"Managing and Leading A Remote Workforce"
INA Annual Meeting
Fort Worth, TX- January 25, 2023

Presentation Summary

This presentation covered Four Themes

1. **Generational Diversity's Impact on Remote Work**

   a. We have five generations in the workplace: traditionalists, baby boomers, generation X, Millennials, and Generation Z. Each generation is influenced by family culture; it's the definition of leadership and communication preferences.

	Traditionalists	**Baby Boomers**	**Generation X**	**Millennials**	**Generation Z**
Family Structure	Children Should Be Seen And Not Heard	Family Oriented, Keeping Up With The Jones	Increase In Divorce, Single Parents, Latchkey Kids	Helicopter Parents, Child-Focused World	Stealth Moms, Multi-generational Households
Leadership Style	By Hierarchy	By Consensus	By Competence	By Pulling Together	Servant Leadership, Influence, Allyship
Communication Preference	Face-to-face	Telephone	E-mail	Text Messaging, Instant Messaging	Tech-Driven Face-to-face

   b. Each generation's communication preference impacts its acceptance of remote work. Baby boomers and older generation X'ers entered the workplace when presenteeism was the status quo. Presenteeism is the belief that you must be at work to do work.

Who Are The Generations?
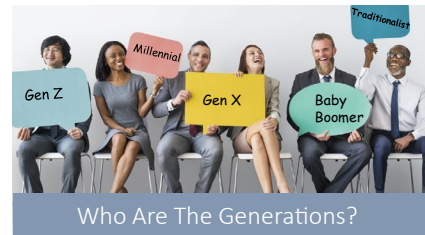
2. **Leadership, Culture, and Remote Work**

   a. There are four primary cultures, and all are not conducive to remote work. Cultures can be based on the company as a whole or by department. For example, a company with a production team and office workers may only consider the office workers when evaluating remote work strategies.

   b. Culture is established by the most senior person based on what they accept, expect discipline, and reward. If the senior most person believes remote work is the best way to achieve business goals (or at least won't negatively affect them), then working outside of the office will be expected and accepted.

Adhocracy Hiarchy

Clan Market
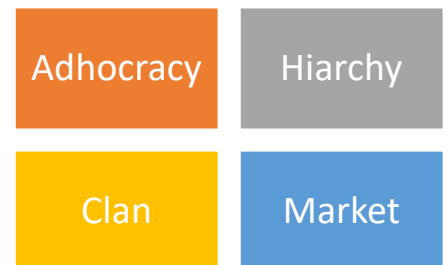
3. **Remote Work Best Practices and Policies To Consider**
    a. **Impact On Culture and Engagement** – How do you, as an employer, maintain engagement and keep the culture true and consistent in a remote setting?
    b. **Adjustment in Leadership** – Train leaders to manage a remote workforce. Training should include, for example, evaluating performance
    c. **Laws and Policies** - revisit and revise policies to accommodate the remote workforce. This includes PTO, drug and alcohol use during working hours, dangerous weapons, etc.
    d. **Technology Pros and Cons** - ensure employees have adequate access to technology (i.e., high-speed Wi-Fi), a printer, tech support, etc.
    e. **Client/ Customer Impact** – will clients call employees on their cell phones, VoIP, software applications, etc. also, if clients prefer face-to-face contact, how will you accommodate them?

3 Final Tips

1. Leaders set the general tone for the culture. **Be intentional.**

2. Recognize and adapt to the multiple generations in the workplace. **Be inclusive**

3. Remote and hybrid work are here to stay and if done right, can be a competitive edge in providing work/life balance. **Be flexible.**

4. **Recruiting and Retention Practices for Remote Workers**
    a. Conduct companywide "stay interviews." This is a process of talking with current employees and determining why they stay with the company. This information is helpful for two reasons; it tells you what you're doing well and helps you recruit talent based on employee testimonials and lived experiences at your company.

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