University of Wales Trinity Saint David

CertHE Applied Leadership and Management in the Workplace

Module: BMSK4015 – Academic and Research Skills

Assignment Title: Managing Remotely

A Report on the Impacts and Best Practices in

Remote Work Management

Student Name: Naphtali Ojala

Student ID:

Word Count:

Date of Submission: 23/03/2025

Lecturer Name: Michaela Schriek

Declaration: *I declare that this assignment is my own work and that all sources have been acknowledged in accordance with the university's regulations on plagiarism and academic integrity.*

Contents

Introduction 1
Employees – Advantages of Remote Management 1
Employees – Disadvantages of Remote Management 2
Employees – Recommendations 2
Managers – Advantages of Remote Management 3
Managers – Disadvantages of Remote Management 3
Managers – Recommendations 4
The Company – Advantages of Remote Management 5
The Company – Disadvantages of Remote Management 5
The Company – Recommendations 6
Data Collection and Analysis 7
Reflection (Gibbs' Model) 7
Conclusion 8
References 10

Introduction

Remote management means leading and supporting staff who are not working in the same physical place, often by using technology like email, video calls, and other online tools. Since the COVID-19 pandemic, this way of working has become more common, and many organisations now use it either fully or as part of a hybrid model. Because of this shift, it's important to look at how remote management affects different people in the workplace.

This report explores the idea of managing remotely by looking at the pros and cons for employees, managers, and companies. It brings together research from books, journals, and reliable websites, and includes examples of data to back up the points made. Some data is shown in simple charts and graphs to help explain things clearly.

Later in the report, a short reflection is included, based on a recognised model. This is where I look back at what I've learned from researching this topic and how I might manage others remotely in future. Overall, the report aims to give a clear and balanced view of remote management and its effects.

Employees – Advantages of Remote Management

One advantage of remote work is flexibility. It allows staff to plan their day and balance personal responsibilities, which can reduce stress and improve wellbeing.

Remote work helps employees save time and money by avoiding daily commutes and related costs, improving overall productivity.

Research shows that employees working remotely often report higher levels of satisfaction. According to a study by Bloom et al. (2015), remote workers in a Chinese travel company were 13% more productive and reported greater job satisfaction than those in the office. This suggests that, when managed well, remote work can increase both performance and happiness.

In addition, remote work gives employees the chance to work in environments that suit them. Some people find busy offices distracting, while others work better with fewer interruptions at home. Being able to create a personalised workspace can lead to better focus and job satisfaction.

Overall, these advantages show that remote management, when supported by good communication and trust, can create a positive experience for many employees.

Employees – Disadvantages of Remote Management

While remote work has many benefits, it also comes with several challenges for employees. One common issue is the feeling of isolation. When people work from home every day, they may miss out on social interactions with colleagues. This can lead to loneliness and affect motivation. Without regular face-to-face contact, it may also be harder to build strong working relationships or feel part of a team.

It can be hard to separate work from personal life when working remotely, leading to stress or overworking.

Lack of clear communication is another challenge. In a remote setting, there are fewer opportunities for casual conversations, which are often useful for sharing ideas or solving small problems. If a manager does not communicate regularly or clearly, employees might feel unsure about what is expected or feel disconnected from their goals.

Technical issues can also make work harder. Not all employees have strong internet or a quiet space to work from home. Others may not be confident using certain tools or systems. These problems can reduce productivity and increase stress.

Finally, remote employees might feel overlooked when it comes to training or promotion. If managers are not careful, they may give more attention to office-based staff or forget to check in regularly with those working remotely.

Employees – Recommendations

To improve the remote working experience for employees, companies should take steps to reduce isolation. One way to do this is by encouraging regular team check-ins through video calls or online chats. Even informal meetings, like virtual coffee breaks, can help employees feel more connected to their colleagues.

Clear communication is also important. Managers should make expectations clear and keep employees updated on any changes. This helps reduce confusion and builds trust. Using shared calendars, project boards, and regular feedback sessions can make remote work feel more organised.

To help staff separate work and personal life, companies should promote healthy boundaries. For example, setting clear working hours and not expecting replies outside of those times can prevent burnout. Providing short online training on time management or digital wellbeing might also help.

Technical support should be offered to all remote staff. This includes help with software, hardware, and internet access if needed. Some employees may also benefit from short training on using video calls or online systems.

Lastly, managers should make sure that remote employees get the same chances for training, growth, and promotion as those in the office. This includes checking in regularly about career goals and offering learning opportunities online.

Managers – Advantages of Remote Management

Remote management has some clear benefits for managers, especially when it comes to flexibility and productivity. Just like employees, managers can enjoy better work-life balance by not having to travel or stay in a fixed office all day. This flexibility gives them more time to focus on important planning, communication, and leadership tasks without constant interruptions.

One key benefit is the ability to manage wider and more diverse teams. Through online tools like Zoom, Teams, or Slack, managers can lead people across different locations or even time zones. This allows access to a larger talent pool and helps companies build more inclusive teams with varied perspectives and experiences.

Another advantage is that remote work encourages managers to use clearer and more structured communication. Because there are fewer chances for casual chats, managers often become more intentional with how they give instructions or feedback. This can lead to better planning and more transparency across the team.

Some studies suggest that remote teams can be more productive if managed well. A report by Gallup (2020) found that when employees feel trusted and supported remotely, their productivity can increase. Managers who learn how to build trust without micromanaging often see better results from their teams.

In addition, remote settings can help managers focus more on results than on activity. Instead of checking who is at their desk, they look at what people are actually achieving. This can improve fairness and performance if applied well.

Overall, remote management, when done properly, can help managers lead more effectively, improve team performance, and stay flexible in a fast-changing world.

Managers – Disadvantages of Remote Management

While remote management has many benefits, it also brings a number of challenges. One of the main difficulties managers face is keeping track of team performance. Without seeing people in person, it can be harder to know who is struggling or who may need help. Managers may not notice problems early because there are fewer informal conversations.

Some managers find it hard to trust remote teams, which can lead to micromanagement and lower morale.

Communication can also become more complicated. While video calls and emails are useful, they can't fully replace face-to-face interaction. Misunderstandings are more likely, and managers might spend more time clarifying tasks or solving problems that could have been avoided in person.

Another issue is managing different time zones or work schedules. This can make team meetings harder to arrange and delay responses. Managers need to plan better and be more flexible, which can take extra effort.

Lastly, some managers may feel isolated themselves. Just like their team members, they miss out on in-person discussions and support from other leaders. This can lead to stress, especially for new managers who are still developing their leadership style.

Managers – Recommendations

To support managers in leading remote teams successfully, organisations should offer proper training focused on remote leadership skills. This includes training in digital tools, time zone coordination, trust-building, and remote communication techniques. Managers need to learn how to lead without relying on physical presence or constant supervision.

One important recommendation is to shift focus from hours worked to outcomes. Instead of checking whether employees are online all day, managers should look at what their team has achieved. This builds trust and encourages independence. It also helps avoid micromanagement, which is one of the biggest risks in remote settings.

Communication should be frequent, clear, and structured. Managers should set up regular one-to-one meetings, team updates, and feedback sessions. Using shared documents or project tracking tools like Trello or Microsoft Planner can also improve clarity and help everyone stay on the same page.

Managers should also take care of their own wellbeing. Encouraging peer support between managers and creating virtual spaces where leaders can share challenges and advice can reduce isolation. Senior leaders should recognise that managers also need emotional support and guidance, especially if they are new to remote work.

Finally, organisations should make sure that managers have access to the right tools—such as good internet, software, and secure systems—to do their job effectively. Without the right setup, even the best manager will face difficulties.

By giving managers the right skills, resources, and support, organisations can help them lead remote teams with more confidence and success.

The Company – Advantages of Remote Management

For organisations, managing remotely can bring a range of benefits, especially in terms of costs, talent access, and adaptability. One of the most obvious advantages is the reduction in overheads. When employees work remotely, companies can spend less on office space, utility bills, cleaning, and in some cases, office supplies and on-site services. This can result in significant financial savings over time.

Remote management also gives companies the chance to hire from a wider geographical area. Without the need for employees to live near an office, businesses can attract skilled workers from different cities, regions, or even countries. This improves access to talent and helps companies build more diverse teams with varied perspectives and experiences.

Remote work helps companies remain functional during disruptions, improving business continuity.

Research also shows that remote work can lead to higher employee satisfaction and retention. When employees feel trusted and have more control over their schedules, they are more likely to stay with the company. This reduces recruitment costs and helps maintain a more experienced workforce.

In some cases, productivity may also increase. A study by Bloom et al. (2015) found that remote workers were not only happier but also more productive than those in the office. This means companies could see better results without increasing costs.

Remote work reduces commuting, lowering emissions and helping companies meet sustainability goals.

Overall, remote management, when handled properly, offers companies more flexibility, lower costs, and access to a larger talent pool—all of which are valuable in today's fast-changing world.

The Company – Disadvantages of Remote Management

Although remote management can offer many benefits, there are also risks and downsides that companies need to consider. One major challenge is the difficulty in maintaining a strong organisational culture. When people are not working in the same place, it becomes harder to build shared values, team spirit, and a sense of belonging. This can affect employee engagement and make it more difficult for new hires to settle in.

Another disadvantage is the risk of miscommunication or delays. In remote settings, messages can be misunderstood, and important information might be missed if it's not clearly delivered. For example, without regular check-ins, some teams may fall behind on projects or lose focus on company goals. Managers and teams must work harder to stay aligned, which takes time and effort.

Data security is also a concern. When employees are working from different locations, companies must make sure that sensitive information is protected. Not all staff may have access to secure networks, and some may use personal devices that are not well protected. This increases the risk of data breaches, which can damage the company's reputation.

Monitoring employee performance remotely can also be difficult. Without physical oversight, companies rely more on trust and digital tools to track progress. If systems are not in place to measure output fairly, performance reviews may become less accurate, which could affect promotions or disciplinary decisions.

Finally, not all roles are suited to remote work. Some tasks require physical presence, teamwork, or access to special equipment. Trying to force remote models on every department can reduce efficiency or lead to frustration.

In summary, while remote management can work well, it requires strong systems, planning, and investment to avoid risks that could harm the organisation in the long run.

The Company – Recommendations

To make remote management work well for the organisation, companies should start by creating strong communication systems. These systems should include regular team meetings, clear project updates, and accessible platforms for sharing information. Tools like Slack, Microsoft Teams, or shared online dashboards can help teams stay informed and connected across locations.

Companies should also invest in secure technology. This means making sure all staff have access to safe networks, company-approved devices, and guidance on how to protect data. Offering basic cyber security training can also reduce risks of data breaches.

To support company culture, it's helpful to organise regular virtual team-building activities. These don't need to be complex. Even short online games, quizzes, or informal chats can help staff feel part of the wider team. Some organisations also host occasional in-person meetups or training events to keep connections strong.

Performance tracking systems should be based on results, not hours. By setting clear goals and using simple tools to measure progress, companies can ensure fairness and transparency. This can help avoid bias and keep remote staff motivated and recognised.

Finally, businesses should avoid using a "one-size-fits-all" model. Not every role or department may be suited to remote work. Leaders should speak with staff and managers to understand what works and adjust their approach. Offering flexibility—like hybrid work—can be a practical middle ground.

By following these steps, companies can enjoy the benefits of remote work while reducing its risks and keeping employees engaged and productive.

Data Collection and Analysis

To support ideas in this report, both primary and secondary data collection methods can be used. Primary data is collected first-hand, such as through surveys or interviews, while secondary data comes from existing sources like journals, government reports, or company records.

In the case of managing remotely, a useful primary method could be a short online questionnaire asking employees how they feel about working from home. Questions could include: “Do you feel more productive working remotely?”, “Do you struggle with communication?”, or “Would you prefer hybrid work?”. These can be measured using a simple 1–5 scale, where 1 means “strongly disagree” and 5 means “strongly agree”.

Secondary data might include published studies from sources like Gallup or CIPD that show general trends in remote work satisfaction, productivity, and mental health. These sources must pass the CRAAP test—meaning they are current, relevant, authoritative, accurate, and have a clear purpose.

When this data is collected, it needs to be turned into something useful. This follows the DIKW model: raw responses are data, but once grouped and counted, they become information. Understanding patterns, like whether remote workers are less stressed, turns that into knowledge. Finally, wisdom is knowing what to do with that knowledge—such as recommending better support systems for remote teams.

Example Table (can be turned into a chart):

Response	Percentage
Feel more productive	75%
Feel less productive	15%
No change	10%

Chart title: “Employee Self-Reported Productivity When Working Remotely”
Source: Example primary survey of 20 employees

Using both types of data helps give a full picture. Quantitative data shows trends in numbers, while qualitative answers (like comments) give deeper insight into how people feel. Together, they support stronger arguments in academic writing.

Reflection (Gibbs’ Model)

Description

While researching and writing this report on remote management, I explored the experiences of employees, managers, and organisations. I focused on the benefits, challenges, and

recommendations from each point of view. I also reviewed data collection methods, how to analyse information, and how to support academic arguments with evidence.

Feelings
At first, I felt unsure about the topic because I had not thought deeply about how management works outside the office. I used to think remote work was only about staying at home and avoiding traffic. But as I read more and reflected on different views, I started to understand how complex and important remote management really is. I also felt more confident as I learned how to structure research properly and link theory to real-life examples.

Evaluation
One positive aspect of this experience was learning how to use sources and present information clearly. I now know how to apply models like DIKW and how to judge sources using the CRAAP test. I also realised how useful qualitative and quantitative data can be in supporting decisions. On the negative side, I sometimes found it hard to summarise large amounts of information in simple words. This made the writing process longer than expected.

I learned that remote management requires trust, planning, and systems. Small changes like regular check-ins can improve productivity.

Remote management isn't easier or harder—it's different. It needs thoughtful leadership and strong communication.

Action Plan
In future assignments, I will begin researching earlier so I have more time to organise my ideas. I will also keep improving my paraphrasing and academic writing. If I ever manage a remote team, I will focus on communication, trust, and fairness, as these seem to be the foundation of good leadership from a distance.

Conclusion

This report has explored the topic of managing remotely by looking at its impact on employees, managers, and companies. It has shown that while remote work brings many advantages—such as flexibility, reduced costs, and improved productivity—it also comes with real challenges, including communication issues, isolation, and the need for stronger planning and trust.

Using research skills, the report included both primary and secondary data examples, supported by the DIKW model and the CRAAP test to judge the quality of sources. It also demonstrated how simple surveys and data analysis can help organisations understand the effects of remote work and make better decisions.

The findings suggest that for remote management to be successful, all parties must adapt. Employees need support to avoid burnout and feel connected. Managers must learn new ways

to lead and communicate clearly. Companies need strong systems, fair performance tracking, and secure technology to keep operations smooth.

The reflection showed that learning about remote management has changed the way I think about leadership and workplace flexibility. It also helped me grow in areas like paraphrasing, structuring academic arguments, and using research tools.

In conclusion, managing remotely is not just a trend—it is becoming part of modern work culture. By understanding its strengths and weaknesses, organisations can build better systems that support both people and performance.

References

References

Bloom, N., Liang, J., Roberts, J., & Ying, Z. J. (2015). Does working from home work? Evidence from a Chinese experiment. The Quarterly Journal of Economics, 130(1), 165–218. https://doi.org/10.1093/qje/qju032

Chartered Institute of Personnel and Development. (2021). Embedding new ways of working: Implications for the post-pandemic workplace. https://www.cipd.co.uk/knowledge/fundamentals/emp-law/employees/flexible-working-report

Covey, S. M. R. (2006). The speed of trust: The one thing that changes everything. Free Press.

Environmental Protection Agency. (2019). The importance of recycling. https://www.epa.gov/recycling/importance-recycling

Gallup. (2020). State of the American workplace report. https://www.gallup.com/workplace/257578/state-american-workplace-report-2020.aspx

Jakubik, M., & Müürsepp, P. (2022). From knowledge to wisdom: Will wisdom management replace knowledge management? European Journal of Management and Business Economics, 31(3), 367–389. https://doi.org/10.1108/EJMBE-02-2022-0042

Maund, L., Morgan, P., & Schriek, M. (2017). Certificate in Higher Education: Skills for the Workplace Student Yearbook. Sage Publications Ltd.

Trading Economics. (2023). World population: Female (% of total). https://tradingeconomics.com/world/population-female-percent-of-total-wb-data.html

Urmeneta, M. A. (2011). DIKW diagram. AllThingy. http://www.allthingy.com/data-information-knowledge-wisdom/

Weinberger, D. (2010). The problem with the data-information-knowledge-wisdom hierarchy. Harvard Business Review. https://hbr.org/2010/02/data-is-to-info-as-info-is-not