



MENTOR
GLOBAL CONSULTANTS

**HELP REMOTE EMPLOYEES
GROW WITH PRODUCTIVITY
INTELLIGENCE ENHANCEMENT
INITIATIVES.**

**Gain Visibility Into Your Remote Workforce &
Quickly Identify Opportunities for Improvement.**

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Remote Work Has Become the New Default in Many Sectors

There is no digital transformation playbook with all the correct answers.

There's not an easy method to transition large number of employees to remote work alone either.

Successful remote or hybrid-remote workforce transitions without the necessary knowledge and experience have become an all too common occurrence this year, and we are worried about it.

1 in 4 Americans over 26% of the American workforce were working remotely through 2021.

22% of the workforce (36.2 Million Americans) will be working remotely by 2025.

Overall performance was boosted by 22% when employees were able to work from home.

“While we could see it coming, once it hit, the pandemic changed business overnight. And when a crisis like this happens, the pace of business becomes totally different.”

The sheer number of remote workers has steadily increased over the past couple of years.

Most people now recognize that remote working has become mainstream.

Over the same period, the proportion who only work remotely went to 20% from 15%.

Malek Moubasher, CEO and Founder of a management consulting firm, Mentor Global Consultants, described it as a tsunami, “As a result of these accommodations, attitudes and habits have changed, and things will never be the same and that’s not all bad”.

Now we can easily collaborate with IM and email, communicate with video conference calls and group edit presentations without second thought.

However, there are other factors that still need to catch up, including the role of mentoring in a remote working world.

Employee Monitoring Doesn't Always Have to Be a Negative Thing.

“The hope is that as our workforce evolves as a result of the crisis, we bring more empathy to our everyday connections.”

“Traditionally, business leaders have argued against the concept of remote working due to productivity concerns and tactical problems that limit a supervisor’s ability to observe and coach employees,” added Moubasher.

As many continue to work from home, some companies are turning to new techniques and technologies to remotely monitor their employees.

Software programs that offer everything from virtual time clocks to email and chat monitoring to work computer usage tracking are helping managers check in on employees' productivity and activity.

Driving an Engaged Remote Workforce



Types of Employee Monitoring

Of course, employee monitoring software does present its fair share of concerns for your business and your staff.

However, employee monitoring doesn't always have to be a negative thing.

As with any other expenditure or policy change, you need to learn the ins and outs of employee monitoring, so you know what you're getting into and make it work for your business.

Employee monitoring is an umbrella term that encompasses anything a company does to track employee performance, monitor user activity in real-time, assess behavior, and collect proof of work hours.

Website Tracking

Web tracking tools show what your employees are doing online, including what websites they are spending time on.

Application Monitoring

This monitoring tool allows you to see how applications, tools, and programs are used. It collects data offering a glimpse into the performance of the application.

Social Media Tracking

This type of monitoring refers to keeping an eye on employees' personal and professional social media profiles, as well as their use of social media during work hours.

Time Tracking

Just like in a more traditional setting, employees use a digital time clock to punch in when they start working and punch out when they finish.

Email Tracking

This type of monitoring involves reading company emails sent to and from your employees. It helps you keep an eye on internal and external communications.

Phone Tracking

This method allows you to record and listen to employees' phone conversations, voice mail, and video calls.

Keylogging

This monitoring method uses software programs that record everything an employee types using the computer keyboard.

Video Surveillance

This method requires setting up video cameras and recording the day-to-day activities of your employees and customers.

While this may work in an office setting, it may not be feasible for remote organizations.

Driving an Engaged Remote Workforce

“Knowing that a candidate is capable of doing the job is important – but will he/she get it done and how well?”

Advantages

Improve Employee Productivity

Employee monitoring helps in identifying unproductive workflows and pinpointing employees who are at risk of burnout. So if you find an employee struggling, you can use that information to coach the issues you've identified.

Increase Employee Engagement & Retention

Employee monitoring gives you visibility into common signs of disengagement, like an increased amount of time spent on social media or decreased productive time.

Optimize Business Processes

Monitoring tools also make it easier to track how well your productivity improvement efforts are working, giving you the insights you need to make adjustments and optimize processes.

Increase Revenue

A good monitoring and management tool can help you reduce costs by identifying any redundant or underutilized software, so you can reduce licensing costs while boosting employee morale.

Disadvantages

Ethics and Feelings of Distrust

Employees may feel like you're violating their privacy or don't respect or trust them. This, in turn, can build resentment, reduce their trust in you, and decrease employee morale.

Legal Implications & Risks

As an employer, you do have the right to monitor your employees using many different means, but your employees also have a reasonable right to privacy. If monitoring was implemented improperly, it may lead to lawsuits.

Employee Privacy Concerns

It's normal for privacy concerns and worries about personal data security to be part of the conversation around different types of employee monitoring. Thus, it's critical for employees to understand what data is and isn't collected and how that data is used.

The Do's & Don'ts of Remote Employee Monitoring



The Do's of Remote Employee Monitoring

Allowing employees to work from home even just one day a week improves employee loyalty and satisfaction, serves as a reward and motivation, and even saves your business money on utilities and office space. Yet, to maximize the benefits of remote work, it's important to follow some do's and don'ts.

Be Clear & Transparent About Monitoring

Rather than an abrupt, out of nowhere execution, inform workers well early and clarify the significance of monitoring to them.

Determine What Metrics You Want to Track

You can have a high level of detail, as in a set of data, however, it's ideal to follow significant action that you can process, to begin with.

Utilize that information to layout objectives for your outreach group and afterward begin keeping tabs on their development.

Use the Data To Make Smart Business Decisions

Don't simply survey the information that is accessible to you and set aside the effort to investigate it. Examining the information gathered could help you settle on more efficient business choices that will improve your group's efficiency.

Improve Team Performance

Use monitoring to learn more about your employees' strengths and weaknesses and then assign out work to maximize the former and minimize the latter.

Encourage Employees to Improve Their Time Management Abilities

If you notice a team member or an employee struggling with time management, make an effort to assist them.

Cost-Effectiveness

Monitoring solutions allow you to determine ways your employees are costing you. With employee monitoring, you can discover when someone is wasting company time or even committing time theft.



The Don'ts of Remote Employee Monitoring

Employee monitoring solutions aim to establish productive and sustainable workplaces that benefit both employers and employees. However, wrong practices of employee monitoring can significantly influence your business.

Don't Fail to Address Your Employees' Concerns

Make certain to clarify that you are not utilizing monitoring programming to keep an eye on them, but instead to secure and protect the organization and discover approaches to make their job simpler.

The employer should communicate how the utilization of programming mainly benefits employees, not only the organization.

Don't Neglect Personal Factors

There are a variety of personal reasons that might contribute to someone's inability to focus at work.

Perhaps the employee is dealing with a difficult situation at home or assisting a family member with a health condition.

Don't Get Blindsided by False Positives

Over-monitoring can be counterproductive. If you monitor too many events, it's easy for you to get blindsided by false positives.

To help reduce these false positives, ask yourself whether what you're looking for is truly an event of concern or it's a pattern that needs more examination before determining its significance.

Don't Monitor Outside of Work Hours

The only way remote employees can feel truly comfortable is if they have complete control over their schedule.

It can be hard for new leaders to let go of control of how work gets done, but it's essential that you understand that if employees are not getting work done outside of work hours, it doesn't mean they're slacking off.

Don't Micromanage

We've all had a micromanager as a boss. They double-checked every detail, kept track of every hour in our calendar, and asked for updates on a regular basis.

Did you become more productive as a result of this?

It's likely that it made it more difficult for you to complete your tasks.

Managing Remote Teams Requires Different Skill Sets

Every Manager Wants to Use the Best Strategy to Manage Remote Teams



Effectively Managing Remote Teams Requires Different Skill Sets.

Many managers are accustomed to exercising control over how work gets done. When employees are working from home, this level of control isn't possible.

Thus, managers have to make extra efforts to connect and engage with their remote workers, so they don't grow unproductive over time

It is vital for managers to understand the unique needs and challenges of each direct report and find new ways to help each individual succeed.

This would encourage collaboration, commitment, and cohesion between managers and their remote workers.

Managers who went through training or coaching have less difficulties at work.



Focusing on Individual Productivity & Accountability

Managing remote teams is a key skill that goes beyond just being able to work from home.

In fact, it requires a whole different set of traits, practices, and strategies compared to managing a team located within the same office.

Nevertheless, remote managers learn how to manage their teams through trial and error, and only half of remote managers have access to someone who can mentor or coach them when they have challenges in managing a remote team.

However, every remote manager must learn, implement, and practice to really be able to lead teams confidently and with success.

Self-learning (reading articles, blogs, or books) looks to be the most popular method for improving remote management skills.

Remote Working Obstacles

Some companies limit remote work or telecommuting, because they feel that this is the best way for their team members to be productive.

Another reason is because they want their team members to come to the office some or most of the time.

Trust issues and differing perceptions on how work should be carried out are the biggest obstacles preventing companies from implementing remote work, according to remote managers..

When you've gathered data, don't rush straight to identifying and punishing the least productive remote workers. Instead, carefully analyze the information at hand.





It's All About the Data. You Can't Improve What You Don't Measure

Analyzing reports correctly is very important

Collecting user productivity reports is an important and complex stage of improving employee productivity, but it's only half of the work.

When you've gathered data, don't rush straight to identifying and punishing the least productive remote workers. Instead, carefully analyze the information at hand.

Learn the Strengths of Each Employee

Each of us has tasks we are particularly good at.

When analyzing productivity reports, compare the characteristics of several employees to determine their strengths and assign them more suitable tasks in the future.

Find the Reasons for Unproductive Behavior

User activity monitoring detects and records cases of unproductivity.

By analyzing it, it's easy to outline the reason for unproductiveness: lack of knowledge, skills, tools, constant distractions, a need for motivation, and so on.

Find the Most Productive Working Hours

Very few people are equally productive during the whole traditional workday.

That's why remote employees tend to organize their days flexibly: they start working when they're more efficient and take breaks when they need to relax.

Observe Performance in Motion

When analyzing performance, you can detect the most and least productive employees and study their behavior.

Before taking any actions based on these results, make sure you've assessed an employee complexly: the results of work, efficiency, areas of expertise, value to the team, reviews from team leaders and colleagues, etc.

"Specific to the workplace, work, and workforce, AI is fueling improvements in productivity and will likely be a significant influencer on the future of work."



Whether using natural language processing to extract valuable information from volumes of reports, using models to predict supply needs, or using computer vision to recognize outputs or products, these tools are quickly becoming essential ingredients to developing a competitive edge in business today.

Today's organizations use different technologies to understand employee capacity, identify hidden challenges, and empower leadership to target areas for improvement. These technologies include:

Artificial Intelligence

AI (Artificial Intelligence) can really make a big difference on your remote work productivity. This technology uses the power of large amounts of data, combined with intelligent algorithms and fast processing.

It can be applied to keep records and measure productivity. It can also capture workers' preferences and feedback and, by showing progress on tasks in real time, reduce the need for bosses' intervention.

Workflow Analysis

Track desktop processes step by step to understand where waste and inefficiencies occur and take action to drive improvements as part of your intelligent automation strategy.

Machine Learning

This technology enhances data mining techniques, continually improves processes, and targets actions that maximize the impact of your investment across your organization.

Natural Language Processing

NLP is important because it helps resolve ambiguity in language and adds useful numeric structure to the data for many downstream applications, such as speech recognition or text analytics.



Actionable Insights, Mean Better Business Outcomes

Highly relevant, context-driven information provides the foundation for actionable insights which helps users make better informed decisions, recommendations, or changes to policy or process.

It also helps them quickly and confidently solve business problems that impact both top- and bottom-line performance.



Highly relevant, context-driven information provides the foundation for actionable insights.

Greater Transparency, Means Trusted Results

Human-centered AI gives users the ability to access and apply specific knowledge to problem solving for a wide range of subject domains.

AI allows software to learn automatically from patterns and features in the data, continuously working for you.

Higher Performing Teams

The timely delivery of highly relevant, context-driven information replaces the time-consuming and often fruitless task of searching through troves of enterprise data.

Users focus on more meaningful work and leverage their skills and expertise to achieve enterprise goals.

The Data-Driven Way to Build Connections With Your Remote Workforce



Gathering & Embracing Data is the First Step

When properly contextualized, data becomes valuable.

Reports and numbers on their own don't help - the information needs to be presented in a way that benefits the recipient.

By definition, "contextualization" means adding related information to something in order to make it more useful.

Data contextualization is common in numerous domains including linguistics, teaching, computer science, and big data, to name a few.

When we consider contextualization of data, we're referring to data that's presented, usually in the form of a report, along with trends or patterns that give it meaning.

It's the background information that provides a broader understanding of the topic at hand.

Without context, data tends to be of little value. Adding context typically helps unlock key insights and leads to better informed decision making.

Using data to drive decisions around workforce planning, training, coaching, and employee growth presents managers with unbiased insights.

Next Is Making Sense of It

When presented in a holistic view and rooted in context, qualified data offers an objective measurement and true viewpoint of employee contributions.

With a data-centric approach to organizational success, businesses can thrive.

Focus on People, Not Software

Having a transparent understanding of how employees allocate their time paves the way for better decisions backed by qualitative and quantitative insights.

Having an advanced KPI system and consultancy services in recognizing productivity can help a company in many ways such as: redistributing tasks based on a thorough understanding of individual strengths and weaknesses, as well as changing the frequency or duration of internal meetings based on transparent outcomes.

Insights into productivity not only bolsters efficiency for the company as a whole, but also allows employees to understand how they can allocate their time in the most efficient way which creates visibility, supports flexibility, and ensures accountability.

To become a better leader, you need to be able to understand what those metrics mean – the context

Productivity intelligence data creates transparency between employees and managers and presents visibility for both.

Every manager wants to build and maintain a successful team, right?

With the right resources, it's possible.

However, it's not enough to simply have data about how much time John from accounting spent in Google Sheets or Cathy from sales spent in Salesforce CRM.

High or low levels of activity alone, for example, aren't enough to go on.

In order to truly understand and appreciate how people are working, you need to know what's influencing them, when they're most (or least) productive, and how their recent performance compares to historical trends.

Focus on How Work Gets Done, Not Where

With the power of contextualized productivity intelligence data at your fingertips, you can:

- Become a stronger leader with the ability to make decisions more confidently
- Better understand how your employees operate on a day-to-day basis
- Be ready for open and transparent conversation with your workforce.





Measuring Employees' Productivity

Developing People in the Right Direction

Every manager wants to build and maintain a successful team.

Data empowers both managers and employees to clearly identify behaviors that lead to success and those that may fall short.

With visibility into daily engagement, you can identify trends and create an environment of transparency.

Understanding the Company's Performance

Organizations have an opportunity to get really strategic about the types of work people are doing - not just what they are doing on an hourly basis, but to clearly see an employee's level of engagement, "attachedness," and emotional state.

As a leader, you'll be able to see, "are these the right things for employees to be doing" and make data-driven strategic decisions.

Recognizing Good Performers for the Right Reasons

Perhaps the most important thing you can do is to identify overachievers who are about to burnout. It's actually easier to coach bottom performers than it is to change the behaviors of really high performers.

Your high performers are the LEAST likely to tell you they are burnt out - and need your support to better accommodate them.



Unleash the Power of Continuous Improvement

Measure Your Most Valuable Asset: Your People

As the number of remote employees continues to grow worldwide, business intelligence tools are providing enhanced analysis relative to human behavior in the workplace.

Actionable analytics can be leveraged to deliver qualified and prescriptive recommendations about your managers and employee success.

The ability to measure thousands of daily activity points across core business applications like CRM, office tools, and communications technology gives organizations the ability to start understanding daily productivity - in real time.

Simply implementing a productivity tool can change employee behavior, but the impact may not always be positive.

The ability to create transparency will often put employees at ease because they know their managers have a direct line of sight into their efforts.

In much the same way, managers can very quickly identify opportunities for coaching.

Sometimes coaching out is the best solution to improve productivity, but those decisions can be made based on data, rather than a gut feeling.





Mentoring in a Remote Working World

But What Will That Look Like?

For many businesses, employee monitoring is the logical solution to overcoming the challenges of remote work while preserving the integrity and quality of your products and services.

With the help of remote monitoring and management software, you can oversee your employees' work from anywhere, make sure they have everything they need to perform, and provide professional IT support when issues arise.

One of the concepts that is a bit more difficult to achieve is the role of a mentor, and how constructive feedback can be shared without it being too "canned" or impersonal.

A Mentor Can Come in Many Forms, Not Necessarily an Employee's Immediate Superior

Quite often these types of lessons are best learned on-the-fly as they occur.

It is often very difficult to recreate situations weeks later, with the goal of self-reflection on how a situation might have been managed differently or handled better.

In the absence of physical proximity to strike conversations on life lessons, the more senior employees need to take greater care to look for signs that co-workers need help, or if they could use a sounding board on a difficult decision.

In these cases, a virtual clue needs to be shared that the "door is always open".



Why Coaching & Mentoring Are Critical Elements

By analyzing corporate collaboration data against science-backed indicators and metrics, leaders can inform data-driven decisions and quickly reveal their impacts on employees and the business:

Improve the Employee Experience

Drive active collaboration that fosters employee growth and satisfaction.

Make the Most of Tools & Processes

Create physical and virtual work environments that benefit people, performance, and productivity.

Drive Your Remote Work Strategy

Discover and improve the impacts of physical and virtual work environments.

Optimize Your Workspace

Uncover how the use of systems and processes affect group collaboration to drive desired outcomes.

Implementing New Coaching Processes

The most crucial stage for positioning employees for success is training.

The ability to compress this review cycle to weeks will help identify and address training issues with new employees before they become a bigger challenge.

By understanding the behaviors that lead to success, and those that may fall short, managers and employees can focus on replicating behavior that typically results in success.

A true manager needs to understand how employees spend their time, when they are most or least productive, and the differences in engagement across employees in different positions.

Stay on top of workloads and make sure employees are busy, but not so busy that their work begins to suffer or they want to leave.

Despite all the advances in Machine Learning and Artificial Intelligence, nothing can take the place of a “real” human touch (at least not yet!).

Having someone to speak with in person, to be there at the right time to help provide guidance and experience, is still a basic human need that we all still need.

Coaching employees is an essential part of maintaining a productive and ever-improving workforce.



Create an Attainable Plan of Action for Each Employee

Coaching shouldn't be seen as a means of simply motivating your employees, but rather as a way of maximizing their overall performance; doing everything you can as a leader to help them do their job better.

While coaching can be a difficult task for even the most effective leaders, the results speak for themselves more often than not, allowing management to unlock the true potential of its employees and drive them to becoming more effective workers and leaders in their own right.

Many leaders consider themselves to be effective managers, but too few actually know how to coach their employees.

To master the role of the coach, you'll need to put a renewed focus on clear communication in the workplace, become more open to learning from your employees, understand different perspectives, be able to define next steps for each person, and let your team members find their own way.

Rather than directly managing employees or merely giving them a reason to be more motivated in the workplace, the role of a coach is to empower the team to be able to use their own training, skills, and resourcefulness to improve their performance.

Instead of leading through direct teaching, you should focus on helping them learn and improve so they ultimately understand how to help themselves.



About Mentor Global Consultants

MENTOR is a management consulting firm that helps organizations improve performance and reach their full potential, by offering a unique combination of business, people and technology solutions.

Since our establishment in 2006, we have guided organizations of all sizes on their journey to achieve excellence and introduce change to their business or in their workplace. Our diverse portfolio includes work with various government entities, UN organizations, multinational businesses, non-profits, and leading financial institutions.

We create pragmatic solutions through innovative thought, a deep understanding of client needs and resources, and change plans that are enabled by learning programs and digital tools.

From our offices in California and Dubai, we implement projects globally to deliver positive change in our client organizations and the customers they serve, and we provide a wealth of knowledge and experience through our team of engagement specialists and network of experts.



Contact us today to discover how closely your employees align to the remote worker competency model. Improve your organization's productivity by maximizing employee effectiveness in remote environments.

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