proof of your qualifications and demonstrates your commitment to excellence in your field.
- **Credibility and Recognition:** In today's competitive job market, employers and peers value credentials that distinguish you from others. A certification certificate from a recognized institution, like Certiprof, provides instant credibility and boosts your professional reputation.
- **Career Advancement:** Having your certificate can open doors to new opportunities. Whether it's a promotion, a raise, or landing a new job, certifications are critical differentiator employers look for when evaluating candidates.



Why getting your certificate is essential?

- **Networking Opportunities:** Holding a certificate connects you with a network of certified professionals. Many organizations have alumni or networking groups where you can share experiences, exchange ideas, and grow your professional circle.
- **Personal Achievement:** Earning a certification is a significant accomplishment, and your certificate is a tangible reminder of the hard work, dedication, and progress you've made. It's something you can be proud of and showcase to others.





Earn this Badge

Remote Work Professional Certification - RWPC™

Issued by [Certiprof](#)

Earners of the Remote Work Professional Certification are aware and very attentive to the practices, tools, and techniques accepted worldwide to perform remote work, being aware that the remote experience can be managed better and with a high degree of sustainability. They know the best practices for productive and successful remote work.

[Learn more](#)

 Learning

 Foundational

 Hours

 Paid

Skills

Ability To Use Technology

Adaptability

Collaboration And Teamwork

Commitment To Remote Working Philosophy And Stan...

Communication

Delegation

Flexibility

Goal-Oriented

Listening Skills

Negotiation And Conflict Resolution

<https://www.credly.com/org/certiprof/badge/remote-work-professional-certification-rwpc.1>



Lifelong Learning

- Certiprof has created a special badge to recognize consistent learners.
- By 2024, more than 1,000,000 of these badges have been issued in over 11 languages.

Purpose and Philosophy

- This badge is intended for people who firmly believe education can change lives and transform the world.
- The philosophy behind the badge is to promote commitment to lifelong learning throughout life.

Accessing and Earning the Badge

- The Lifelong Learning badge is awarded at no cost to those who identify with this approach to learning.
- Anyone who considers themselves to be a lifelong learner can claim their badge by visiting:

<https://certiprof.com/pages/certiprof-lifelong-learning>



Warm Up

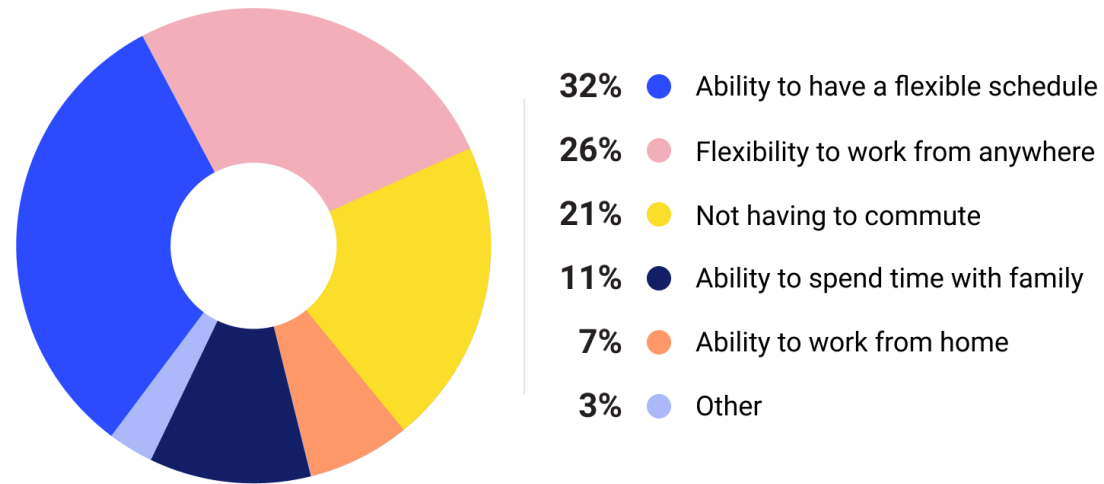
Using <https://jamboard.google.com/> or similar, locate sticky notes by answering two questions. (Minimum one per attendee).

- What is the greatest benefit of working remotely?
- What has been your worst nightmare about working remotely?



Benefits

What's the biggest benefit you see to working remotely?



State of Remote Report 2020
buffer.com/state-of-remote-2020

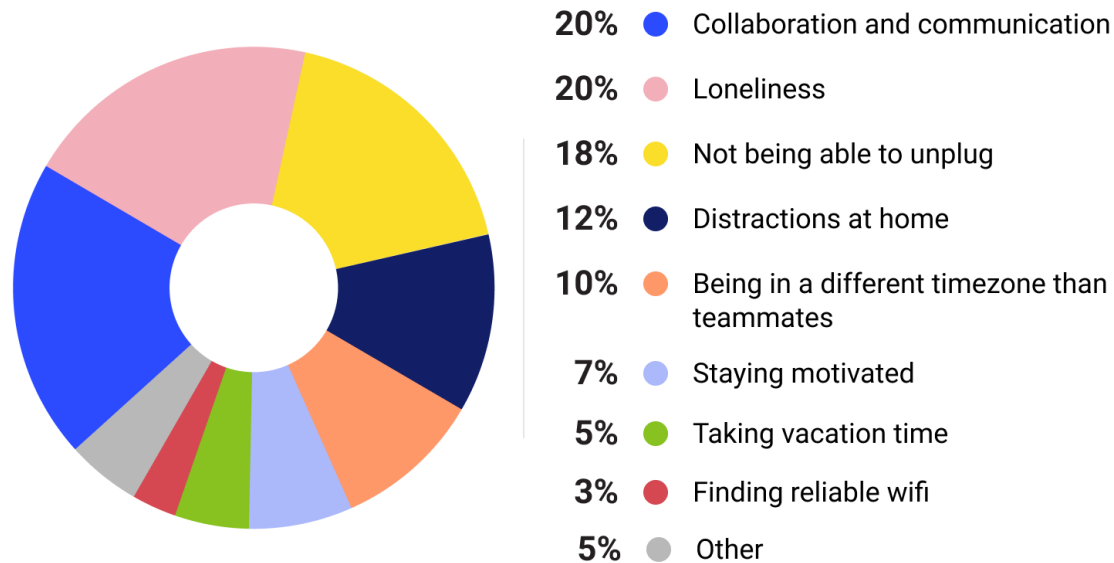


Source: <https://lp.buffer.com/state-of-remote-work-2020>



Challenges

What's your biggest struggle with working remotely?



State of Remote Report 2020
buffer.com/state-of-remote-2020



Sources: <https://p.buffer.com/state-of-remote-work-2020>



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Virtual Team Management



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***REMOTE WORKING IS HERE TO
STAY. IT IS NOT A TEMPORARY
FAD.***



What is Management?

- What is Management and what styles are there?
- How should Management be in Remote Teams?
- Company culture
- Values
- Principles



Agile/Traditional Organization

The "**traditional**" organization (designed primarily for stability) is a static, siloed, hierarchical structure where objectives and decision-making rights cascade down from the top of the hierarchy and the most powerful governing bodies, such as the top management team, to the bottom of the pyramid. It works through linear planning and control to capture value for its stakeholders.

The basic structure is solid, but often rigid and slow.

An "**agile organization**" (designed for both stability and dynamism) is a network of teams in a people-centered culture that operates in rapid cycles of learning and decision making facilitated by technology, where the guiding principle is a strong shared purpose to create value together with all its stakeholders.

Adapted from: <https://www.mckinsey.com/business-functions/organization/our-insights/the-five-trademarks-of-agile-organizations>



Corporate Environment

- Corporate Purpose
- Productivity
- Legal compliance by country
- Autonomy
- Company culture
- Empowerment
- Learning celebration
- Traditional, Agile



Important Aspects

- Trust
- Empathy
- Communication
- Balance
- Camaraderie
- Performance management
- Performance monitoring
- Keep in mind the risks of discrimination
 - A telecommuting policy cannot treat employees differently on the basis



Important Aspects

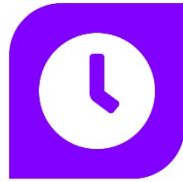


“I THINK THE BIGGEST CHALLENGE ARE HAVING THE SELF-AWARENESS AND EMOTIONAL INTELLIGENCE THAT RESULT IN GREAT COMMUNICATION AND RELATIONSHIPS. THESE THINGS ARE TRUE FOR EVERY TEAM, BUT ARE EVEN MORE HEIGHTENED IN REMOTE TEAMS”.

**RICH WEBB.
GiANT.
COO AT GiANT, COACH AND SPEAKER.
UNITED KINGDOM.**



Important Aspects



Take into account
time zones



Cultural
differences



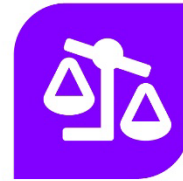
Different work
practices



Investment costs
and returns



Public Parties



Legal
Requirements



Local government
requirements



Delegation

Delegating Tips for Remote Managers

1. Increase face-to-face communication using technological tools
2. Two- Way delegation
 - Ensure trust between giving and receiving empowerment
3. Create an online delegation canvas (board) between the team
 - Who, when, why, and how
4. Communicate everything, teach enough. Thinking of disaster
 - How would they maintain the operation if the manager did not exist
5. Understand that there are different ways to get the result

Recomendation : Delegation Board – Management 3.0. Acceso Publico.



Benefits

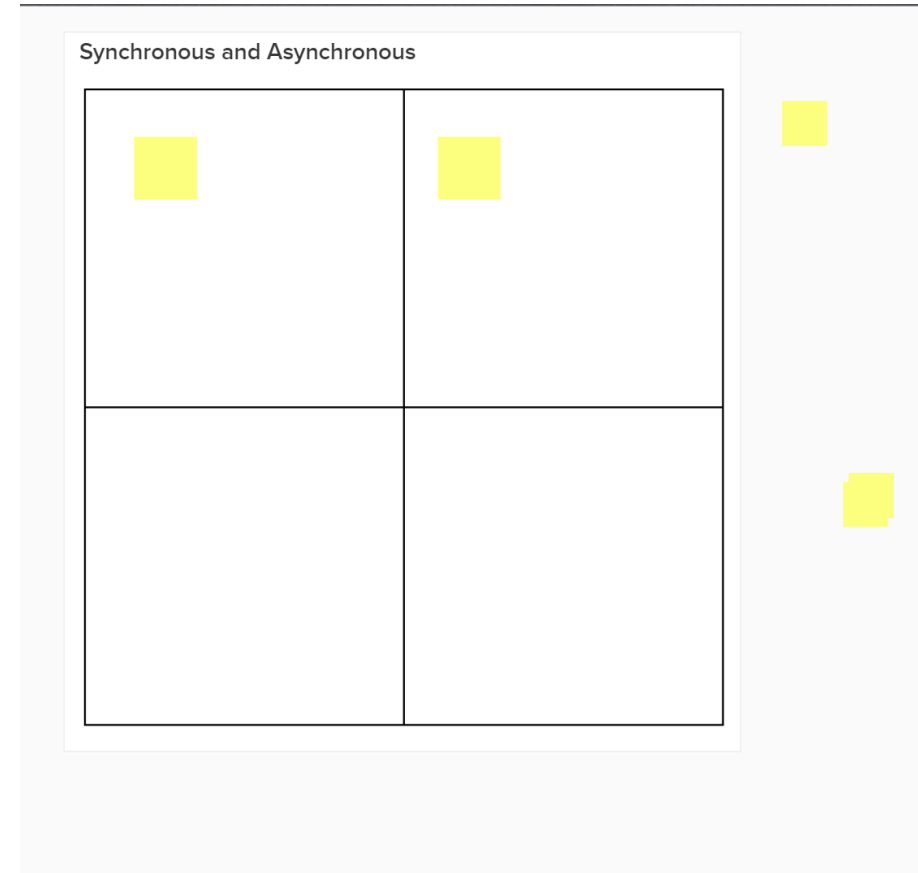
- Staff can be more productive
- No need to move to a job site (commute)
- Staff can have improved health, decreased sick days
- Stress reduction
- Improved personal and family relationships
- More eco-friendly companies
- Cost savings
- Prolongs career of older people (50+)
- Best talent no matter where they are located, diversity
- Greater happiness, loyalty, retention

"Using an online voting system can generate a discussion about these benefits and other potentials"



Asynchronous vs. Synchronous Answers

- Managers and Team must understand the advantages and disadvantages
- Asynchronous vs. synchronous
- RWVCPC candidates must understand this topic
- Participatory online facilitation is recommended



Asynchronous vs. Synchronous

- Asynchronous there is no immediate response
- Incorporate some level of asynchronous communication
- Avoid email for urgent responses
- Avoid information silos
- Face to Face Communication
- Use chat without abuse



Asynchronous vs. Synchronous



Each meeting must have a purpose and an outcome



Establish response times



Establish asynchronous communication styles



Promote a culture of transparency



Promote happiness and enjoyment at work



Transition to Remote Working

- Request input from employees
- Provide clear policy guidance
- Transparent and frequent communication
- Employee check-in
- Organize virtual social activities
- Provide support for physical and mental health
- Work-life balance



Transition to Remote Working

- Share best practices of remote working
- Help keep you productive
- Focus on keeping employees involved
- Setting clear expectations
- Provide technology
- Provide or subsidize internet service



Transition to Remote Working

- Provide home office furniture
- Allow flexibility in schedules
- Support working parents
- Help manage workloads
- Promote physical well-being
- Ensure the safety of employees on site



OKR is the Language Remote Teams Must Speak to Succeed

OKR

- OKR's goal-setting methodology helps teams focus on any area that needs improvement. This is especially crucial as the world of work changes
- Set them

Benefits

- More transparency
- Better alignment



<https://www.youtube.com/watch?v=L5rmqbdLI5A>



Setting Clear Expectations



Effective writing

- Transmit numbers (quantitative)
- Avoid qualifiers
- Summarize and be clear
- Direct answers, get to the point



Performance over formality



Patience with the remote



Urgency in communication requires a more synchronous tool



Face-to-face in online meetings



Setting Clear Expectations



Acknowledgement always in the management



Weekend messages



Barriers of the team members expressed in terms of availability



FYI. No response required



Agreements – Context

Does your company pay for your home internet?

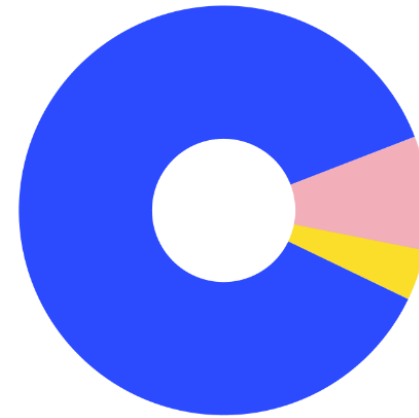


80% ● No
15% ● Yes
5% ● Partially

State of Remote Report 2020
buffer.com/state-of-remote-2020



Does your company cover the cost of drinks/food at coffee shops?



87% ● No
9% ● Yes
4% ● Partially

State of Remote Report 2020
buffer.com/state-of-remote-2020



Expectations

Be sure to address the following topics in your discussions:

Equipment acquisition	Equipment installation	Remote access and procedures
Office Technology Support	Maintenance and repair of equipment	Software requirements and standards
Information Security Protection	Equipment and data security	Data storage and backup



Face to Face – Cameras On



Mutual View

Eye-to-eye contact: separation of camera and screen.

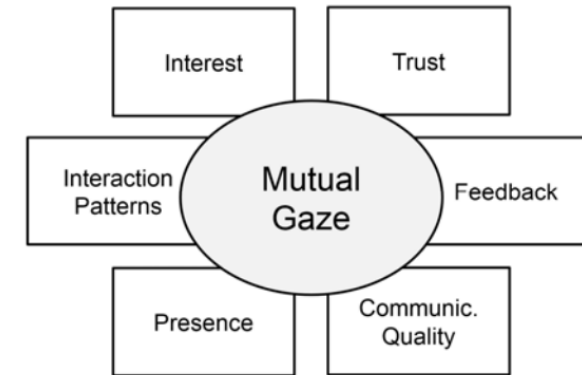
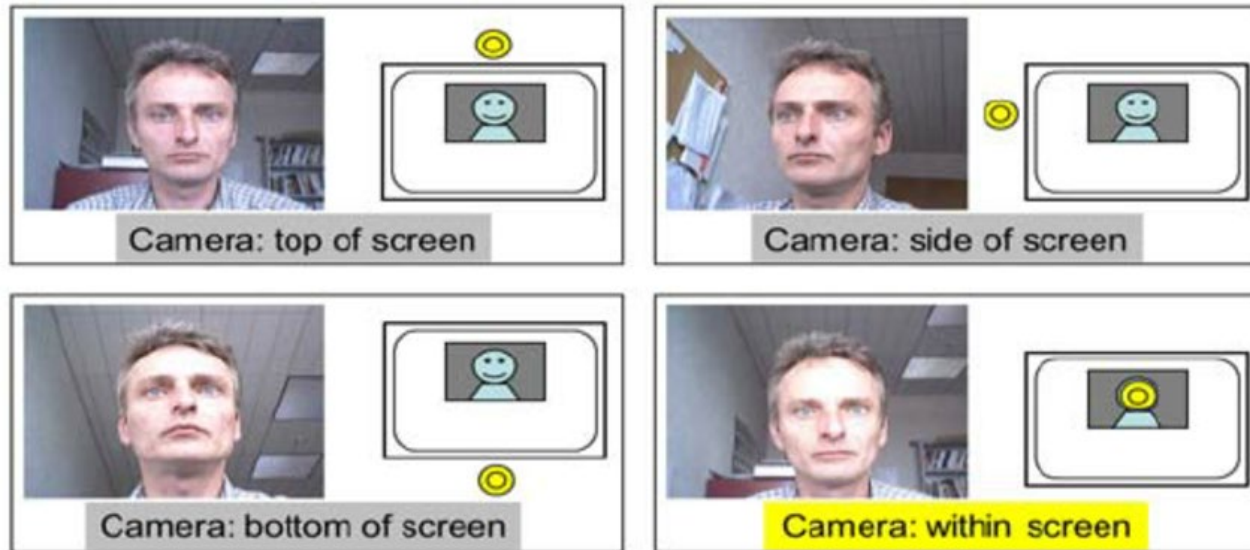
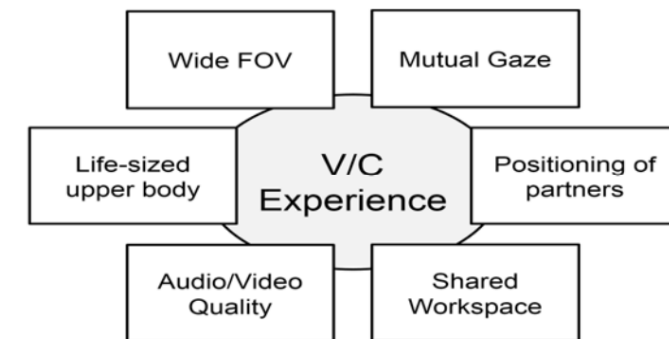


Figure 3. Factors Impacted by Mutual Gaze



Holger Regenbrecht is an Associate Professor at the department of Information Science at Otago University and leads the Computer-Mediated Realities Lab.

https://www.researchgate.net/figure/Eye-to-eye-Contact-Separation-of-Camera-and-Screen_fig1_286843550



Productive Meetings – Recommendations

- ☒ Have a clear agenda
- ☒ Always use video
- ☒ Start and end on time
- ☒ Actively facilitate
- ☒ Select the best time for the meeting
- ☒ End the meeting in a positive way
- ☒ Ask for feedback
- ☒ Define final actions

<http://printablechecklist.org/>



Remote Worker Profile



“TRUST, ACCOUNTABILITY, TRANSPARENCY AND PROACTIVE COMMUNICATION ARE SOME OF THE MAIN KEYS TO CREATING A SUCCESSFUL REMOTE WORK ENVIRONMENT”.

**MICHAEL GUTMAN.
FLEXJOBS.
DIRECTOR OF MARKETING.
UNITED STATES.**



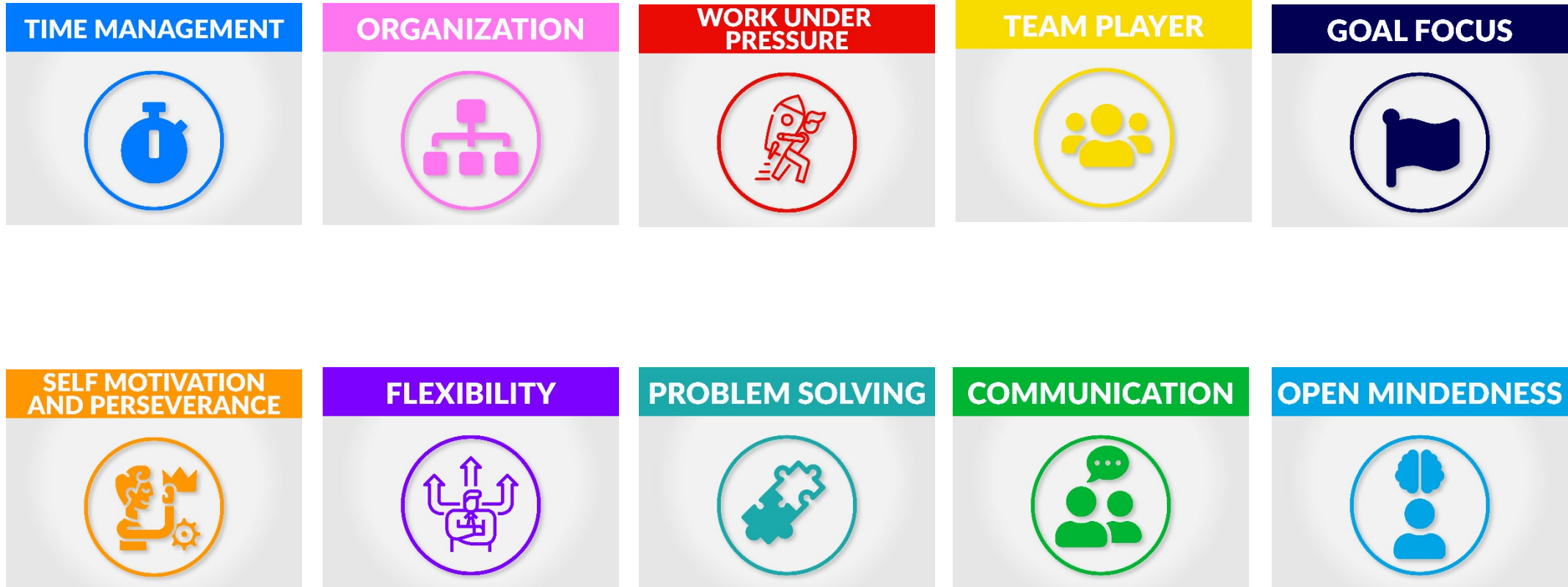
Remote Worker Profile

- | | | | | | | | | | |
|----|---------------|----|----------------------------------|----|-----------------|----|---------------------|----|-------------------|
| 01 | Communication | 02 | Team Player | 03 | Problem solving | 04 | Open Mind | 05 | Flexibility |
| 06 | Organization | 07 | Self-motivation and perseverance | 08 | Time management | 09 | Work under pressure | 10 | Focus on the goal |

This list is not exhaustive, it helps to know the equipment. The leader will know how to support each member of his or her team. Each training attendee should sort the list, by placing his or her strongest skill first down to weakest, a leader can work with the result.



Activity



Activity

Remote Worker Profile ☆ 📄 🌐

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	A	B	C	D	E	F	G	H	I	J	K
1	Remote Worker										
2											
3											
4											
5											
6	TEAM PLAYER	SELF MOTIVATION AND PERSEVERANCE	TIME MANAGEMENT	ORGANIZATION	FLEXIBILITY	PROBLEM SOLVING	WORK UNDER PRESSURE	OPEN MINDEDNESS	GOAL FOCUS	COMMUNICATION	
7											
8											
9											
10											
11											
12											
13											
14											
15											
16											
17	Communication										
18	Team Player										
19	Problem solving										
20	Open Mindedness										
21	Flexibility										
22	Organization.										
23	Self-Motivation and Perseverance										
24	Time Management.										
25	Work under pressure										
26	Goal Focus										
27											

The use of the non exhaustive list helps to know the characteristics of the team.

By understanding the characteristics described in this list, the leader will be able to understand the makeup of his or her team and will have the tools necessary to support each member of the team to improve.

Each training attendee should fill out this list in a descending order of skill strength, i.e., the list should be headed by the strongest skill the team member feels he has and then move down to the least developed skill he has or the skill with the highest degree of absence.



Cultural Principles



“THE MAIN CHALLENGE FOR REMOTE WORKERS IS BALANCING HOME LIFE AND WORK LIFE BECAUSE THEY ARE ALL WRAPPED UP INTO ONE. MOST OF THE TIME REMOTE WORKERS WORK TOO MUCH!”

**BRITTNEE BOND.
REMOTE COLLECTIVE.
REMOTE COLLECTIVE FOUNDER, REMOTE WORK CONSULTANT.
UNITED KINGDOM.**



Cultural Principles



Effective writing

- Transmit numbers (quantitative)
- Avoid qualifiers
- Summarize and be clear
- Direct answers, get to the point



Face-to-face in online meetings



Performance over formality



Acknowledgement always in the management



Patience with the remote



Recognize contributions and achievements



Cultural Principles

When was the last time you thanked your co-workers?

Do it now and do it consistently: <https://kudobox.co/>

Go to the example website, create 3 kudos and send them to work colleagues or friends by IM or email.



Findings in the Remote Working Process

- You lose the ability to read facial expressions, to perceive what is going on with your peers
- Differences in work environments (Office vs. Home Office)
- Loss of socialization during work breaks (Sharing)
- It limits the moments of empathy that are achieved through face-to-face interaction
- It is not possible the participation of unstructured interruptions of pairs that in the end build and integrate teams
- End of work day due to team behavior (We observe that they turn off lights, equipment, etc.)
- Loss of information and understanding

How to deal with these findings?



Team Discussion: Remote Working Management

Do you have communication protocols for your remote workers?

Do you organize remote equipment retreats?

Does your remote team members meet in person?

How do you measure the productivity of remote workers?

What elements are the key to successful working relationships with remote teams?

What is the most difficult thing about managing a remote workforce?

How do you keep remote employees engaged and feeling part of the overall picture?

What is your BYOD policy for remote workers?

What is your time off policy for remote workers?

What were your biggest fears in handling remote workers?



Team Discussion: Remote Working Management

What and how is your personal environment when it comes to remote working?

What are the major benefits of being a remote worker?

How do you personally handle work-life balance?

What tips do you have for disconnecting when working remotely?

Which was the best or worst place that you have worked remotely?



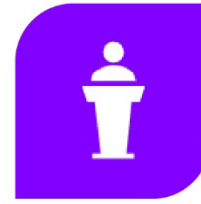
Managing Teams Characteristics



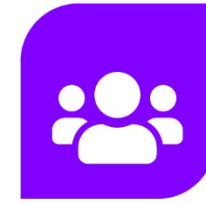
Celebrate success



Understand the
impact of the work



Lead by example



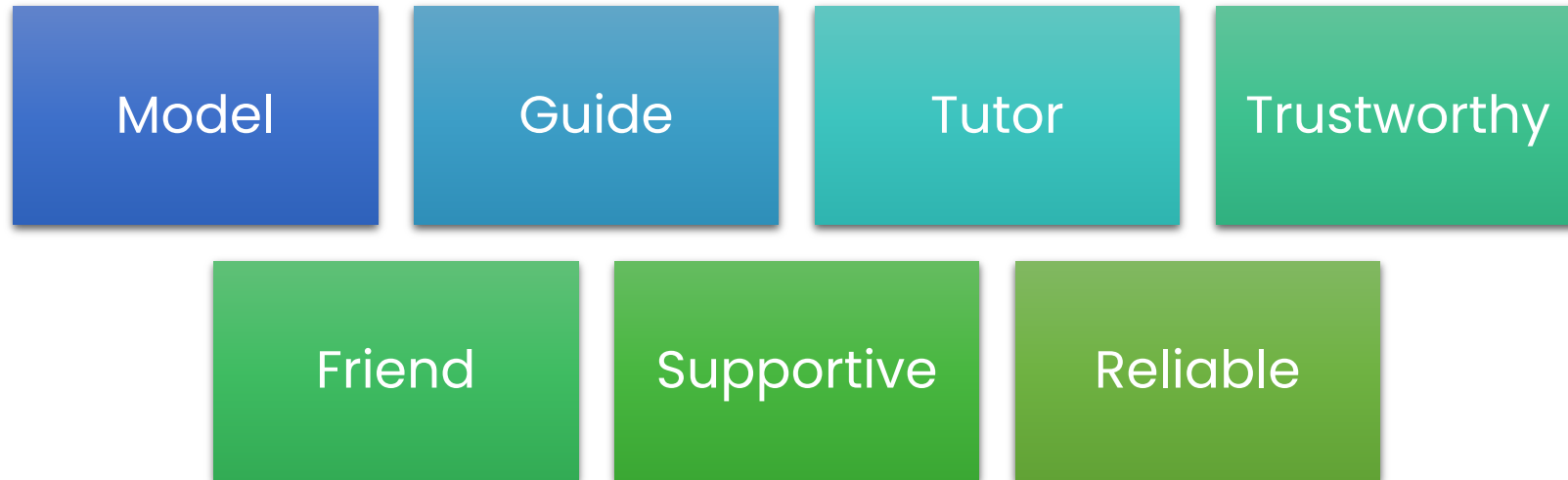
Understand what
motivates the team



Managing Teams Characteristics



Mentoring



Mentoring Benefits



Results on Virtual Teams



Improve employee attraction and retention



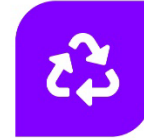
Reduce conflicts between work and personal life



Increases productivity



Reduce traffic congestion



Reduces pollution



Build trust



Reduces transportation costs



Happy employees



Motivated employees



Positive company image



Strengthened corporate culture



Differentiation with other companies



Risk reduction



Diversity of talent from different locations



Remote Team Leadership

Supporting time
organization

Ensure that the
professional
attitude is
maintained

Analyze
efficiency

Encourage
proactive
communication
of progress

Clarify
performance and
management
expectations

Avoiding follow-
ups about place
and time

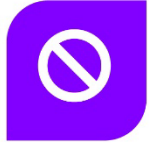
Agree on
response times
and
prioritizations

Maintain
uninterrupted
environments

Provide new
feedback
mechanisms



Remote Team Leadership



Don't assume that it was communicated



Validate the reception of the message



Focus on message reception being understood



Ensure understanding of the objectives.
Encourage consistency



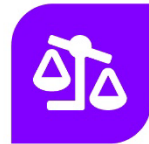
Confidence in the advancement and use of online visualization tools



Celebrate failed ideas as learning opportunities.
Sandbox



Identify and eliminate possible bottlenecks



Work on maintaining morale



Understand that not everyone can work remotely



Provide moments for online camaraderie

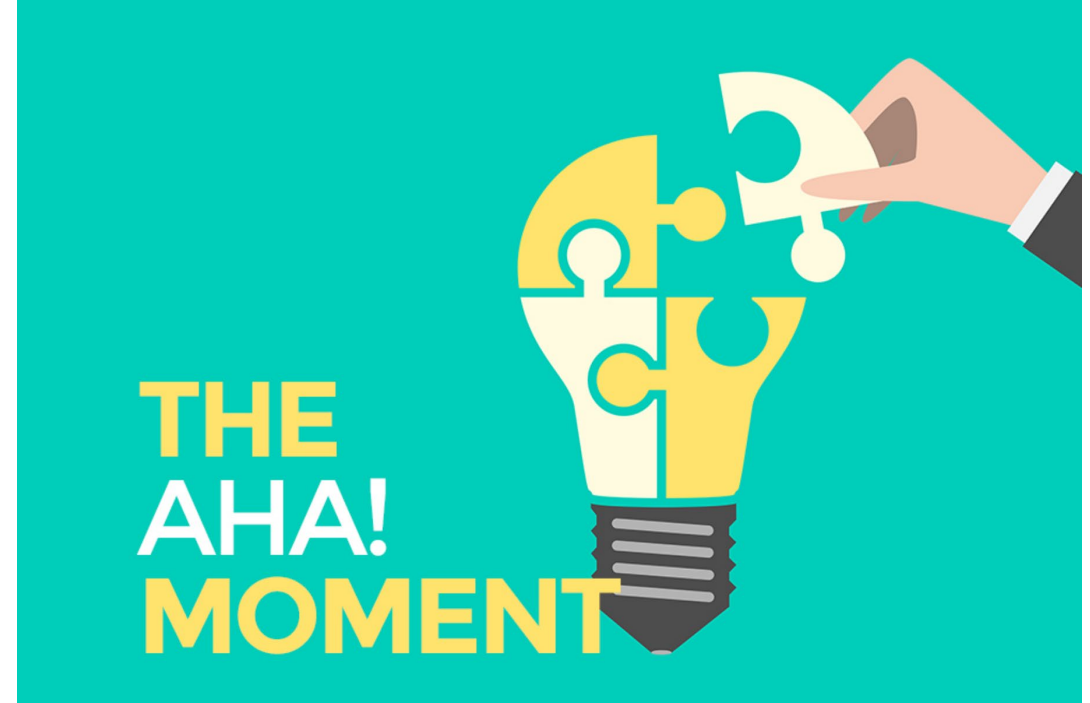


Lead the respect of work hours and non-work hours



Feedback

- Using <https://jamboard.google.com/> or similar
- Locate sticky notes (Minimum one per assistant)
- **The AHA Moment! About the Managing Virtual Teams Module**



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Remote Worker and Work Environment



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Warm Up

- Which location do you mainly work from?
- How do you measure the productivity of remote workers?
- How do remote workers make friends at work?
- What would your ideal remote workspace (Telework) look like?

<https://remote.co/qa-leading-remote-companies/what-is-your-personal-remote-work-environment>



Remote Workers – Work Environment

What might be non-recommended practices in Remote Worker Work Environments?



Remote Workers – Work Environment



“REMOTE WORK IT'S NOT WORKING FROM HOME DURING A PANDEMIC, IT'S THE FREEDOM AND FLEXIBILITY THAT ALLOWS YOU TO WORK INDEPENDENT FROM AN OFFICE, AND REQUIRES A TREMENDOUS AMOUNT OF SELF AWARENESS AND MOTIVATION TO DO SUCCESSFULLY”.

**JORDAN CARROLL.
THE REMOTE JOB COACH.
REMOTE WORK COACH.
MEXICO.**



How are you
demonstrating progress
to your team and their
managers?



Challenges

Dealing with
distractions

Keep morale high

Adequate spaces

Find creative
spaces

Effectively
manage your
time and projects

Refine skills

Work on your
communication
skills

Tracking progress



How do remote workers make friends at work?

How do these two tools help in a Distributed Team environment?

Discover affinity (Use of Personal Map).

<https://management30.com/practice/personal-maps/>

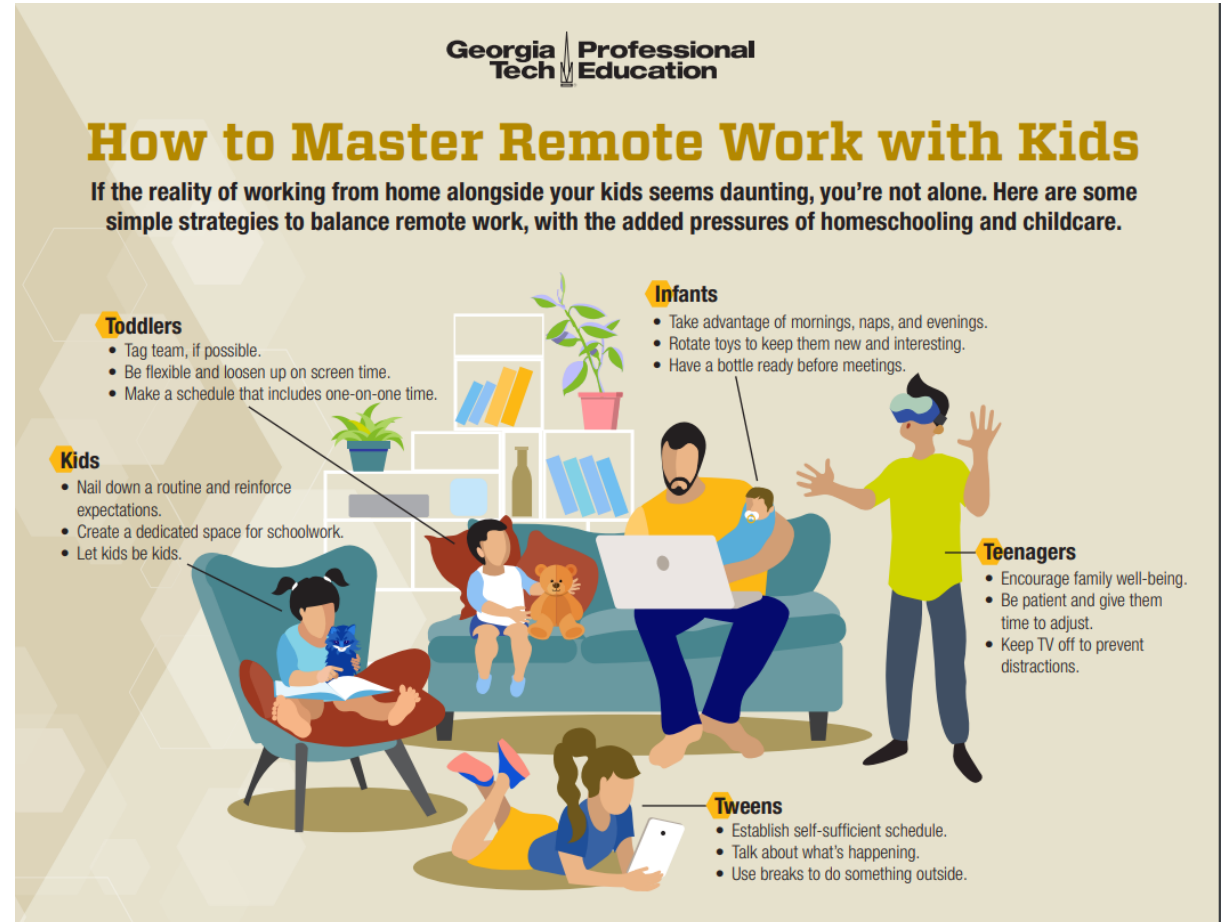
Empathy Map.

<http://gamestorming.com/empathy-map-canvas-006/>



Work and your Family Environment

- Create a daily routine
- Use transmitted content
- Take breaks



Keep Balance



“FINDING THE BALANCE BETWEEN NOT WORKING AND WORKING TOO MUCH THAT THERE IS NO SOCIAL VALIDATION OF BEING IN AN OFFICE SPACE”.

**SHAWN WINTERS.
GITLAB INC.
REMOTE WORK EXPERT, NEUTRAL THINKING PROPONENT.
UNITED STATES.**



Keep Balance



Create a dedicated workspace



Keep a regular schedule



Schedule breaks



Socializing with colleagues



Keep your immune system strong



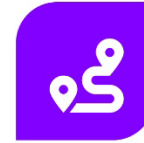
Exercise and stay active



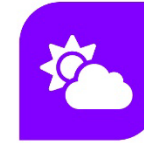
Get some fresh air



Setting limits on work hours



Distract and redirect



Take some time for yourself



Eating and drinking at regular intervals



Communication & Collaboration

About communicating

Asynchronous communication

Video call

Start every meeting with an icebreaker

Be careful with body language

Use lights to brighten your face in meetings

Use anti-glare coating on your eyeglasses to prevent light from reflecting off your eyes

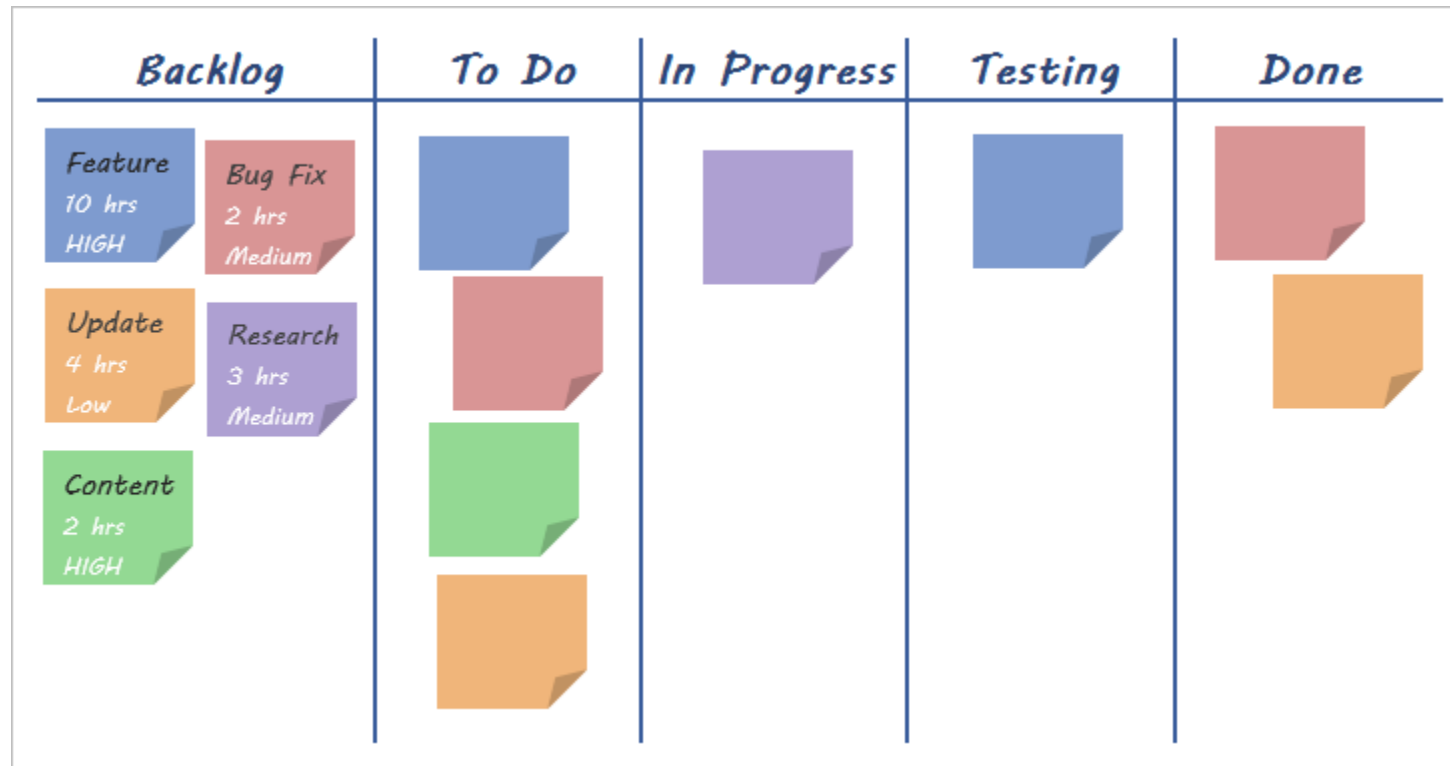


Which day did you walk the most, where did you go?

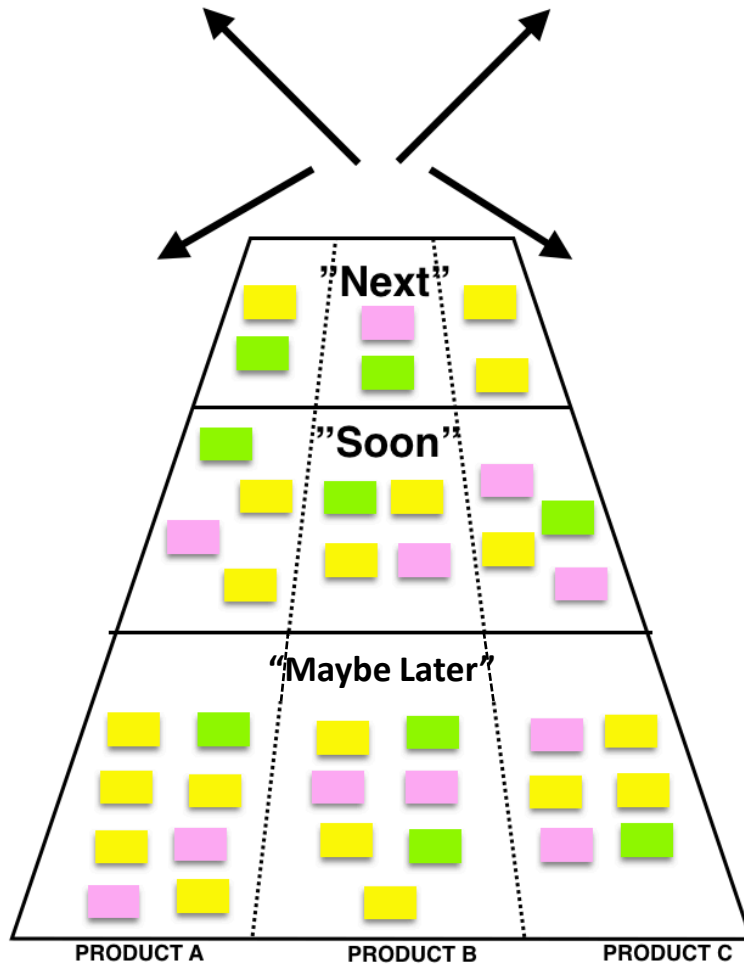


Prioritizing Tasks

Kanban is the method of "stop beginning, start ending".



Prioritizing Tasks



List tasks

Evaluate them

Group them by urgency
and importance

Calculate times

Be adaptable

Remove
unnecessary tasks

Complete Tasks

Celebrate



Road Map 30-60-90

Create a 30-60-90 road map

Keep strategic alignment

Set deadlines

Measure progress

30 60 90 Day Road Map

First 30 Day

- Item 1
- Item 2
- Item 3

30
DAY

First 60 Day

- Item 1
- Item 2
- Item 3

60
DAY

First 90 Day

- Item 1
- Item 2
- Item 3

90
DAY



Building Effective Working Relationships



Open
communications



Honor your
commitments



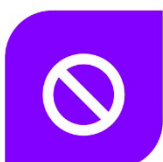
Ensure understanding
of commitments



Empower yourself
-ownership



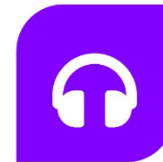
Respect for
Opinions



Don't commit to
unrealistic outcomes



Be accountable
for your actions



Active
Listening



Team Building



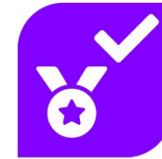
Kudos /
Acknowledgments



Feedback/
Retrospectives



Reinforce the
desire for behavior



Recognize
behavior

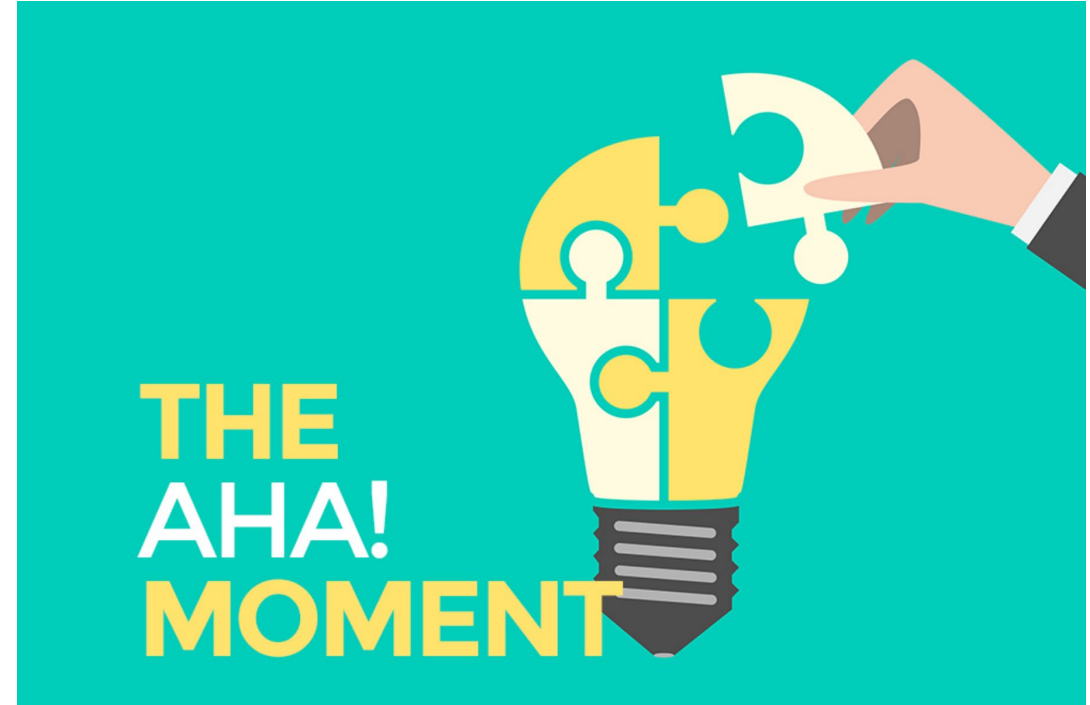


Rewards
program



Feedback

- Using <https://jamboard.google.com/> or similar, locate sticky notes (Minimum one per assistant)
- **AHA moment!**



...

Remote Workers Tools



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Remote Workers Tools

- There are a variety of tools to be incorporated
- Keep in mind that the goal is to achieve the best interactivity and persistence
- Save structured information and retrieve it in the same way



Remote Workers Tools

- **Collaboration tools**
 - Document editing
 - E-mail
 - Shared task boards
- **Communication tools**
 - Chats/Bots
 - IM
 - Videoconference
 - Virtual Office
- **Meeting Tools**
 - Icebreakers
 - Broadcasting
 - Notes/ Standup Meetings



Remote Workers Tools



Passwords
management



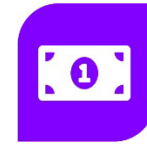
Project
management



Agile project
management



Time
recording



Billing



Accounting
and taxes



Remote Workers Tools

Recommended exercise

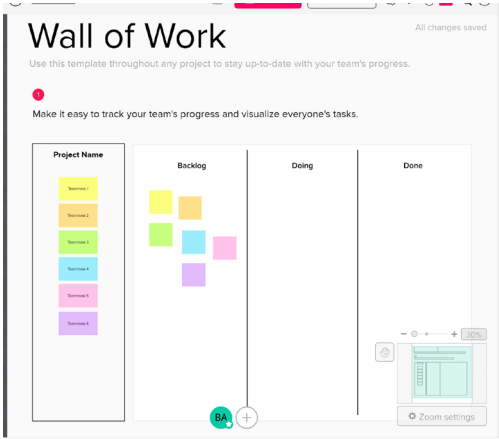
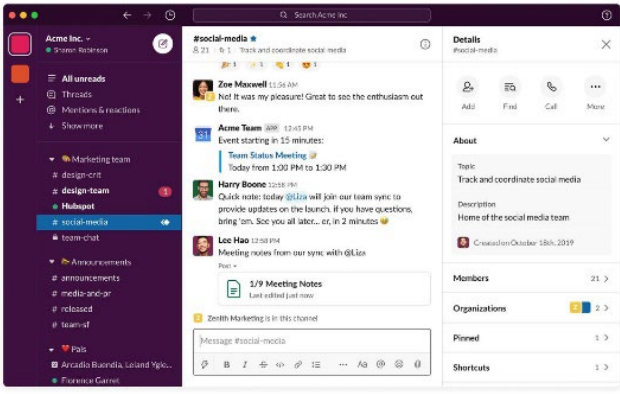
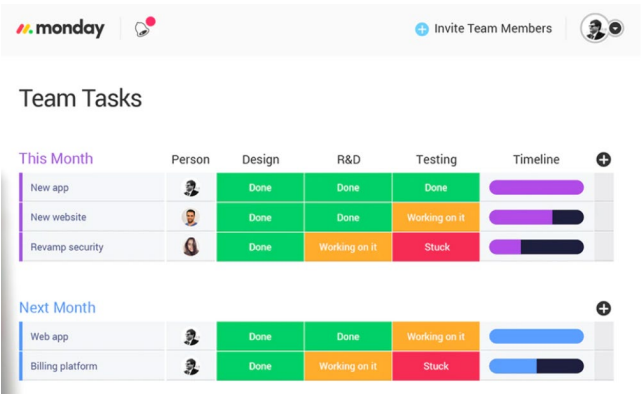
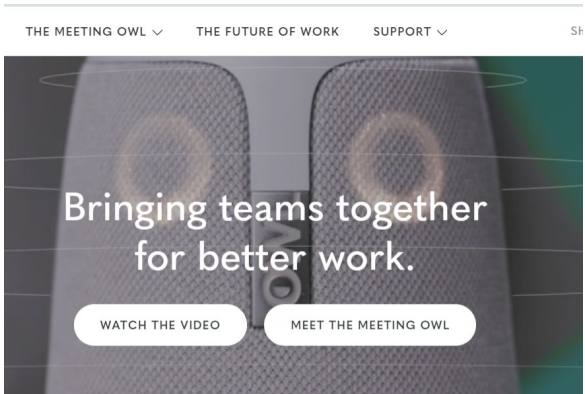
What tools do you know or use in remote work environments?



Using a platform like Menti.com list tools with attendees, share experiences

Remote Workers Tools

Video conferencing technology for distributed workers is improving.



Virtual Water Cooler

Water Cooler

To generate camaraderie among employees, chat rooms with ever-active water coolers, such as Jackfruit, Remotion and Hallway, try to imitate the random nature of the offices.

Remote working should not feel remote.



Remote Workers – Online Office

Implement mechanisms to make communication simple and efficient.

- What could this mean for remote teams?
- How to know what each Remote Worker is up to without being at his or her side?



Remote Workers – Online Office

Tools that virtualize the office environment

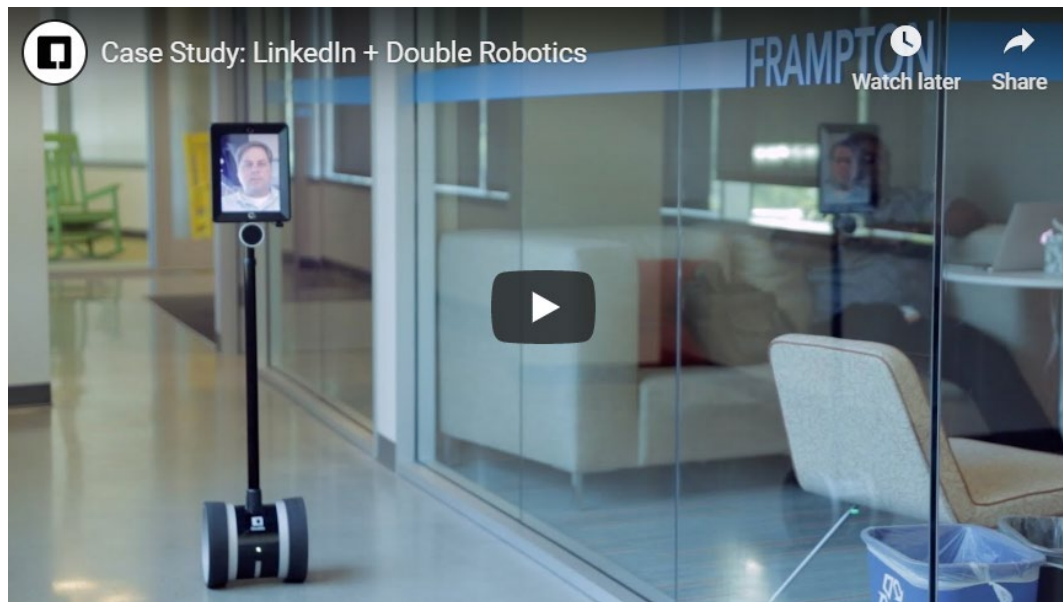
Sococo



Tele-presence

Telepresence robots are the future of remote working.

(see video)



<https://www.youtube.com/watch?v=863o6pUUykA&feature=youtu.be>



Tele-presence

Recording Meetings

- To be available for those who were unable to attend the meeting

Zoom.us

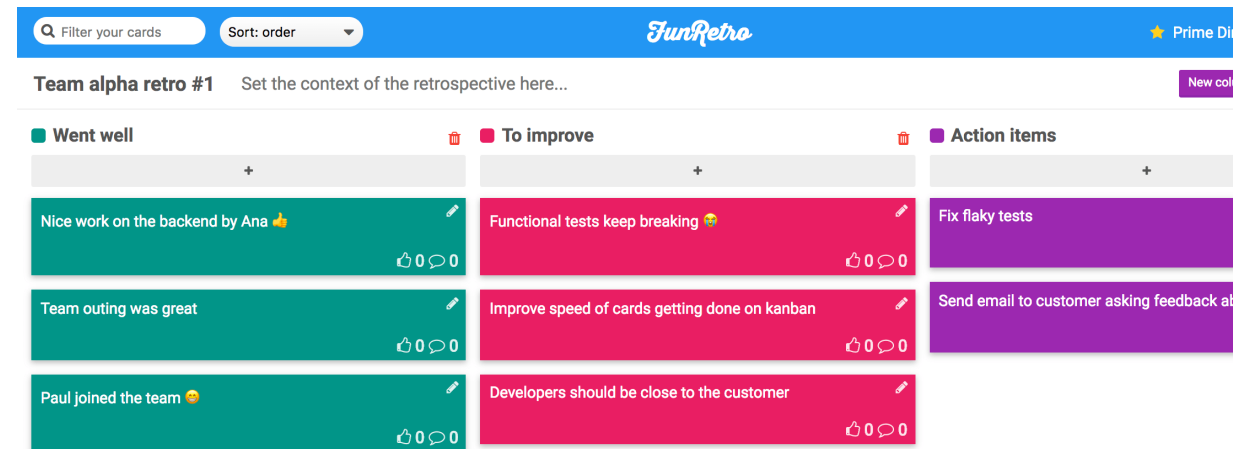


Retrospectives

Retrospective

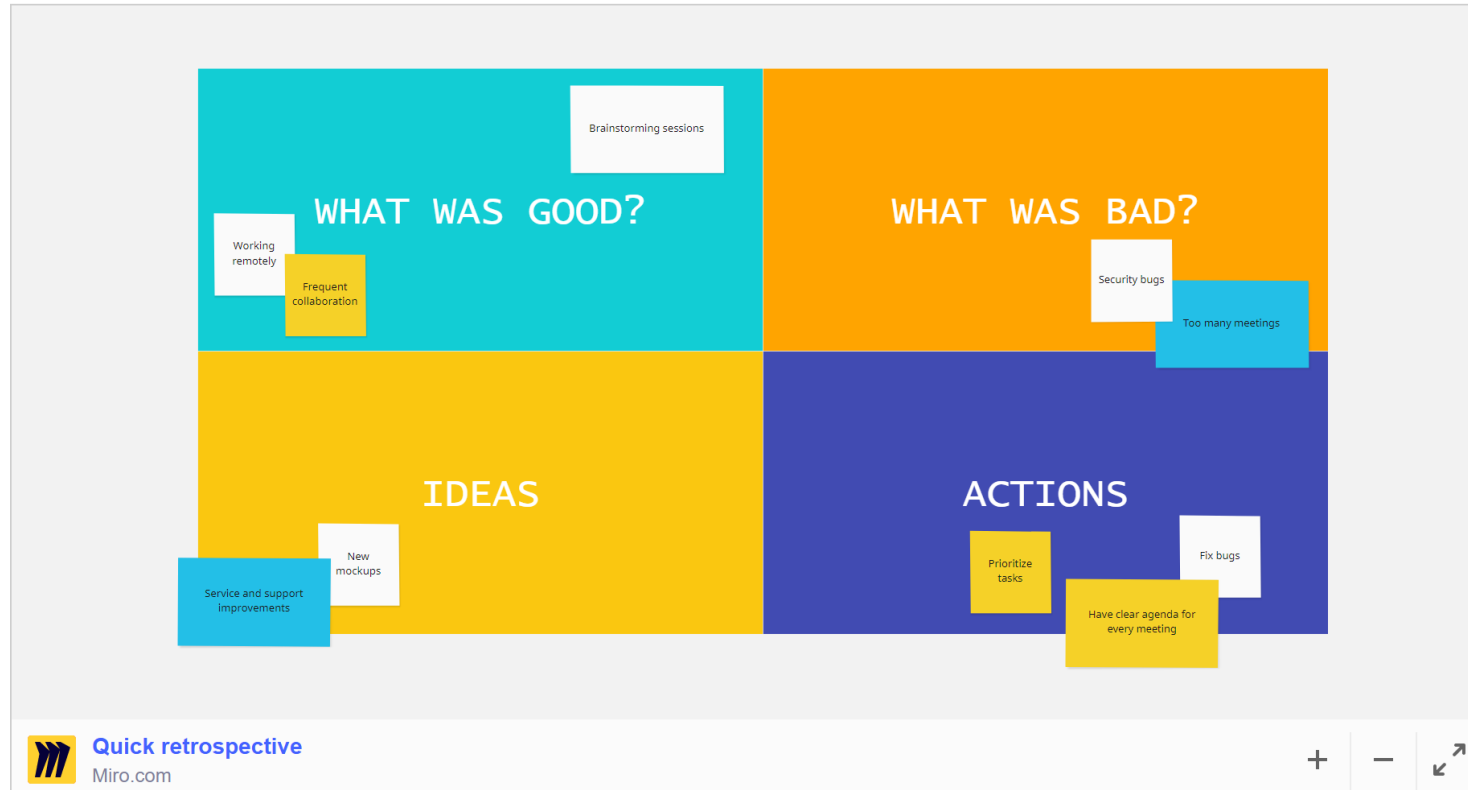
The team meets regularly, usually at the pace of its iterations, to reflect explicitly on the most important events that have occurred since the previous meeting, and to make decisions aimed at remediation or improvement.

- TeamRetro
- Reetro
- Parabol
- Funretro



Remote Workers – Online Office

Retrospective



How the learning process goes in this RWPC course?

<https://miro.com/templates/retrospective-tool/>



Facilitating Practices



Facilitating Practices – Check List

- ☒ Bring coffee and a glass of water
- ☒ Check for operating system updates
- ☒ Consult presentation
- ☒ Close Slack and other auto-start applications
- ☒ Choose and check your background (virtual background)
- ☒ Start as host
- ☒ Start presentation and screen sharing
- ☒ Check Internet signal



Facilitating Practices – Check List

- ☒ Check and mute the microphone
- ☒ Turn off all sounds
- ☒ Check the recording status
- ☒ Start welcoming the attendees
- ☒ The meeting materials should be sent before the meeting
- ☒ Start the meeting by having everyone speak (Icebreaker activities)
- ☒ During a meeting, there should be a way to communicate with each other on back channel



Facilitating Practices – Check List

- ☑ Establish meeting labels
- ☑ Take a physical break at least once an hour
- ☑ Use visualization
- ☑ Use tools such as online surveys
- ☑ Use game-playing to increase engagement
- ☑ Use virtual parking (Virtual Parking Lot)
- ☑ Ask questions and select a person to answer them
- ☑ If one tool fails, have another tool you can use
- ☑ Keep presentations short
- ☑ Encourage each person to participate in the meeting and have everyone contribute something



Virtual Parking Lots

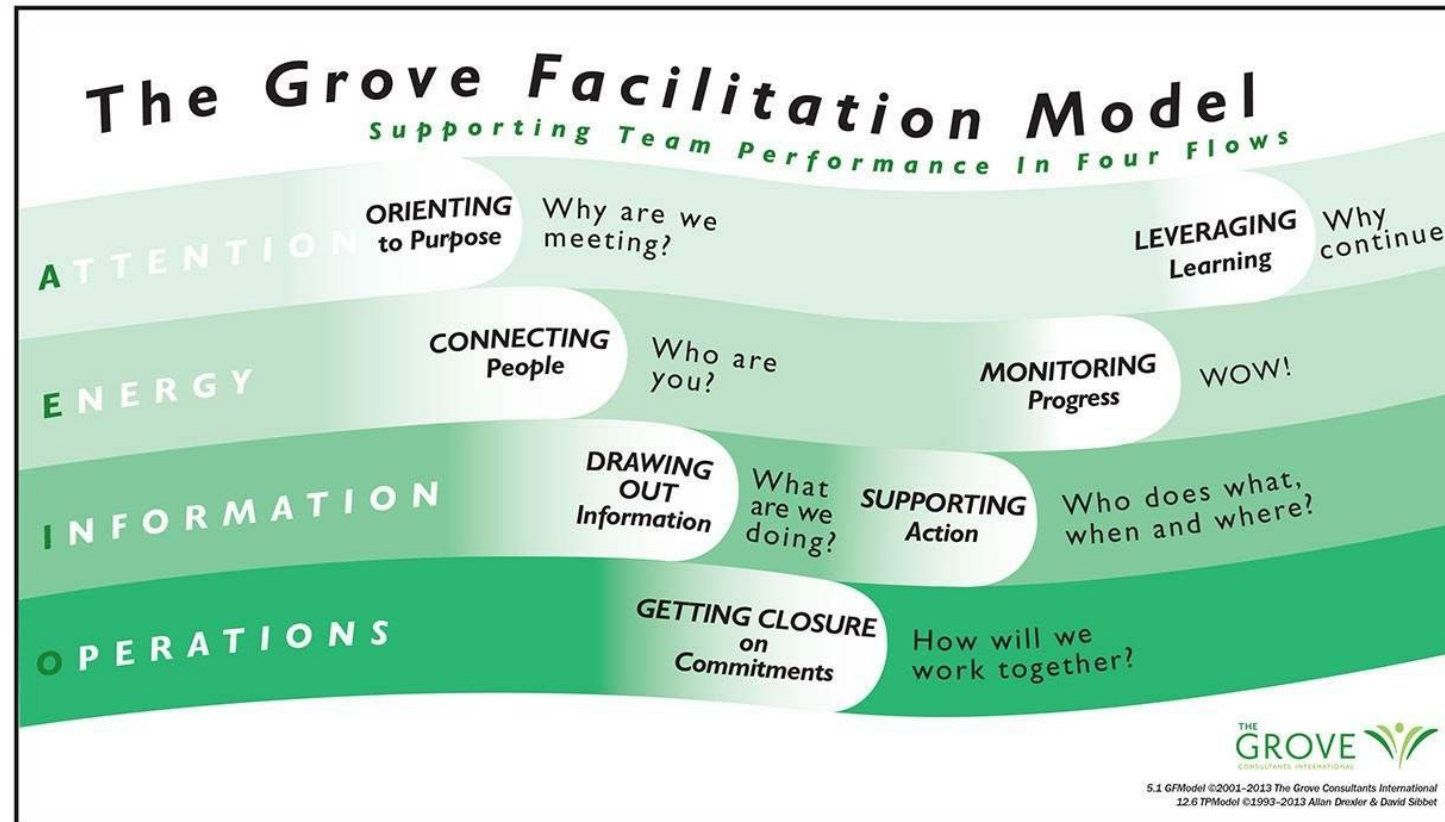
Capture specific questions and answers from presentations and slides, while creating an engaged audience for your communications which takes knowledge to transfer to new dimensions.



NNGROUP.COM NN/g



The Grove Facilitation Model



The Grove Facilitation Model™ unites in one framework this suite of core strategies. It illustrates, in the order you will probably need to use them, seven clusters of facilitation strategies that support working with the seven group challenges reflected in the Drexler/Sibbet Team Performance™ Model.



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Remote Communication Principles



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Communication Between Remote Teams

What do you enjoy the least about online meetings?



<https://www.youtube.com/watch?v=Mh4f9AYRCZY>



Communication Between Remote Teams

Labels for communication on remote workers.

1. Introduce everyone during the meeting and give them the opportunity to contribute
2. Do not stare at your phone while others are presenting
3. Do not interrupt other people when they are talking (or try to talk over them)
4. Test all technology (including camera/video, Wi-Fi and screen sharing) before the meeting
5. Read the agenda and prepare notes
6. Do not work on other tasks (such as checking email) during the virtual meeting
7. Turn off device notifications
8. Ensure that your cell phone is silent
9. Ensure that all team members are in a quiet area, free of unnecessary distractions



Communication Between Remote Teams

Recommendations to consider:

- Use icebreaker techniques
- Use video during meetings (Camera ON)
- Have excellent lighting
- Good microphone
- Prioritize between sending email or instant messaging with co-workers
- Always on time
- Try and learn how to use the tool you will use for communication
- Have a routine at the beginning of the teleworking day
- Quiet place to make calls
- Each person with his connection equipment
- A video conference is a face-to-face meeting
- Behave with respect



Communication Between Remote Teams

01

Use corporate image in presentations

02

Font size easy to understand

03

Take care of the number of items per slide

04

Body language care

05

Terminology understandable by all attendees



Meeting Roles

- Speaker
- Organizer
- Host/ Facilitator
- Assistant



Visual Signals

- **Sign language so as not to interrupt with voice, only with gestures to demonstrate:**

- You approve of an idea
- You like something that was informed
- **ELMO**, a lot of time on a topic, keep going
- You do not listen
- Others



- **Use of cards to show**

Example:

<http://www.collaborationsuperpowers.com/supercards/>



...

Work Team Agreements



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Selected Effects of Teleworking on Individual Work Performance Factors

Effect	Positive	Neutral	Negative
Autonomy			
Belongingness			
Work—life/life—work conflict			
Productivity			
Concentration			
Collaboration			
Communication			
Trust			
Job satisfaction			
Engagement			
Happiness			
Health			
Goal clarity			
Role clarity			
Advancement			
Cultural attachment			
Stress			
Commute stress			
Time			
Money			
Family			
Childcare			
Eldercare			



Selected Effects of Teleworking on Organizational Work Performance Factors

Effect	Positive	Neutral	Negative
Productivity			
Performance			
Absenteeism			
Attraction			
Retention			
Real estate costs			
Technology costs			
Customer service			
Continuity of operations			
Environmental sustainability			
Organizational sustainability			
Shareholder value			
Team dynamics			
Creativity			
Innovation			
Communications			
Meeting fatigue			
Agility/resilience			
Employee well-being			
Efficiency			
Globalization			
Need for overstaffing			
Mentoring			
On-boarding/new employee			
Diversity			



Work Team Agreements

What components should a remote team working agreement make clear?

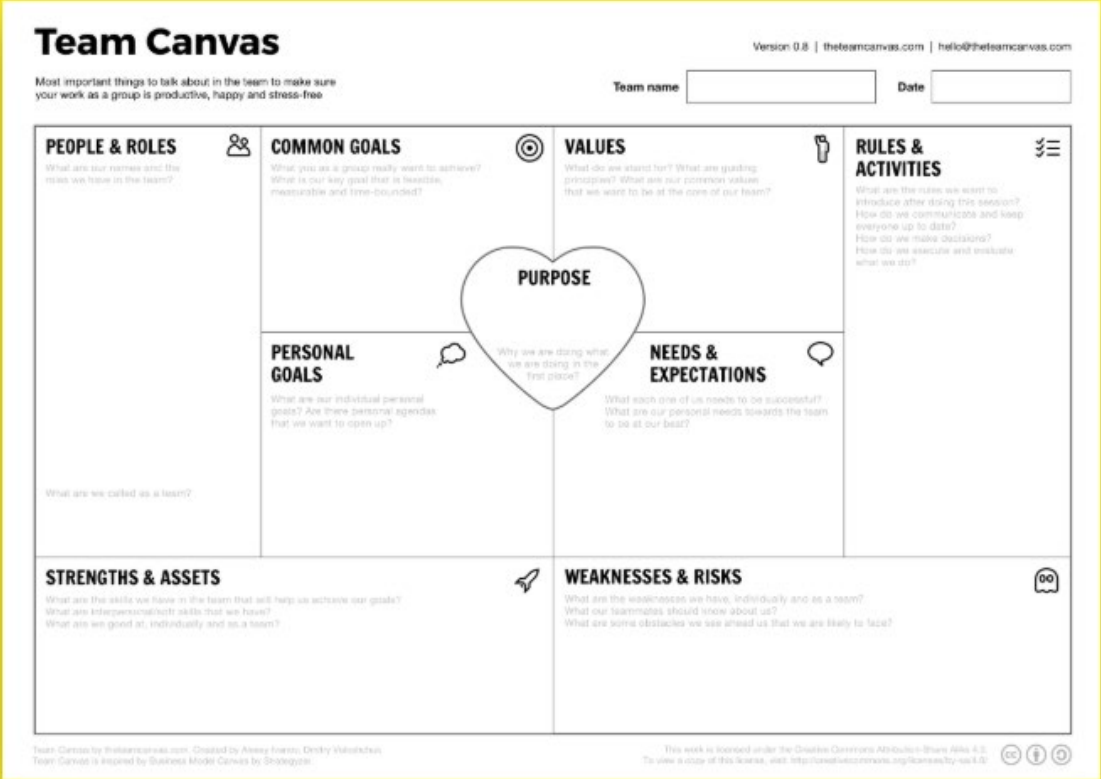
What are the benefits of creating a remote team working agreement?



Work Team Agreements

<http://theteamcanvas.com/>

Team Canvas is a Canvas business model for teamwork. It is a free tool for leaders, facilitators and consultants to organize team alignment meetings and bring members to the same page, resolve conflicts and build productive culture, fast.



The diagram shows the 'Team Canvas' template, a structured workspace for team alignment. It features a central heart labeled 'PURPOSE' with the text 'Why we are doing what we are doing in the first place!'. Surrounding this heart are eight sections, each with a specific icon and a set of guiding questions:

- PEOPLE & ROLES** (Icon: group of people): What are our names and the roles we have in the team?
- COMMON GOALS** (Icon: target): What, you as a group really want to achieve? What is our key goal that is feasible, measurable and time-bounded?
- VALUES** (Icon: target): What do we stand for? What are guiding principles? What are our common values that we want to be at the core of our team?
- RULES & ACTIVITIES** (Icon: list): What are the rules we want to introduce after doing this session? How do we communicate and keep everyone up to date? How do we make decisions? How do we execute and evaluate what we do?
- PERSONAL GOALS** (Icon: speech bubble): What are our individual personal goals? Are there personal agendas that we want to open up?
- NEEDS & EXPECTATIONS** (Icon: speech bubble): What each one of us needs to be successful? What are our personal needs towards the team to be at our best?
- STRENGTHS & ASSETS** (Icon: rocket): What are the skills we have in the team that will help us achieve our goals? What are interpersonal skills that we have? What are we good at, individually and as a team?
- WEAKNESSES & RISKS** (Icon: speech bubble with 'X'): What are the weaknesses we have, individually and as a team? What our teammates should know about us? What are some obstacles we see ahead of us that we are likely to face?

At the top right, there is a header with 'Version 0.8 | theteamcanvas.com | hello@theteamcanvas.com', a 'Team name' field, and a 'Date' field. At the bottom, there is a footer with attribution to Amy Foster and Dmitry Vlasov, and a Creative Commons license link.



Work Team Agreements

Use a Delegation Board.

- Seven levels of delegation
- Delegation Poker

Created by Jurgen Appelo of Management 3.0

Source:
<https://management30.com/product/delegation-poker/>



Source:
<https://philippe.bourgau.net/>



Work Team Agreements

- Clarity
 - Agreement
 - Non-Agreement
- Always in BETA version
- Disclosed
- Keep it Simple
- Time zones
- Response times
- Special days per country
- Calendar/Agenda/Days off
- Meetings/Events
- Communication
- Home Office Quality required



Hire a Remote Office Manager

Some responsibilities:

- Facilitate weekly team meetings
- Schedule periodic reviews of the **Team Agreement**
- Ensure that team processes are documented
- Facilitate retrospectives focusing on how we can improve as a team
- Facilitate the hiring and firing of team members
- Keep support systems disclosed, updated and operational
- General administration tasks of the company
- Lead the process of recruiting new team members



Work Team Agreements

To keep in mind:

Should you also make teleworking agreements with your relatives or people you live with?

Create a team agreement for this workshop.



Remote Worker Canvas

Remote Worker Canvas			Date:
T-shaped 	Agreements 	Setting Expectations 	
Technological tools 	Remote Worker 	Feedback 	
Healthy Habits 		Culture 	

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Ismael Ramirez
remoteworkercanvas.com

Source: <https://remoteworkercanvas.com/>



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Cybersecurity for a Remote Workforce



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What is Cibersecurity?

Cybersecurity is the implementation of methods to prevent attacks on a company's information systems.

This is done to avoid interrupting the productivity of the company.

Cybersecurity not only includes controlling physical access to system hardware, but also protects against the danger that can arise through network access or code injection.



Recommendations for Information Security

Employees are the first line of defense. Staff working remotely for the first time may not be familiar with the organization's policies and processes that apply to remote work environments.

People

Processes

Technology



Recommendations for Information Security

- All staff should receive security awareness training that emphasizes the importance of information security
- Know the security policies of the organization
- Know the processes that apply to teleworking
- To know the fundamentals of GDPR (*General Data Protection Regulation*)



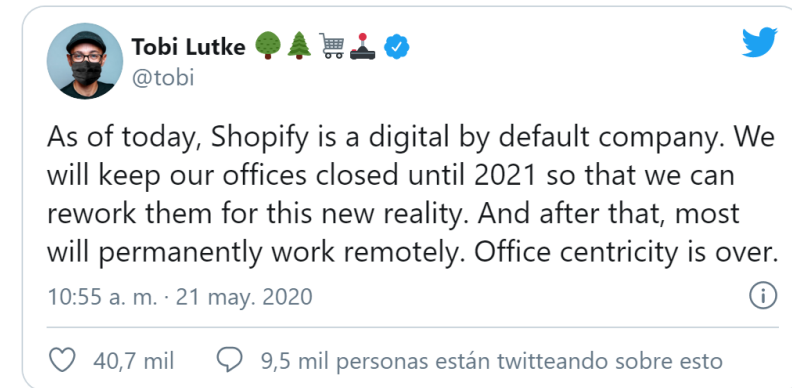
Cybersecurity Issues

Organizations must act quickly to mitigate the cyber security risks created by a sudden shift to remote work.

Facebook allows employees to work from home permanently.

Shopify announced that it is going "digital by default".

- Evaluate your changing cyber security risk profile
- Cybernetic strategy
- Training and cybernetic exercises
- Tabletop exercises
- Involving ethical hackers



<https://abcnews.go.com/WNN/video/twitter-employees-work-remotely-pandemic-70658726>



Recommendations for Information Security

Awareness of their physical environment, trying to prevent confidential information from being seen by unauthorized persons.

The organization's security processes must be kept up to date.

The use of technologies that ensure that payment data is kept protected and allows remote personnel to carry out their work safely.



Recommendations for Information Security

It uses multi-factor authentication for all remote network access originating from outside the company network.

01

04

Ensure that all systems used by remote personnel have up-to-date patches, malware protection, and firewall features to protect against web-based threats.

Apply a strong password policy and do not allow the use of shared passwords.

02

05

Uninstall or disable applications and software that are not necessary to reduce the attack surface of computers and laptops.

Educate staff on the importance of protecting their passwords and other authentication credentials from unauthorized access.

03

06

Implement access controls to ensure that only people whose jobs require access to confidential information have them.



Recommendations for Information Security

Use only secure, encrypted communications – for example, a properly configured VPN – to protect all transmissions to and from remote devices containing sensitive information.

07

10

Ensure that incident response plans are up-to-date and include accurate contact details for key personnel.

Automatically disconnect remote access sessions after a period of inactivity to prevent inactive or open connections from being used for unauthorized access.

08

11

Procedures for detecting and responding to potential information leaks may be different for incidents originating in remote work environments.

Limit access to system components and confidential information only to those whose work requires such access.

09

12

IT teams should be prepared to identify fraudulent calls from people claiming to be remote users and there should be a process for staff to confirm their identity when remote IT support is required.



Terminology

- Social engineering
- Identity theft (Phishing)
- Malicious software (Malware)
- Worms
- Identity Theft
- Trojan (Trojans)
- Harassment
- Cyberbullying (Cyberstalking)
- Password Attacks
- Denial of Service Attacks
- Penetration Testing
- Two-Steps Verification



Terminology

- Download Attachments with Care
- Question Legitimacy of Websites
- Place Lock on Phone
- Don't Reveal Location



Basic Diagnosis

	Yes	No
1. Have you changed your WIFI password in the last 30 days?		
2. Have you changed your computer password in the last 30 days?		
3. Has your email password changed in the last 6 months?		
4. Have you changed your banking password in the last 60 days?		
5. Do you use double authentication mechanisms to access your systems?		
6. Do you constantly update your operating system?		
7. Do you use virus/malware protection software?		
8. Do you use physical anti-spyware for your webcam?		
9. Are you sure no one knows your system passwords?		
10. Many passwords are stored in Word or Excel, do you use key encryption mechanisms?		

What was the result? Share your thoughts.



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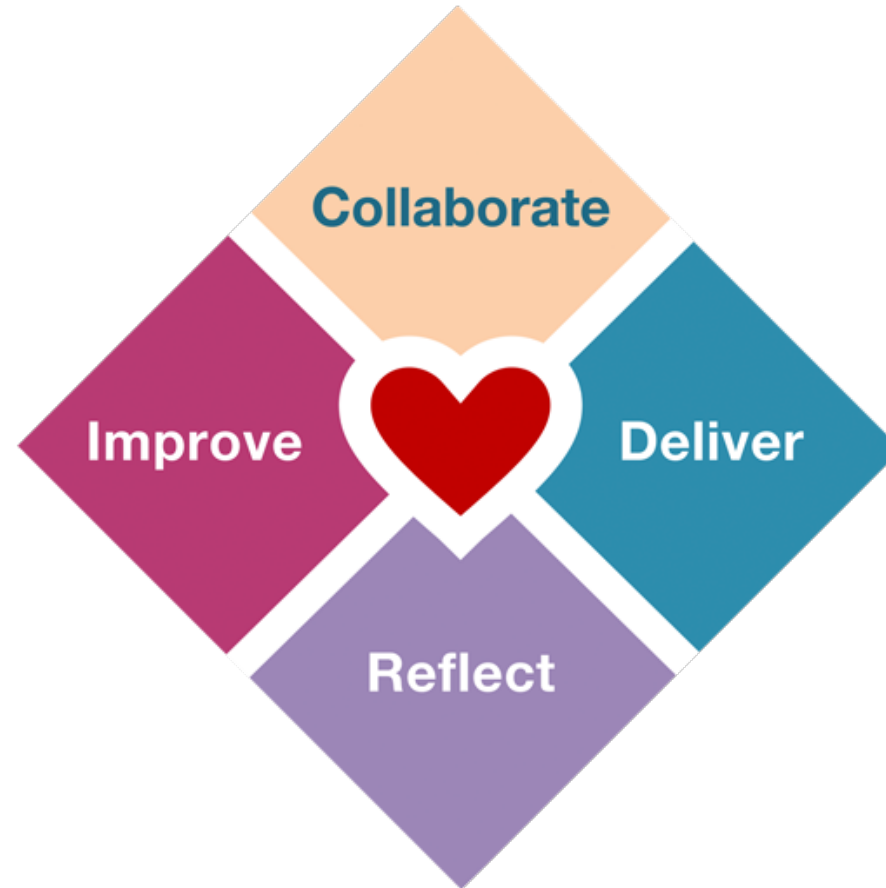
Agile Thinking in Remote Teams



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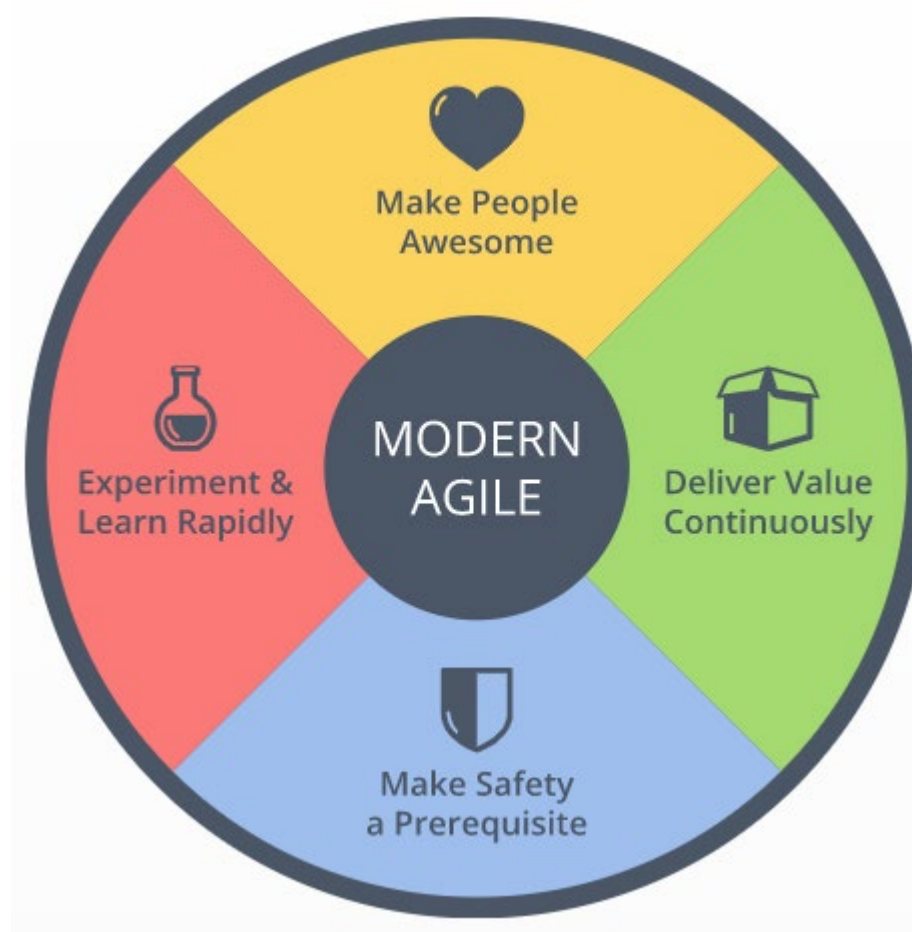
Heart of Agile



Source: The **Heart** of **Agile**. Alistair Cockburn



Modern Agile



Source: Joshua Kerievsky, CEO,
Industrial Logic

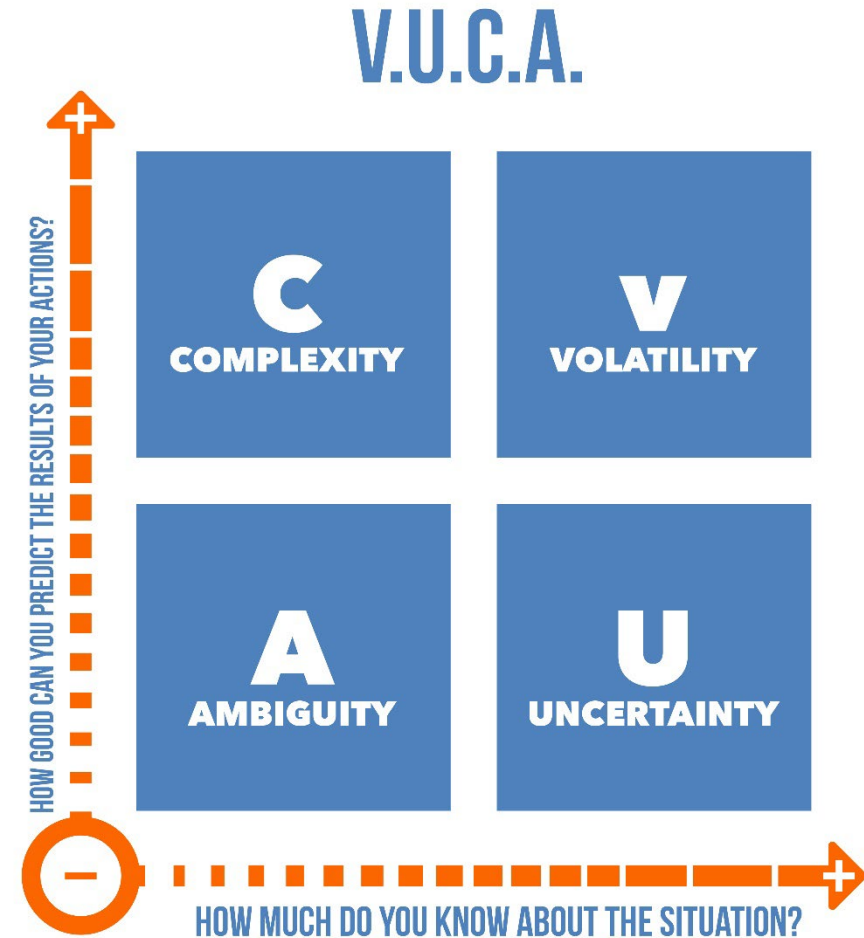
<http://modernagile.org/>



VUCA

VUCA is an acronym used to describe or reflect the volatility, uncertainty, complexity and ambiguity of conditions and situations.

The notion of **VUCA** was created by the U.S. Army War College to describe the volatility, uncertainty, complexity and ambiguity of the world that emerged after the end of the Cold War.



Agile People Manifesto

In groups, read and analyze the Agile People Manifesto. Generate a discussion about relevant aspects and conclusions in distributed team environments.

Source: <https://agilepeoplemanifesto.org>



Agile People Manifesto

- Agile people are curious and collaborate **to** create great value and innovative solutions that meet people's needs (Commitment, Motivation and Curiosity)
- Agile people actively embrace diversity and inclusion **to** create communities where people have a sense of belonging and security (Diversity, Security, Sense of belonging)
- Agile people connect deeply with people, businesses and society **to** create a culture where human capacity is nurtured, valued and released (Culture, Connection, Humanity, Focus on the Wider Society)
- Agile people continually pursue meaning and purpose in life **to** create a positive and meaningful impact on the world of work (Purpose, Meaning)

Source:
<https://agilepeoplemanifesto.org/>



Agile People Manifesto

- Agile people actively seek opportunities **to** experiment and learn in order to adapt quickly and thrive in a changing environment (Adaptability, Experimentation)
- Agile people promote transparency among organizations and teams **to** enable trust, ownership and self-organization (Transparency, Ownership, Responsibility, Self-organization)
- Agile people leverage the power of boundary spanning **to** facilitate proactive collaboration across organizational barriers (Multifunctional, Collaboration, Communication, Learning)

Source: <https://agilepeoplemanifesto.org/>



The Agile Manifesto

On February 12th, 2001, seventeen (17) programming experts and critics met to discuss software development techniques and processes.

At the meeting, the term "**Agile Methods**" was coined to define the methods that were emerging as an alternative to formal methodologies that were considered excessively "heavy" and rigid due to their normative character with a strong dependence on detailed planning prior to development and far from the needs of the clients.

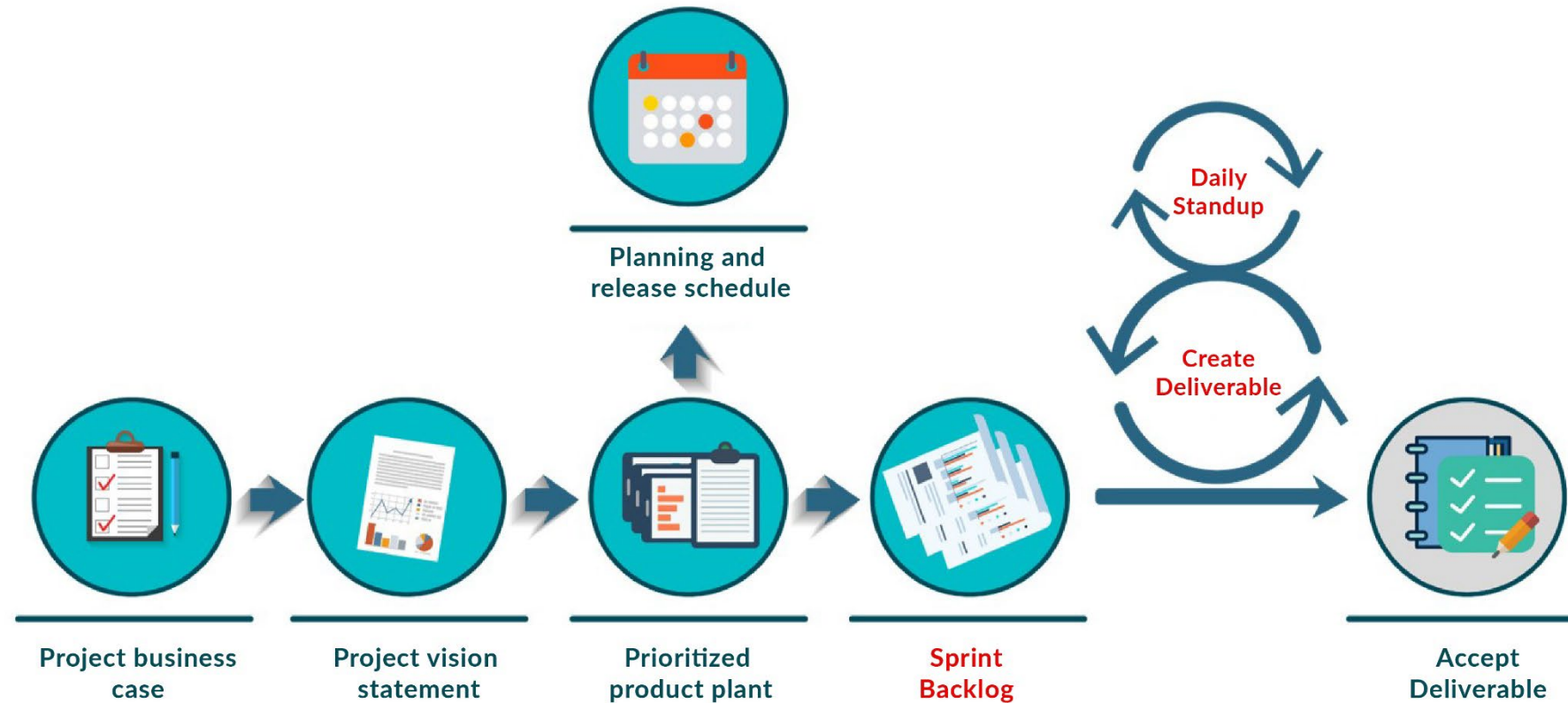
The members of the meeting summarized the principles on which the alternative methods are based in four (4) postulates, which give way to twelve (12) values and which has been coined as the "**Agile Manifesto**".

Source: <http://agilemanifesto.org/iso/es/manifesto.html>



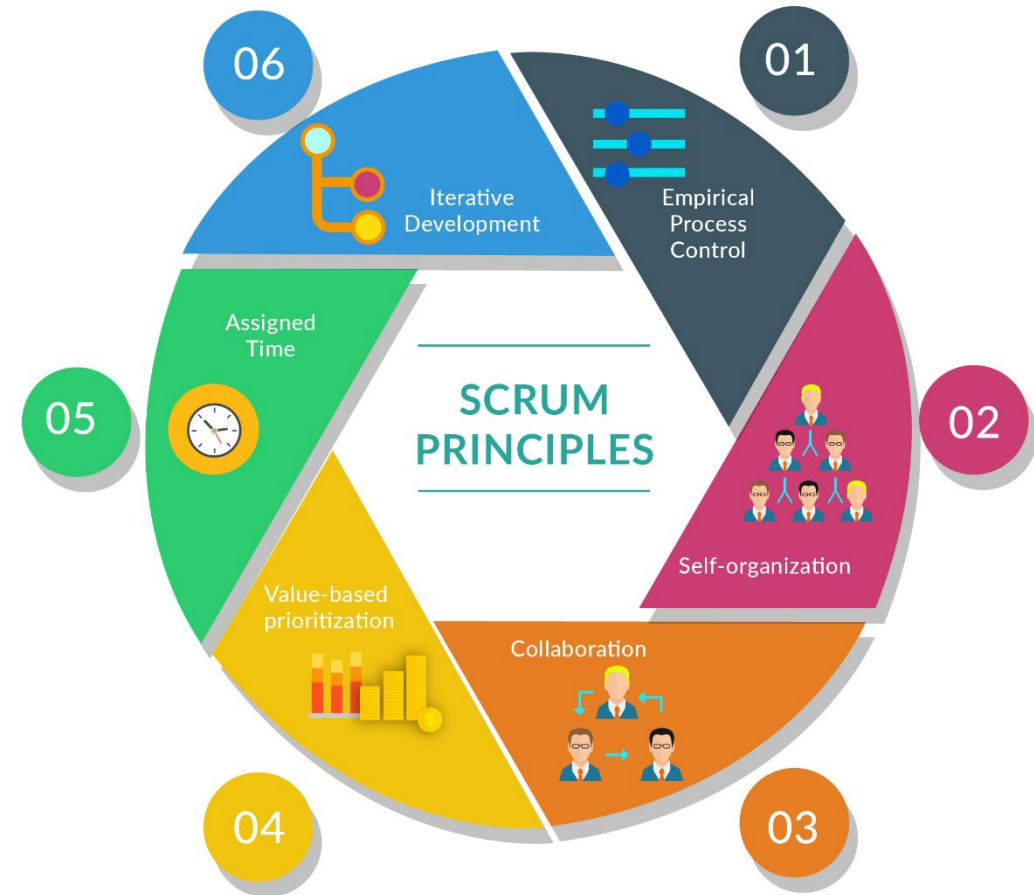
Scrum – Distributed Teams

Scrum is light, easy to understand and extremely difficult to master.



Principles

How to adopt Scrum principles in distributed team environments?

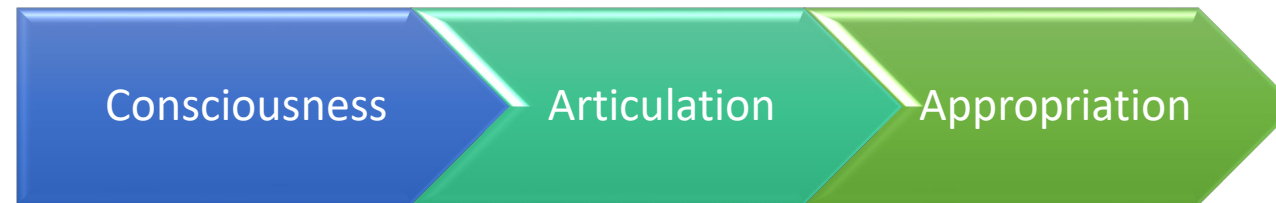


Objectives of Self-Organization



Collaboration

Scrum collaboration means that the Scrum core team works and interacts with stakeholders to create and validate project results.



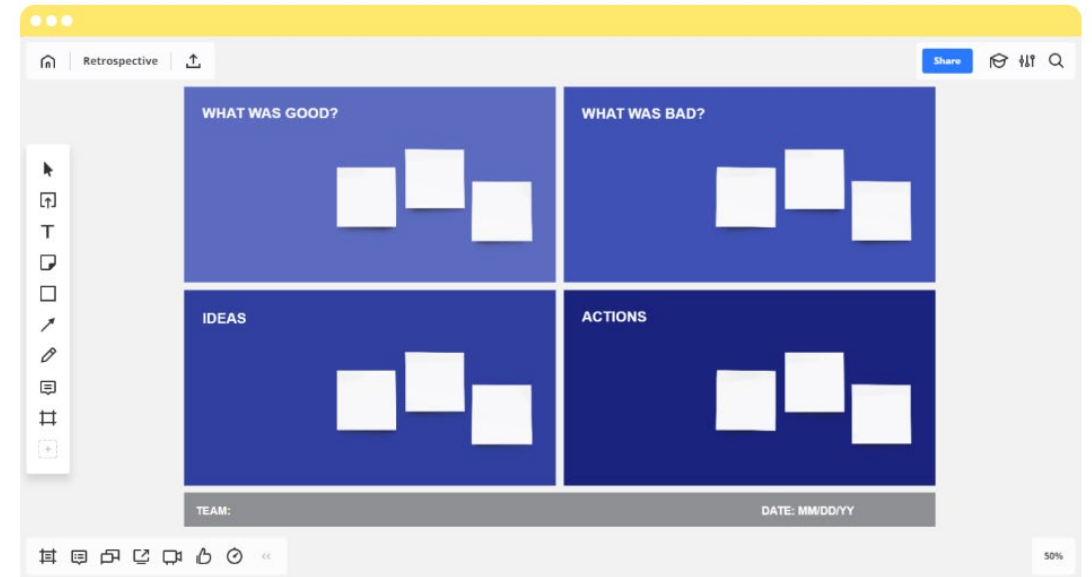
Retrospective

What is an agile retrospective?

Name of the meeting in which the team analyzes the way of working for its continuous improvement.

Retrospective meetings are therefore an agile "**meta-practice**". Although they are often held at the end of each sprint, they should not be confused with sprint review meetings.

Using Miro or Mural it is recommended to do a retrospective practice using remote work as an example



<https://miro.com/blog/distributed-team-sprint-retrospective/>

Teleworking

The Telework Improvement Act states that "each Executive agency shall incorporate telework into that agency's Continuity of Operations Plan". Telework is recommended in the Federal Continuity Directive 1 (FCD 1), National Continuity Program and Requirements of the Federal Executive Branch, U.S. Department of Homeland Security, October 2012.



What is Telework?

A flexible work arrangement where an employee performs the duties and responsibilities of his or her position and other authorized activities from an approved job site, different from the location where the employee would normally work.

This definition of **telework** does NOT include any part of work done while on an official trip or mobile job.

What is "**telework**"?

Over the years, many other terms have been used to define telework:

- Teleworking
- Flexible working arrangement
- Flexible Location



Sample Telecommuting Documents

Home » Sample Telecommuting Documents



The majority of organizations that have been successful at **telecommuting**, **telework**, and **work at home** programs formalize their policies and procedures with various **telework agreements**. Here are some sample **telecommuting agreements** and other document templates:

Sample Telework / Telecommuting Policy: This sets forth a company's overall policies toward telework.

Sample Telework / Telecommuting Agreement: This documents the understanding between the company and the teleworker or telecommuter.

Sample Telework / Teleworker Assignment: This document the specifics of who, when, where, what and how of the a teleworkers offsite work including expectations for availability and communications.

Legal Disclaimer: We make these resources available free. Please don't sue us for doing something nice.

Sample Teleworking Documents

Source: <https://globalworkplaceanalytics.com/sample-documents>



Mobile Work Examples

Some examples of mobile work include:

- Site audits
- Site inspections
- Investigations
- Property management
- Work performed while on the road, traveling, or on temporary duty (TDY)

Mobile work is not teleworking!



Teleworking Hours May Vary, Subject to Approval Management

Schedules can be:

- **Routine**, which means continuous and regular (for example, every Tuesday and Friday of every week)
- **Situational**, which means that teleworking is approved on a case-by-case basis, where the hours worked are not part of a previously approved, continuous and regular schedule (e.g., teleworking as a result of bad weather, a medical appointment, or special work assignments). Situational teleworking is sometimes referred to as episodic, intermittent, unscheduled, or ad hoc teleworking



Teleworking Benefits

- It reduces travel time and the stress of moving around.
- It has a positive impact on the environment
- Provides greater flexibility
- Improves performance and productivity by providing a distraction-free environment



- **Teleworking provides reasonable accommodations for people with disabilities**
- It reduces personnel costs
- It allows government services to continue to operate during emergency situations



Teleworking Success Factors

- Managers and teleworkers define the details of the telework agreement
- They review it frequently
- Telework agreements must be in writing (Formality, Legality)
- Managers and teleworkers take steps to ensure that teleworking works for clients, co-workers, and other key personnel
- Ensure impeccable coverage of job-related responsibilities
- Appropriate technology is available to support the tasks assigned to teleworkers
- Continuous and effective communication between managers, teleworkers, clients, and co-workers is a priority

Source: <https://www.telework.gov/>



Teleworking Success Factors



Teleworking: Work Habits



Ability to work
with minimal direct
supervision



Organized work
practices



Good planning skills



Ability to meet
deadlines and
schedules



Effective time
management skills



Effective
communication



Approach your Manager About Teleworking

Why do you want to telework?

How do you think your teleworking can benefit your office or agency?

Types of tasks you can complete while teleworking.

How can you communicate with your manager, co-workers or clients?

How will your manager know you are being productive?



Approach your Manager About Teleworking

- Your proposal of location for teleworking
- Your proposal of days a week to telework
- Your personal work habits that will help you be a successful teleworker
- Available space and equipment



Tips for Creating a Telework Agreement

Tips for Creating a Telework Agreement

Set the type of teleworking

Specify the schedule, days and hours

Additional requirement

Clarify any expectations and assumptions

Specify required equipment

Specify expenses

List the expectations

Summary of data security procedures

Provide a self-certification safety checklist

Explain termination/modification conditions



Manager Unexpressed Concerns



Are you working or walking the dog?



Are you working or doing laundry?



Are you working or chatting on the phone with friends?



Are you working or watching TV?

"I understand the need for a well-managed telework program, but is a helmet-cam really necessary?"



Earning the Leader's Trust

Do your best!

Complete tasks on time

Help when there is pressure

Offer new ideas

Apply for projects

Work independently without the need for close supervision

Keep your supervisor informed

Report what you are working on

Report what you have achieved



The Importance of Trust

Expect a trial period, during which you will meet frequently with your manager to discuss how things are going.

Some questions you may want to ask include:

What aspects of the work you do can be done effectively from an alternative workplace?

Does the schedule work for you, your manager, your co-workers and your clients?

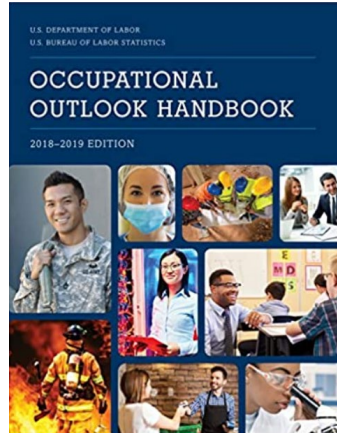
Do the quality and quantity of work meet your manager's expectations?

Is it necessary to change any of the details of the telework agreement?



Bibliography

- ✓ *Work Together Anywhere: A Handbook on Working Remotely—Successfully—for Individuals, Teams, and Managers.* Lisette Sutherland. 2019
- ✓ *Influencing Virtual Teams: 17 Tactics That Get Things Done with Your Remote Employees.* Hassan Osman. 2014
- ✓ *Occupational Outlook Handbook.* Bureau of Labor Statistics. 2019



References

California Employers Association

https://www.employers.org/clientuploads/hr_forms/RemoteWorkPolicy.pdf

<https://www.wonder.legal/us/modele/remote-work-policy-us>

Workable Technology Limited

<https://resources.workable.com/work-from-home-company-policy>

Remote Work Agreement

<https://www.wonder.legal/us/modele/remote-work-agreement>



Recommended TED Talks

Work Together Anywhere | Lisette Sutherland | TEDxKaunas

<https://www.youtube.com/watch?v=7GtVD-nnVqU>

The Remote Working Revolution Has Arrived – Join Us! | Justin Jones | TEDxRichland

<https://www.youtube.com/watch?v=wUTd35A7I6c>

Remotely Productive: You can work from home | Jay Hayes | TEDxWilsonPark

<https://www.youtube.com/watch?v=5gfGxuxXF0w>



Research/Papers

Harvard Business School Work-from-anywhere: The Productivity Effects of Geographic Flexibility

<https://www.hbs.edu/faculty/Pages/item.aspx?num=55312>

A 2-Year Stanford Study Shows the Astonishing Productivity Boost of Working From Home

<https://www.inc.com/scott-mautz/a-2-year-stanford-study-shows-astonishing-productivity-boost-of-working-from-home.html>

FlexJobs 2019 Annual Survey: Flexible Work Plays Big Role in Job Choices

<https://www.flexjobs.com/blog/post/survey-flexible-work-job-choices/>



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