

Applied Leadership and Management in the
Workplace
Module Assignment Submission

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Introduction

The advent of the COVID-19 pandemic reshaped the landscape of work, propelling remote management into the forefront of organisational strategies worldwide. As companies grappled with unprecedented challenges, the necessity to adapt to remote working environments became paramount. Remote management, a concept necessitated by circumstances, evolved from a contingency measure to a strategic imperative, revolutionising traditional notions of work dynamics and employee engagement.

Defined as the oversight and coordination of operations or teams across different locations, remote management has emerged as a transformative force in the wake of the pandemic. Amid lockdowns and social distancing measures, organisations were compelled to embrace remote working modalities, fostering a paradigm shift in how businesses function. The implications of this transition extend beyond mere operational adjustments, permeating aspects of work culture, communication dynamics, and employee well-being.

The experience of remote management has been multifaceted, marked by both opportunities and challenges. On one hand, employees have lauded the newfound flexibility afforded by remote work arrangements, citing benefits such as improved work-life balance and increased productivity. Surveys conducted by national statistics bodies and research institutions corroborate these assertions, highlighting the positive impact of remote work on employee satisfaction and performance metrics.

Conversely, remote management has not been without its obstacles. Communication barriers, technological dependencies, and concerns surrounding performance evaluation have posed significant challenges for managers navigating virtual workspaces. Issues such as time zone disparities, social isolation, and technical disruptions underscore the complexities inherent in managing remote teams across diverse geographical locations.

As organisations continue to grapple with the realities of remote management, it becomes imperative to explore both its advantages and disadvantages comprehensively. By delineating the nuances of this evolving paradigm, stakeholders can formulate strategies to leverage its potential while mitigating associated risks. In this context, a nuanced understanding of remote management emerges as indispensable for organisations seeking to thrive in an increasingly digitised and interconnected world.

Remote Management

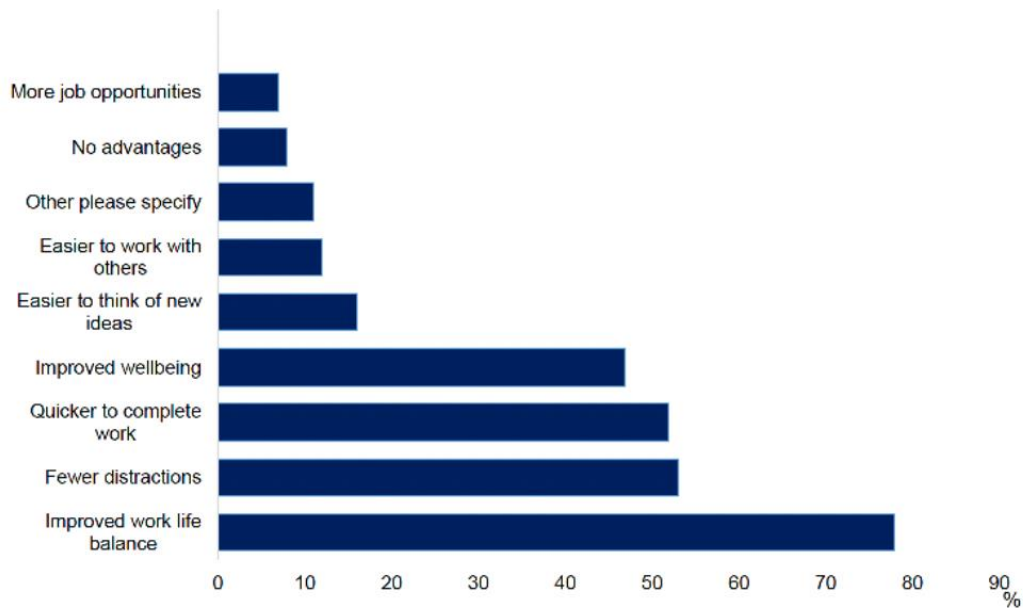
What does managing remotely mean?

The covid pandemic brought many changes to the way we work as some companies forced to embrace remote working and find that most of their employees are now working from home. This situation has forced organisations to train employees to use

online working styles at the start of pandemic 19, The lock down had significant impact on employees working from home, employees struggled due too, time management, childcare commitment, school closures, Internet sharing amongst households. (Chug, H., et al. (2020) did a study that found In February 2022 a survey conducted by the office of National Statistics find that more than three quarters of 78% of the those who work from home in the UK said this way of working give them greater improved work life balance. According to the office of national statics, employees identified a positive experience from home working in the COVID-19 lockdown some of the advantages of working remotely are flexible working hours, employees with children flexibility to take care of their children, do housework and spend time with partners. 36% of employees said they were to get more work done without any distractions we're able to focus more from home. Technology has changed how businesses approach and interactions with employees and businesses worldwide, the help of social media on text messaging we can send messages and receive a response in seconds, Communication through digital channels such as, video conferences, and online platforms. We will now look at the disadvantages of remote working.

Advantages for being managed remotely

According to research there has been reports from employees on the experience of low paid homeworkers in the UK, noted that in September 2021, 73% of all homeworkers and 69% of low paid homeworkers said that working from home is good for their work-life balance. Working from home had created the opportunity for more and better-quality time with family. The flexibility helped some workers, who had to coordinate their time between work and caring responsibilities. Working remotely came with great benefits for employees, including a better work life balance, great flexibility, higher productivity, increased motivation, cost and time not having to commute to place of work, peace and quiet, finish work faster, Int.J.Inf.Manag.,55(2020 suggests that there are negative experiences of working during lockdown, according to research during the covid pandemic many employees experiences suggest. A survey conducted in February 2022 by national statistics the results show that more than three-quarters 78% of those worked from home in the UK said that this gives them a better and improved work live balance as shown in the graft above.



Evidence from research has shown that one of the greatest benefits of remote working is the improved work life balance, followed by the lack of distractions that allows for better time management and therefore increased productivity.

Negatives for remote working

According to Griffiths, ML., et al. (2022) Employers without children found a struggle between work at home experience a negative outcome, this experience could lead to missing out on interaction with others, anxiety, stress, social well-being, a survey said 40% of employees reported that their mental health worsened during the COVID-19 outbreak.

Disadvantages of remote working as the employee

On the other hand, freelancers stated that their top three disadvantages of working remote were feeling disconnected (23%) from their clients, not feeling part of a team (23%), and not receiving real-time feedback from their clients (19%). Furthermore, another 18 per cent reported that they felt lonely due to remote working. Some of the disadvantages of remote working can be reduced productivity research suggests that as a worker they could adopt the work ethic of, "I just want to get it done and then I can relax." There is a risk that employees will approach work in this way when working from home and managers need to be aware of this when switching to a remote work model. As cited from the desk bird journal 2023. Costs to the employee, energy, food or childcare, can arise, Further research suggests Different styles in monitoring performance from Managers may find it challenging to accurately assess the

productivity and performance of remote employees without direct observation, leading to concern about accountability trust.

Time zone differences: Managing a remote team across different time zones can make coordination and scheduling meetings more complex, potentially leading to delays in decision making and project timelines.

Technology issues: Reliance on technology for remote work means that technical issues such as internet outages or software glitches can disrupt workflow and cause frustration for both managers and employees.

One of the main disadvantages of moving to a remote working lifestyle is a significant reliance on technology. Sometimes internet connection at home can be unreliable affecting work and internet reliability when on large team meeting calls often results in dropping out of meetings and missing large chunks of what is happening. Lack of Broadband bandwidth can mean people are unable to access the internet and then managers need to find alternative solutions to the problem.

If the employee is in a situation where a PC or laptop fails, the employee would then have to expend time to drive to a suitable location to get it fixed or get a technician to fix it at home, both of which could leave the manager an employee short for a few days.

All of this can negatively impact the quality of work, attendance, and the ability to meet deadlines, which if the team are working on a project could have wider repercussions. In severe cases, this may also lead to employee termination if they are unable to fulfil their contract because they are unable to secure technological solutions.

Employees will have to learn to use technology and software they may not have used before for example during COVID there was a heavy reliance on Microsoft Teams or Google Meet, neither tool had been widely used before and many employees learned while doing rather than received any training and the tools themselves were poor versions of what is available now. Employers need to provide equipment and devices depending on the type of work, which can have significant logistical and cost implications. Not only does the manager have to conduct a risk assessment they also need to provide technology and office furniture that meets ergonomic requirements.

Some departments, such as IT, may also face difficulties managing employees' technical issues since most of these have to be resolved remotely and sometimes it is not possible to sort the issue out remotely.

How does IT tools benefit you as a manager?

Virtual meetings encourage all attendees' participation and can stop one voice dominating a meeting. Some managers are not very good at giving feedback. Chat Bots can help with this by giving employees real time feedback on performance and can also be used to answer frequently asked questions. Tech aids data driven

decision making, it helps managers make decisions that are objective and fair. Tech drives this.

How do you ensure security and privacy of yourself and employees?

One of the main concern for many organisation was the security and privacy of data but there are a few steps that can be taken to help with this:

Follow the organisations policies, procedures and guidance. Mandatory training ensures staff and managers are kept updated on security and privacy requirements.

Ensure everyone understands GDPR requirements' passwords on all devices and ensure they are a mix of numbers and symbols and letters and make sure that they are not shared with any one else and not written down where they can be seen or found.

Secure your home office. Lock papers away at night and also lock laptops away. If you leave your laptop even at home ensure there is automatic locking. Make a "ritual" that this happens every time you leave your equipment. Invest in antivirus software and make sure that this is used to check the system regularly.

Ensure you sit where no one overlooks you or can walk past and if they do then make sure you are able to blank your screen. If you leave the screen then make sure it is set to sleep so that data cannot be seen or accessed. All organisation devices should be encrypted so only authorised staff can access.

Global Remote Management

A global manager is someone who overseas and coordinates operations or teams across different countries or regions. They have good leadership, good communication and cultural skills to effectively manage diverse teams. By using virtual teams companies have the intelligence and resources to search for new employees around the world, finding many qualified candidates, virtual teams gives the opportunity for individuals to work together on projects and tasks from different locations worldwide.

Pros for being a global manager

The advantages to being a global manager are many, such as having a global perspective on company structures, cultures and operations. Global manager's can support a company looking to pivot into new global territories, often having useful global connections, they can tap into for advice and information. These advantages can give them an edge over local employees when it comes to career prospects such as promotion opportunities.

Cons for being a global manager

The disadvantages to being a global manager can also be many. Global manager's may not have access to a team they have spent a large amount of time with forming bonds and may find the role isolating. In some ways it could hamper their career prospects as they may not have the close bonds with their peers and leaders, that a local manager may have, which could create a positive bias towards local managers when considering someone for a promotion.

Skills – Differences between home and global managers

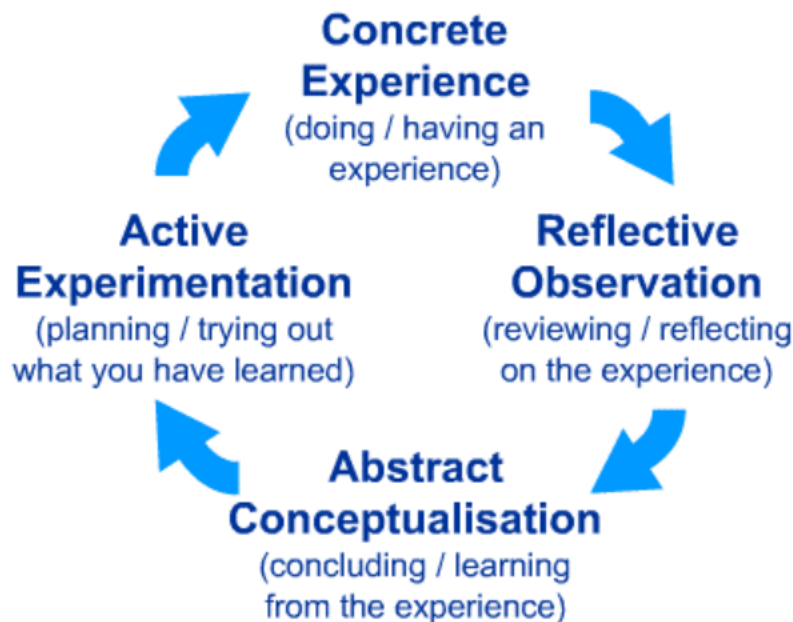
Global managers skillset will require a more strategic and objective approach of analysing data to find new markets for their company to branch into, working to support their company in achieving growth financially and in presence across the globe. Using strong communication and collaborative skills to negotiate their companies position in many different cultural territories. A local manager's role is more focused on the people directly reporting to them and getting the best performance out of their team to enhance the company's productivity and financial standing. Their skills will require more in the way of people leadership skills and will need to be able to approach situations more subjectively.

Reflection

The Covid-19 pandemic was very different for us care workers, compared to the rest of the world. I had to continue my roles as Scheme Admin and Relief Care Worker, we all faced challenges by leaving loved ones at home to go and care for others not knowing what the outcome might be for all.

The time was very challenging time for all employees and managers, learning how to use PPE before entering the building, temperature check at the door, staying in masks all throughout the day. All managers and employees had to keep up to date with government guidelines, that changed daily. When the covid vaccine was rolled out we were the first to have the vaccine but most employees felt forced by company's to have the vaccine.

Using Kolb's learning cycle (1984) I will reflect on my report of being managed and as the employee



CONCRETE EXPERIENCE – Attended the sessions to learn about academic and research skills, which was interesting and made me think about how I researched and referenced. This led to conducting some research on Managing Remotely and writing a report based on my findings.

REFLECTIVE OBSERVATION - Reflecting on what I discovered about managing remotely I found that I was managed well during COVID when managers worked far more remotely than usual. However, the industry I worked in was heavily governed by Government recommendations and there was little opportunity to deviate.

ABSTRACT CONCEPTUALISATION – I have learned what skills are needed to be able to manage a remote team, which includes regular communication, trust, teambuilding and good IT skills including online meeting tools. These are the skills I plan on adopting and strengthening in readiness for a role where remote management could become a reality.

ACTIVE EXPERIMENTATION – Although I am not in a role where I can try out the new skills I do plan on securing such a role in the near future where I hope I can develop the skills further and support team members who are working away from the main office.

In Conclusion

In conclusion, the landscape of modern work has undergone a profound transformation, catalysed by the unprecedented challenges posed by the COVID-19 pandemic. Remote management, once viewed as a contingency measure, has emerged as a strategic imperative for organisations worldwide. This transition has brought about both advantages and disadvantages, reshaping traditional notions of work dynamics and employee engagement.

On one hand, remote management has offered employees newfound flexibility, improved work-life balance, and increased productivity. Surveys and studies have highlighted the positive impact of remote work on employee satisfaction and performance metrics. However, challenges such as communication barriers, technological dependencies, and concerns surrounding performance evaluation have underscored the complexities inherent in managing remote teams.

As organisations continue to navigate the realities of remote management, it becomes essential to recognise its nuances comprehensively. By understanding both its benefits and drawbacks, stakeholders can formulate strategies to leverage its potential while addressing associated risks. Moreover, the emergence of global remote management underscores the need for leaders with strong communication, cultural competence, and strategic acumen to effectively manage diverse teams across different regions.

Reflecting on personal experiences and professional development plans, individuals can identify areas for growth and adaptation in the evolving landscape of remote work. Through continuous learning, skill enhancement, and proactive engagement with emerging technologies, professionals can position themselves for success in remote management roles, contributing to organisational resilience and agility in an increasingly digitised and interconnected world.

PDP PLAN

My goals	What goals happen first	What do I want to achieve	What obstacles might get in the way	How can I impact my choices of meeting my goals	Review how I am doing
Learning how to do a PDP plan right	Research needed. Ask tutor	By my next assignment	Time management	Learning a new skill	1 month
Read up on my feedback from my last assignment	Read my feedback and reflect on what went wrong	Reading and reflecting on feedback from every marked assignment	Lack of time and lack of knowledge	reflection	1 month
Knowledge in looking for good articles	Internet research	Learning, reading and reflection	Paying for a good article	Ask my tutor for advice	1 month
Improving IT Skills	Improve basic IT skills	Completion of online basic IT courses	Time Support	Look for face to face courses	1 month
Improving IT Skills	Gain Knowledge of Online Meeting Tools	Completion of Online Meeting Tool Course e.g. Microsoft Teams	Access to Teams Time Support	New computer required	6 months

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