



REMOTE WORK AND VIRTUAL COLLABORATION PROFESSIONAL CERTIFICATE

RWVCPC™



CertiProf®
Professional Knowledge

www.certiprof.com

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Learning Objectives

- Improve remote working skills
- Increase rapport with peers and managers
- Learn best practices worldwide to achieve high performance while maintaining wellness
- Understand cyber security best practices to avoid security incidents
- Know and share tools that improve work in geographically distributed teams
- Understand general legal requirements
- Validate through an exam the understanding of the guides, recommendations of remote work and obtain the Remote Work and Virtual Collaboration Professional Certificate
- Belong to CertiProf® Lifelong Learning community (More than 400,000 professionals worldwide), 07/2020

Who is CertiProf®?

CertiProf® is a testing institute founded in 2015 and located in Sunrise, FL. United States.

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

- **CKA's (CertiProf Knowledge Ambassadors)**, are influential people in their fields of experience or expertise, coaches, trainers, consultants, bloggers, community builders, organizers and evangelists, who are willing to contribute to the improvement of the content
- **CLL's (CertiProf Lifelong Learners)**, identify themselves as lifelong learners who have demonstrated their unwavering commitment to lifelong learning, which is of vital importance in today's ever-changing and expanding digital world regardless of whether they pass the exam or not
- **ATP's (Accredited Trainer Partners)**, Universities, training centers and facilitators from all over the world that make up the network of partners
- **Authors (co-creators)**, Industry experts or practitioners who, with their knowledge, develop content for the creation of new certifications that meet the needs of the industry
- **Internal Staff**, our distributed team with operations in India, Brazil, Colombia and the United States that support day by day the execution of the purpose of CertiProf®

Our Accreditations and Affiliations



Who should attend this certification?

This certification is appropriate for all those interested in acquiring tools and techniques to prepare for the growing need for remote or long-distance work.

Anyone interested in validating their professional knowledge and skills as a remote worker.

Lifelong Learning

The holders of this badge have demonstrated their unwavering commitment to lifelong learning, which is vitally important in today's ever-changing and expanding digitized world. It also identifies the qualities of an open, disciplined and constantly evolving mind, capable of using and contributing its knowledge to the development of a more equal and better world.

Earning criteria:

- Be a candidate for CertiProf® certification
- Be a continuous and focused learner
- Identify with the concept of lifelong learning
- Believe and genuinely identify with the concept that knowledge and education can and should change the world
- Wanting to enhance your professional growth





SHARE AND VERIFY YOUR LEARNING ACHIEVEMENTS EASILY

#RWVCPC #CertiProf



Agenda

Introducing Yourself	8
Warm Up	8
Benefits	8
Challenges	9
Virtual Team Management	10
What is Management?	11
Agile/Traditional Organization	11
Corporate Environment	11
Important Aspects	12
Delegation	13
Benefits	13
Asynchronous vs. Synchronous Answers	14
Asynchronous vs. Synchronous	14
Transition to Remote Working	15
OKR is the Language Remote Teams Must Speak to Succeed	15
Setting Clear Expectations	16
Agreements - Context	17
Expectations	17
Face to Face - Cameras On	18
Mutual View	18
Productive Meetings - Recommendations	19
Remote Worker Profile	19
Activity	20
Cultural Principles	21
Findings in the Remote Working Process	22
Team Discussion: Remote Working Management	22
Managing Teams Characteristics	23
Mentoring	23
Mentoring Benefits	24
Results on Virtual Teams	24
Remote Team Leadership	24
Feedback	25
Remote Worker and Work Environment	26
Warm Up	27
Remote Workers - Work Environment	27
Challenges	28
Remote Workers - Work Environment	28
Work and your Family Environment	28
Keep Balance	29

Communication & Collaboration	30
Icebreaker	30
Prioritizing Tasks	30
Road Map 30-60-90	31
Building Effective Working Relationships	32
Team Building	32
Feedback	32
Remote Workers Tools	33
Remote Workers Tools	34
Virtual Water Cooler	36
Remote Workers – Online Office	36
Tele-presence	37
Retrospectives	38
Remote Workers – Online Office	38
Facilitating Practices	39
Facilitating Practices - Check List	40
Virtual Parking Lots	41
The Grove Facilitation Model	41
Remote Communication Principles	42
Communication Between Remote Teams	43
Meeting Roles	44
Visual Signals	44
Work Team Agreements	45
Selected Effects of Teleworking on Individual Work Performance Factors	46
Selected Effects of Teleworking on Organizational Work Performance Factors	46
Work Team Agreements	47
Hire a Remote Office Manager	48
Work Team Agreements	49
Remote Worker Canvas	49
Cybersecurity for a Remote Workforce	50
What is Cybersecurity?	51
Recommendations for Information Security	51
Cybersecurity Issues	52
Recommendations for Information Security	52
Terminology	54
Basic Diagnosis	54
Agile Thinking in Remote Teams	55
Heart of Agile	56
Modern Agile	56
VUCA	57
Agile People Manifesto	57
The Agile Manifesto	58

Scrum - Distributed Teams	58
Principles	59
Objectives of Self-Organization	59
Collaboration	60
Retrospective	60
Teleworking	61
What is Telework?	62
Sample Teleworking Documents	63
Mobile Work Examples	64
Teleworking Hours May Vary, Subject to Approval Management	64
Teleworking Benefits	64
Teleworking Success Factors	65
Teleworking: Work Habits	65
Approach your Manager About Teleworking	66
Tips for Creating a Telework Agreement	66
Manager Unexpressed Concerns	67
Earning the Leader's Trust	67
The Importance of Trust	68
Bibliography	68
References	69
Recommended TED Talks	69
Research/Papers	69

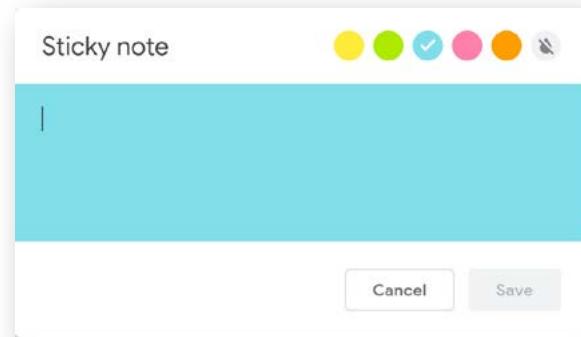
Introducing Yourself

- Name
- Company / Role
- Motivation / Objectives-Goals in taking this program

Warm Up

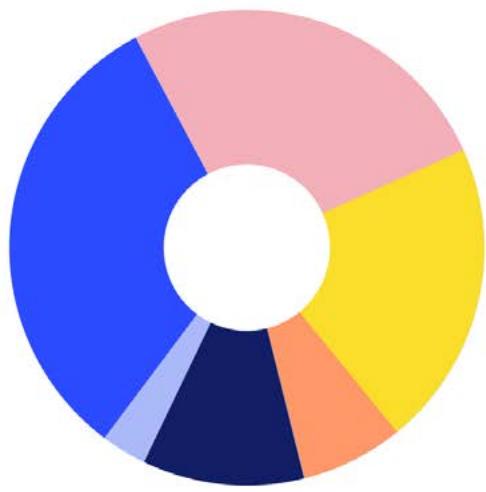
Using <https://jamboard.google.com/> or similar, locate sticky notes by answering two questions. (Minimum one per attendee).

- 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?



32%	Ability to have a flexible schedule
26%	Flexibility to work from anywhere
21%	Not having to commute
11%	Ability to spend time with family
7%	Ability to work from home
3%	Other

State of Remote Report 2020

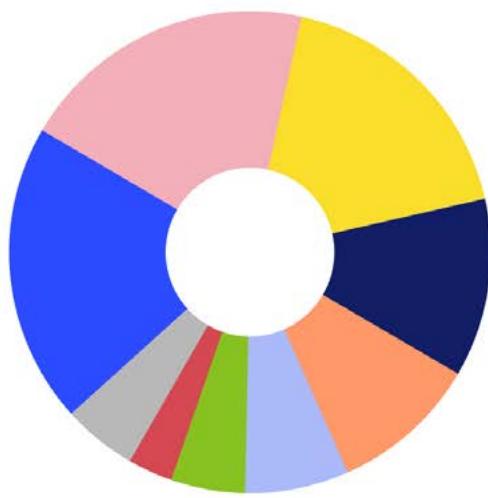
buffer.com/state-of-remote-2020



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

Challenges

What's your biggest struggle with working remotely?



- 20% ● Collaboration and communication
- 20% ● Loneliness
- 18% ● Not being able to unplug
- 12% ● Distractions at home
- 10% ● Being in a different timezone than teammates
- 7% ● Staying motivated
- 5% ● Taking vacation time
- 3% ● Finding reliable wifi
- 5% ● Other

State of Remote Report 2020

buffer.com/state-of-remote-2020



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



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



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

-  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
- 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
- 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



Using OKRs with Remote Teams to Improve Tea... Watch later Share



Using
OKRs for Remote Teams

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



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?



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

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



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.

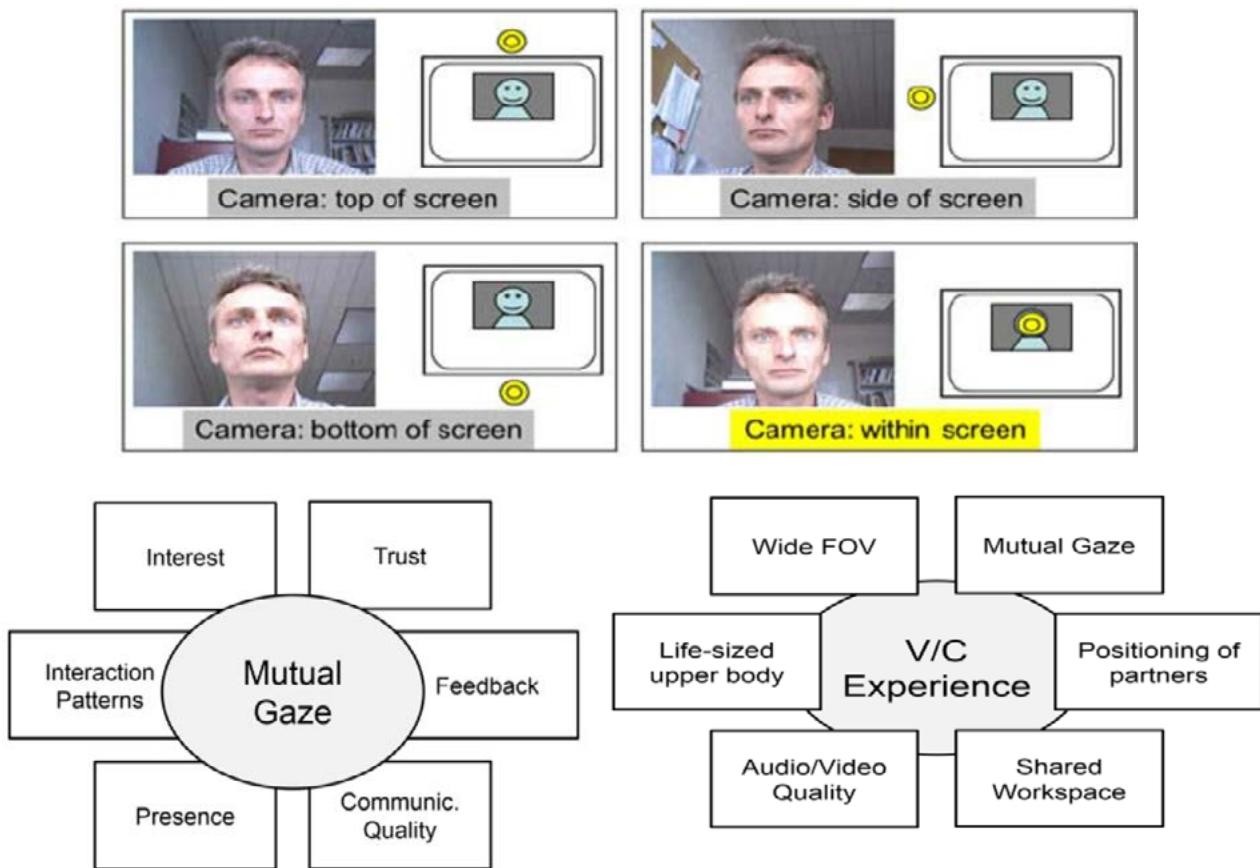


Figure 3. Factors Impacted by Mutual Gaze

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

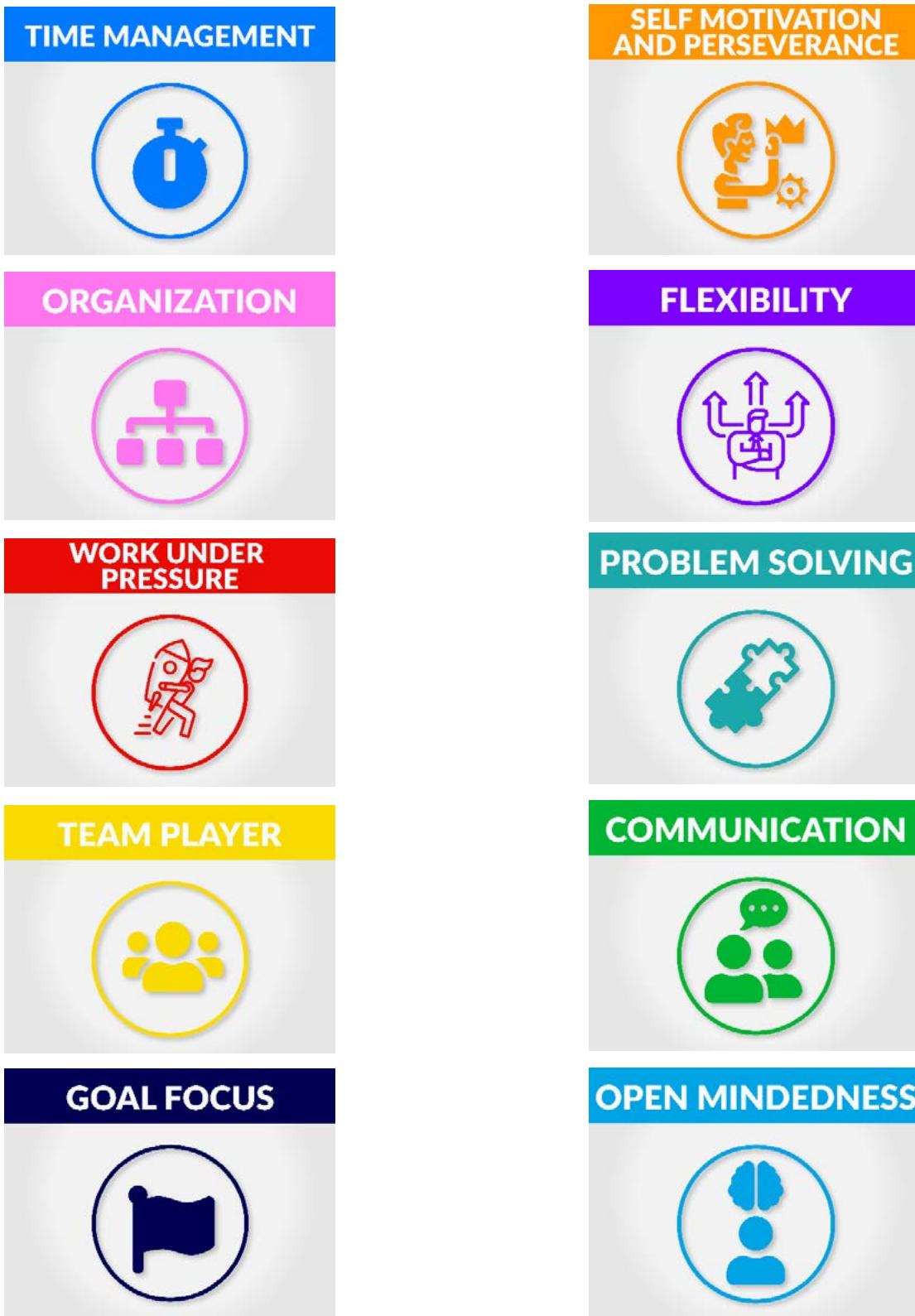
"TRUST, ACCOUNTABILITY, TRANSPARENCY AND PROACTIVE COMMUNICATION ARE SOME OF THE MAIN KEYS TO CREATING A SUCCESSFUL REMOTE WORK ENVIRONMENT".

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

- | | | | | | | | | | |
|----|---------------|----|----------------------------------|----|-----------------|----|---------------------|----|-------------------|
| 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



Remote Worker Profile										
	TEAM PLAYER	SELF MOTIVATION AND PERSEVERANCE	TIME MANAGEMENT	ORGANIZATION	FLEXIBILITY	PROBLEM SOLVING	WORK UNDER PRESSURE	OPEN MINDEDNESS	GOAL FOCUS	COMMUNICATION
1										
Remote Worker										
2										
3										
4										
5										
6										
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										

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.**

-  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

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?
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



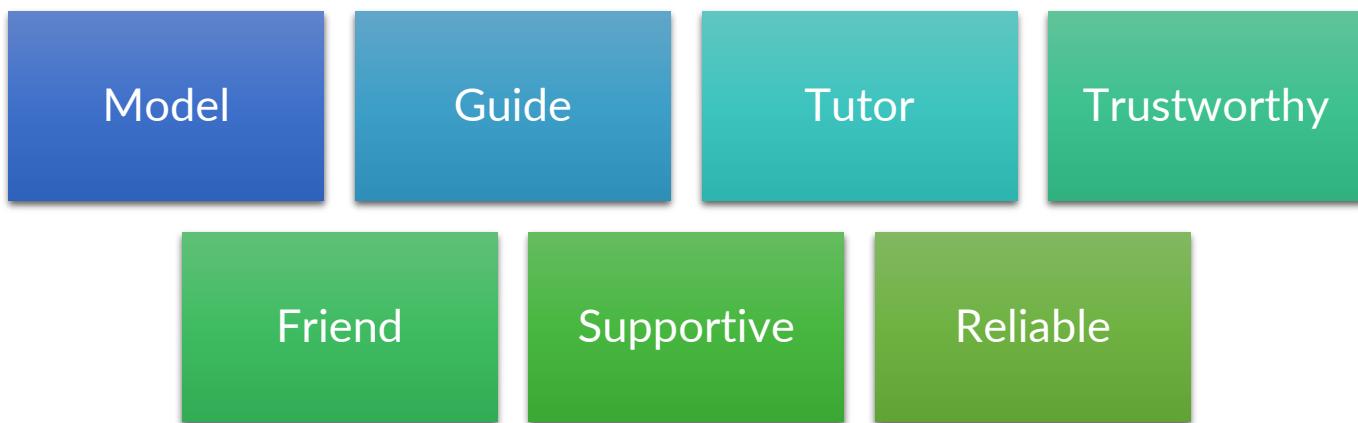
Lead by example



Understand what motivates the team



Mentoring



Mentoring Benefits



Results on Virtual Teams



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**



**THE
AHA!
MOMENT**



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?



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“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

Remote Workers - Work Environment

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).

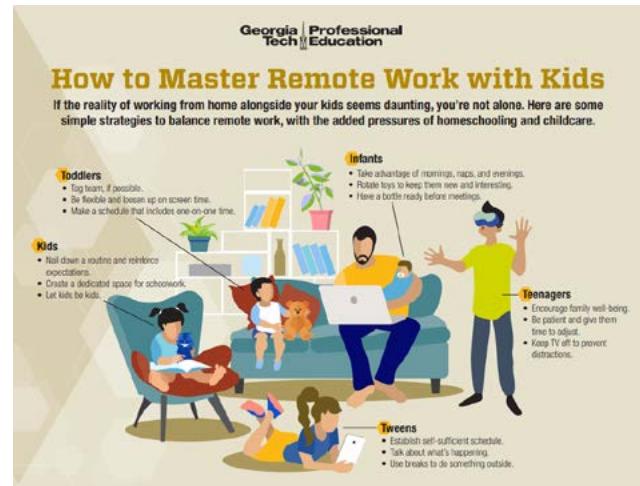
<https://management30.com/practice/personal-maps/>

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 PROONENT.
UNITED STATES.



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

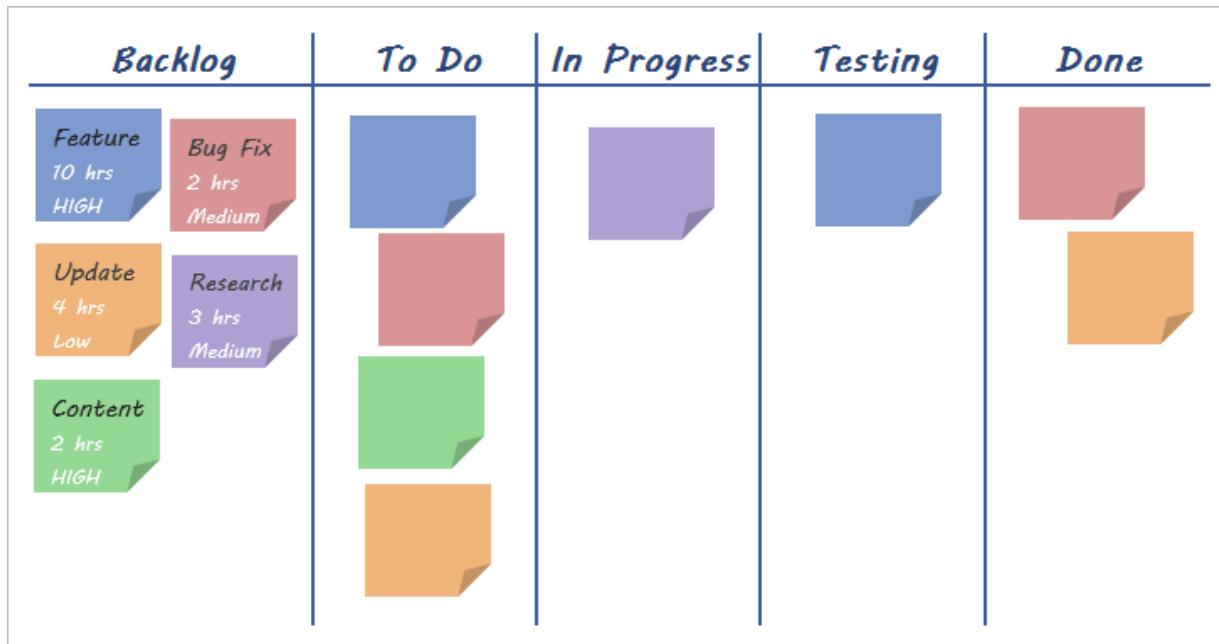
Use anti-glare coating on your eyeglasses to prevent light from reflecting off your eyes

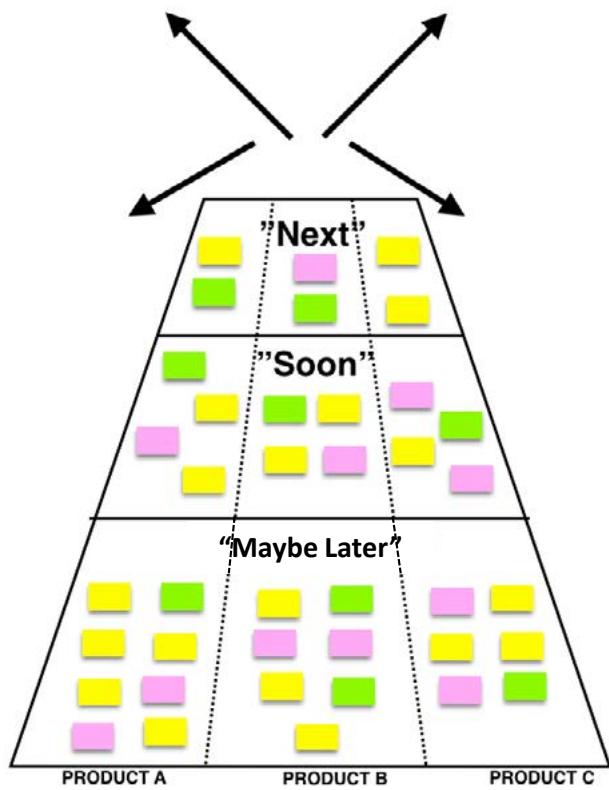
Icebreaker

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

Prioritizing Tasks

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





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

First 60 Day

- Item 1
- Item 2
- Item 3

First 90 Day

- Item 1
- Item 2
- Item 3

30
DAY

60
DAY

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!



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



Passwords management



Project management



Agile project management



Time recording



Billing



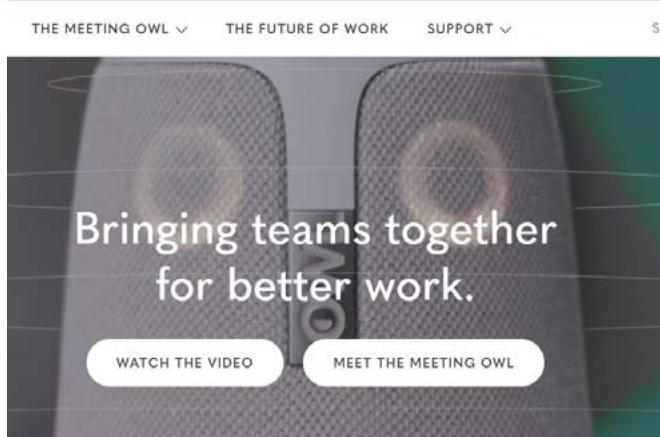
Accounting and taxes

Recommended exercise

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



Video conferencing technology for distributed workers is improving.



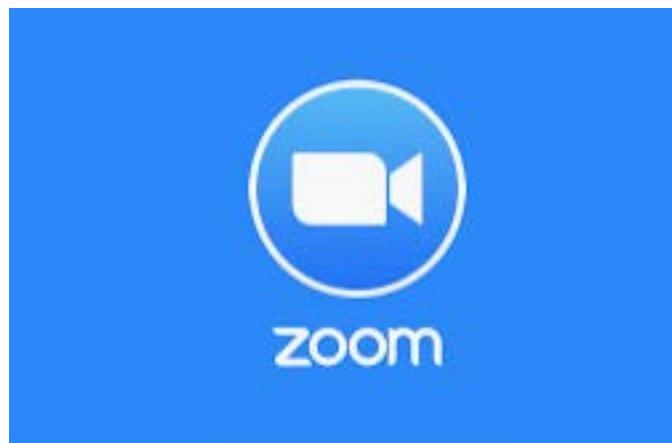
monday | 🔍

Invite Team Members

Team Tasks

This Month	Person	Design	R&D	Testing	Timeline
New app		Done	Done	Done	
New website		Done	Done	Working on it	
Revamp security		Done	Working on it	Stuck	

Next Month	Person	Design	R&D	Testing	Timeline
Web app		Done	Done	Working on it	
Billing platform		Done	Working on it	Stuck	



Acme Inc. | Search Acme Inc.

#social-media

Zoe Maxwell 11:54 AM Not it was my pleasure! Great to see the certification out there!

Aaron Team 11:54 AM Event starting in 12 minutes: Team Status Meeting Today from 1:00 PM to 1:30 PM

Hannah 11:54 AM Quick note: I'll be out of our team sync to provide updates on the launch. If you have questions, bring 'em. See you all later, as in 2 minutes!

Lee Hau 11:54 AM Meeting notes from our sync with @Zoe

#team-chat

#announcements

#media-and-pr

#relaxed

#team-off

#pubs

Armando Bucella, Leland Yeo, Phoenix Carter

Facilitate SHARE EXPORT 🔍 ⚙️ ?

Wall of Work

All changes saved.

Make it easy to track your team's progress and visualize everyone's tasks.

Project Name	Backlog	Doing	Done
Normal 1			
Normal 2			
Normal 3			
Normal 4			
Normal 5			
Normal 6			

BA +

Zoom settings

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?



Tools that virtualize the office environment

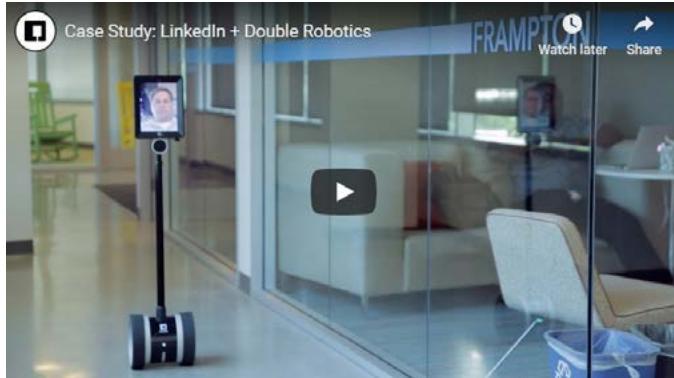
Sococo



Tele-presence

Telepresence robots are the future of remote working.

(see video)



[https://www.youtube.com/
watch?v=863o6pUUykA&feature=youtu.be](https://www.youtube.com/watch?v=863o6pUUykA&feature=youtu.be)



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

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



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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
- 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
- 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.



Remote Communication Principles

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Communication Between Remote Teams

What do you enjoy the least about online meetings?



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

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

- 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/](http://www.collaborationsuperpowers.com/supercards/)



Hi, we are ready!

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?



<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.

Team Canvas					
Most important things to talk about in the team to make sure your work as a group is productive, happy and stress-free					
PEOPLE & ROLES <small>What are our names and the roles we have in this team?</small>	COMMON GOALS <small>What goals as a group really want to achieve? What is our key goal that is measurable, accountable and time-bound?</small>	VALUES <small>What do we stand for? What are guiding principles? About are our common values that we want to live at the core of our belief?</small>	RULES & ACTIVITIES <small>What are the rules we want to introduce after doing the session? How can we operate and keep everyone up to date? How are our tribal decisions? How can we measure and evaluate what we do?</small>	NEEDS & EXPECTATIONS <small>What each type of us needs to be successful? What are our personal needs towards the team to be at our best?</small>	PURPOSE <small>Why are we doing what we are doing at the first place?</small>
PERSONAL GOALS <small>What are our individual personal goals? Are there personal agendas that we want to open up?</small>	STRENGTHS & ASSETS <small>What are the skills we have in the team that will help us achieve our goals? What are entrepreneurial skills that we have? What are good at individually and as a team?</small>	WEAKNESSES & RISKS <small>What are the weaknesses we have, individually and as a team? What our stakeholders should know about us? What are worse outcomes we are afraid of that we are likely to face?</small>			
<small>Team Canvas is licensed under the Creative Commons Attribution-NonCommercial 4.0 International License. Team Canvas is inspired by Business Model Canvas by Alexander Osterwalder.</small>					
<small>This work is licensed under the Creative Commons Attribution-NonCommercial 4.0 International License. To view a copy of this license, visit: http://creativecommons.org/licenses/by-nc/4.0/</small>					

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/>

- 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?



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/>



Cybersecurity for a Remote Workforce

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What is Cybersecurity?

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.

- 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)

People

Processes

Technology



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



Tobi Lutke @tobi

As of today, Shopify is a digital by default company. We will keep our offices closed until 2021 so that we can rework them for this new reality. And after that, most will permanently work remotely. Office centricity is over.

10:55 a.m. · 21 may. 2020

40,7 mil 9,5 mil personas están twitteando sobre esto

<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.



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

01

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

02

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

03

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

07

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

08

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

09

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

04

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

05

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

06

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

10

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

11

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.

12

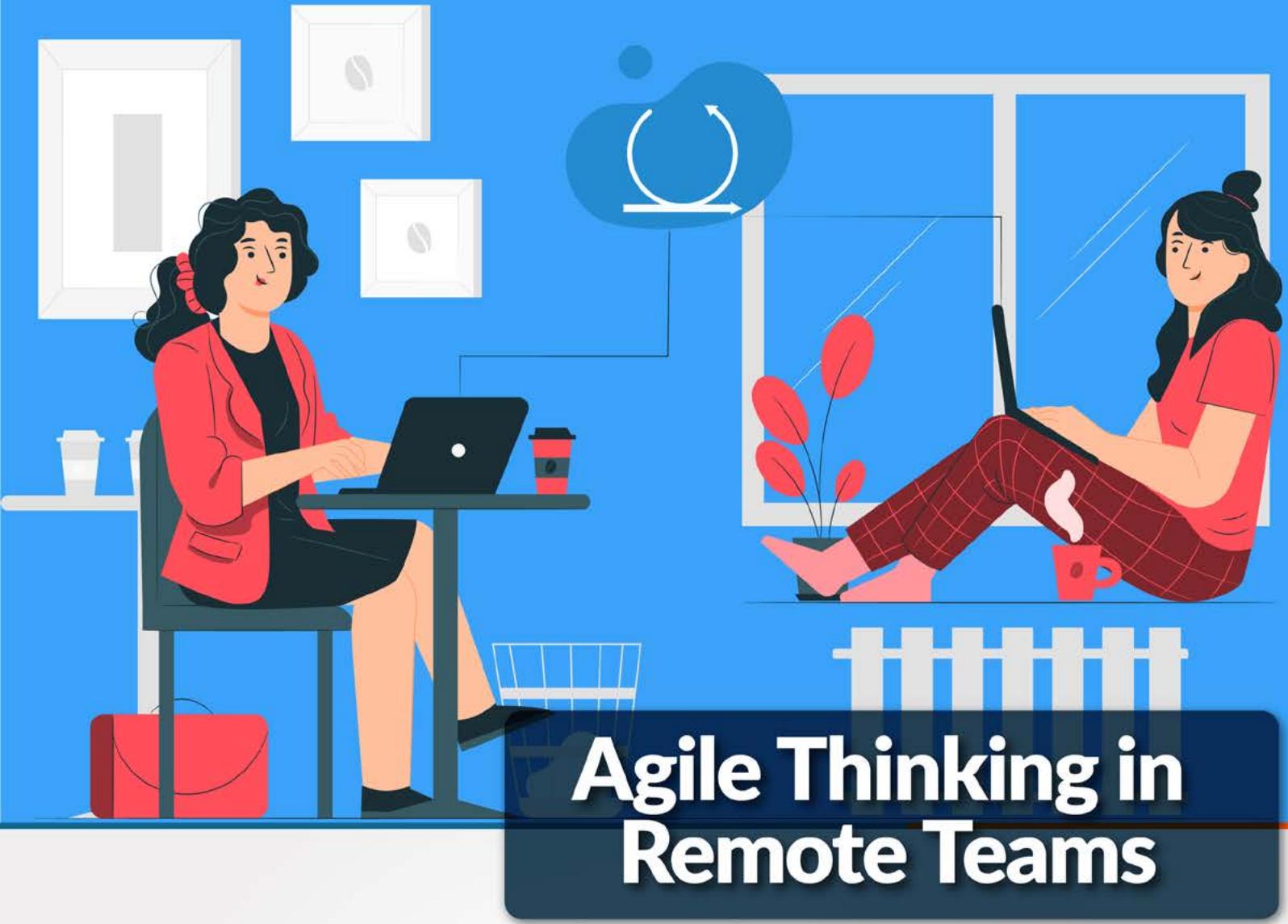
Terminology

- 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
- 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.



Agile Thinking in Remote Teams

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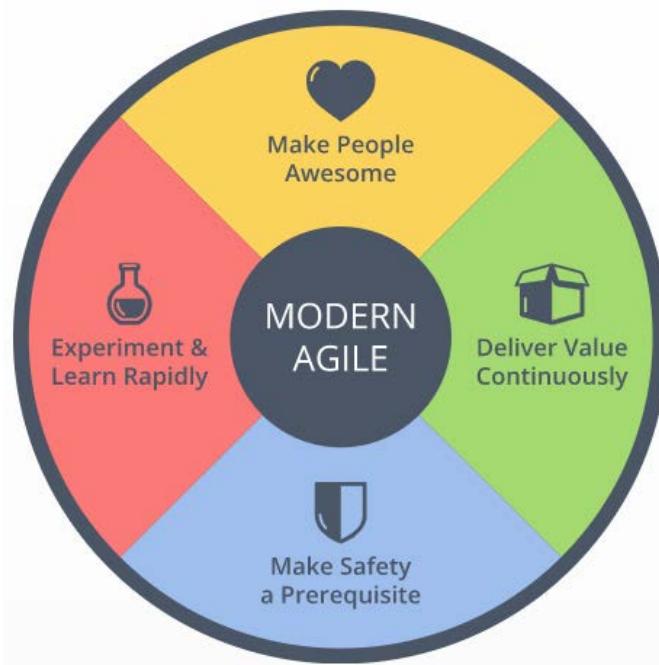
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Heart of Agile



Source: *The Heart of Agile*. Alistair Cockburn

Modern Agile

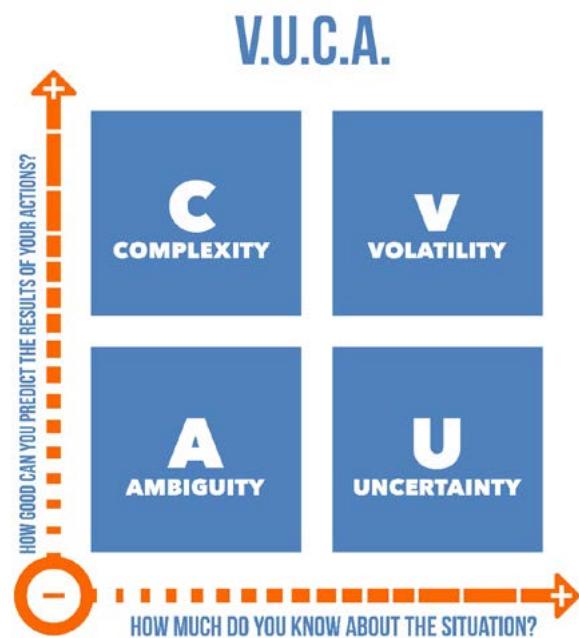


Source :Joshua Kerievsky, CEO, Industrial Logic
<http://modernagile.org/>

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.

- 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)
- 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.

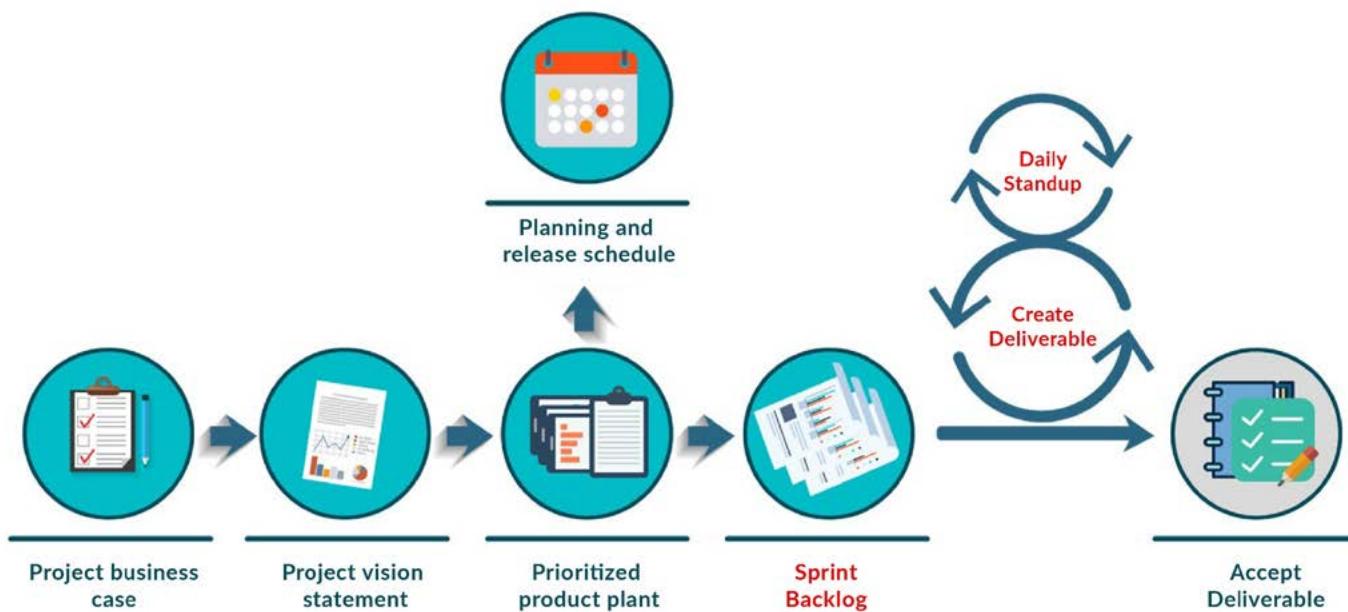
At the meeting, the term "**Agile Methods**" was coined to define the methods that were emerging as an alternative to formal methodologies that were considered excessively "heavy" and rigid due to their normative character with a strong dependence on detailed planning prior to development and far from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



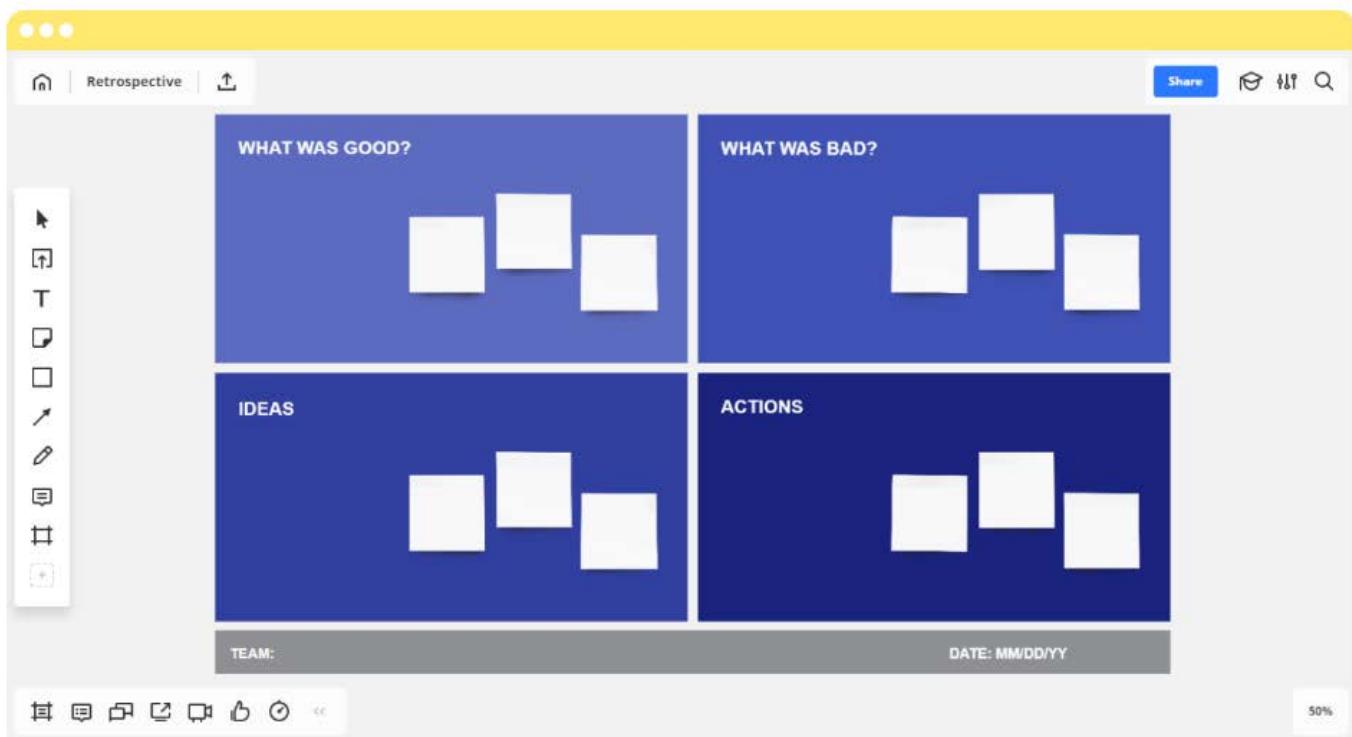
Retrospective

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/>



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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 Teleworking Documents

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.

Source: <https://globalplaceanalytics.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: 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?

- 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?

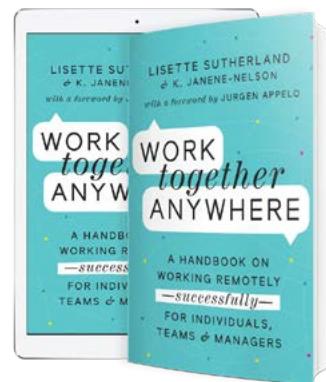
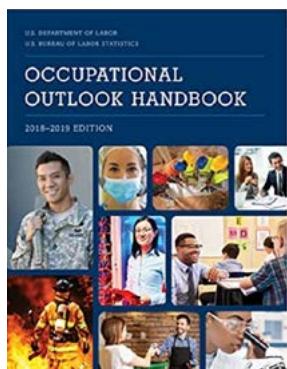
Does the schedule work for you, your manager, your co-workers and your clients?

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



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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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