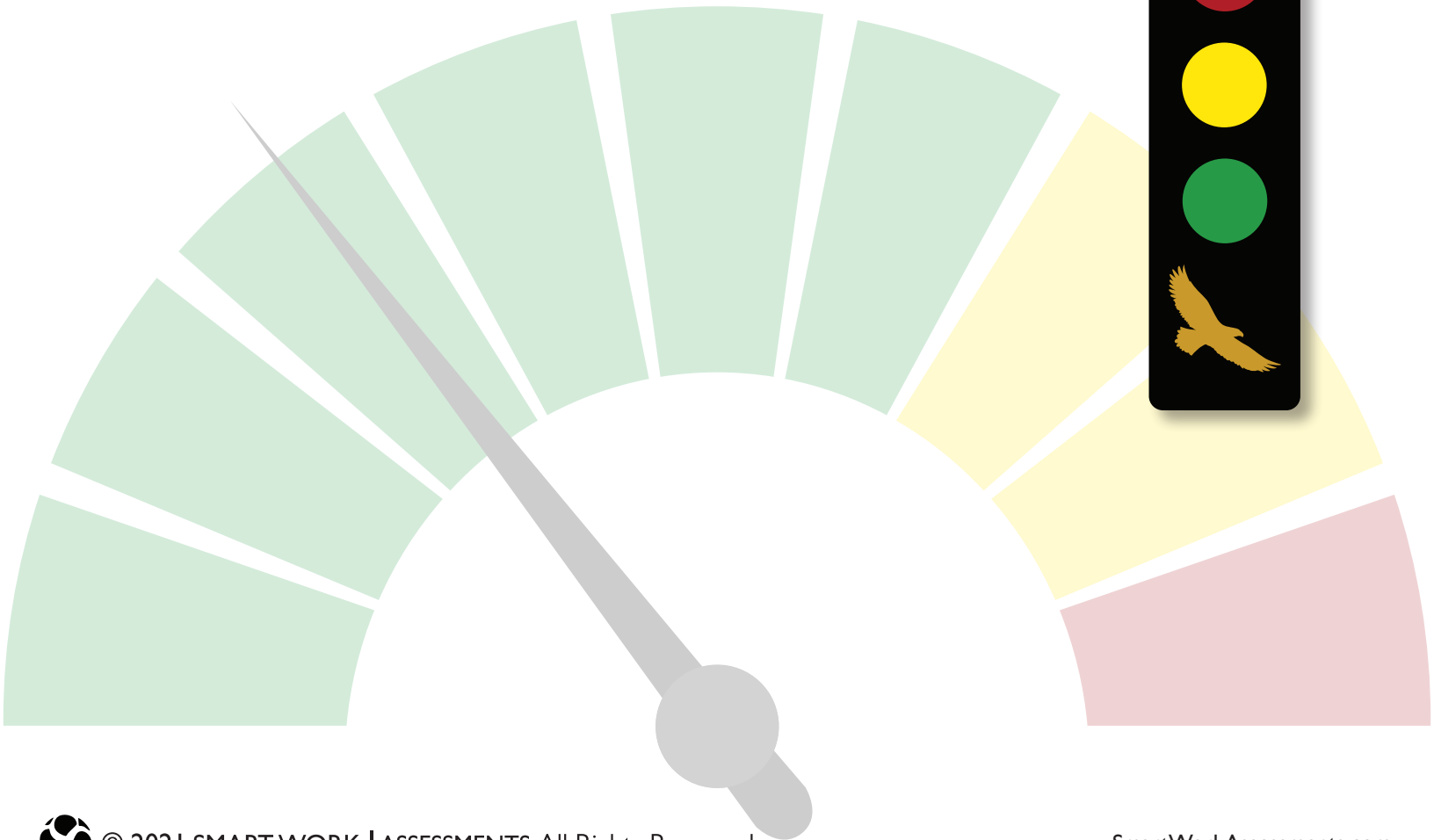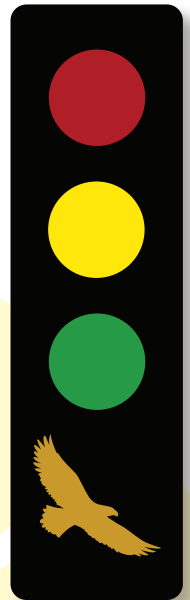SMART WORK | ASSESSMENTS
we *get* people
powered by Predictive Science

# WorkingRemotelyPOP™

# Interpretation Guide

# "Remote work is the future of work"

*~Alexis Ohanian,*
*Co-Founder of Reddit*

Working from remote locations is quickly becoming the rule, not the exception for many organizations. According to Stanford economist Nicholas Bloom, "…an incredible 42 percent of the U.S. labor force [is] now working from home full-time. … More strikingly, if we consider the contribution to U.S. gross domestic product based on their earnings, this enlarged group of work-from-home employees now accounts for more than two-thirds of U.S. economic activity."

For some individuals, this is terrific news—working remotely suits their role and their workstyle to a T. For others, working outside of their familiar office environment is uncomfortable, stressful, and less fulfilling.

What does this mean for you and your team, especially when circumstances require everyone to work offsite, regardless of their comfort with doing so?

> **Drucker: Build on Strengths!**
>
> "It takes far more energy and work to improve from incompetence to mediocrity than it takes to improve from first-rate performance to excellence. …
>
> "Energy, resources, and time should go instead into making a competent person into a star performer."

The most effective managers know that when it comes to coaching and managing people, one size does **not** fit all. And they know that, as Peter Drucker points out, the highest return on effort comes from helping team members recognize and build on their individual *strengths*.

Thanks to the **Working Remotely POP™,** you and your associates now have objective, statistical insights into their strengths in the personality dimensions that are most predictive of high performance and retention. These insights are beneficial in any work setting, but they are particularly applicable as you build and manage a team where some or all members are working remotely.

This guide will help you interpret and apply the rich array of objective information provided to you by the Working Remotely POP™; specifically,

- What you can learn from the report about your associate
- How to use these insights in coaching that unique individual

# What is the Working Remotely POP™?

The Working Remotely POP™ from Smart Work|Assessments, LLC is part of an extensive suite of objective, statistically valid **Predictor Of Potential** assessments that have been used for more than 40 years to help managers and teams around the world recognize and maximize their strengths. The Working Remotely POP™ uses the power of "big data" and predictive analytics to measure your employees' personality traits and then compare their profiles to the profiles of known high performers who thrive in remote work situations. The more similar your employee's profile is to the ideal model, the more likely that individual is to be a high performer.

You can benefit from using the Working Remotely POP™ in a variety of scenarios, including:

- Assess your incumbents to determine who is naturally suited to working remotely, and give them first choice of remote work opportunities

- Use the insights from the Profile Report to develop your approach to coaching everyone on your team, especially those working remotely

- Select new hires who are well-suited for remote work by assessing candidates as part of your selection process (our assessments are fully EEOC compliant)

The remainder of this section guides you page by page through the Working Remotely POP™ Profile Report so that you can more fully comprehend the meaning of each element and the science behind it.

## Predictive Snapshot

Use the Predictive Snapshot on **page 3** of the Profile Report to determine at a glance whether an individual is naturally well-suited to working remotely. This page is organized into four areas, each addressing a distinct aspect of this person's personality fit to your company's needs:



- **Overall Suitability** for salaried and hourly professional roles

- **Working Remotely Suitability**, based on three key personality dimensions

- **Working Remotely Background**, showing experience and context clues

- **Predictive Snapshot**, summarizing all the elements into a concise green light/red light signal to guide your analysis

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## Overall Suitability: General Fit for Salaried and Hourly Professional Roles

The top portion of the Predictive Snapshot presents "speedometer" dials reporting on four personality dimensions that are significant in determining an individual's general fit to professional roles. Each dimension is represented as a continuum between extremes. The labels on either end of each dial identify the extremes for that particular dimension, and the needle indicates this person's result, relative to the extremes. Keep in mind that the placement of the needle reflects a statistical analysis of the assessee's responses compared with more than 40 million assessed individuals in our database.
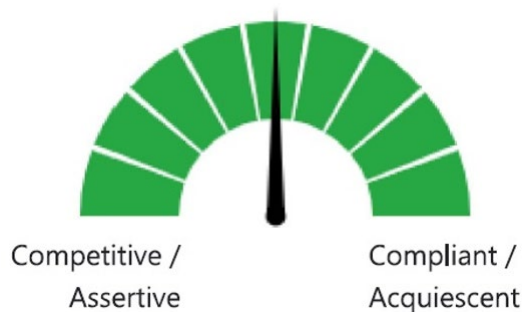
### Results Orientation

**Left:** highly performance-driven and intensely goal-oriented

**Middle:** balances need for individual achievement with desire to support people and processes

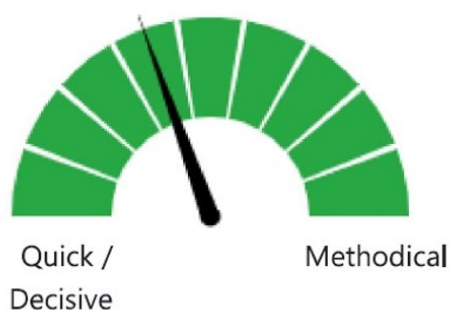**Right:** people- and process focused

### Professional Fit

**Left:** extremely competitive; comfortable asserting oneself and one's ideas

**Middle:** reasonably competitive and assertive, but also comfortable in a collegial environment

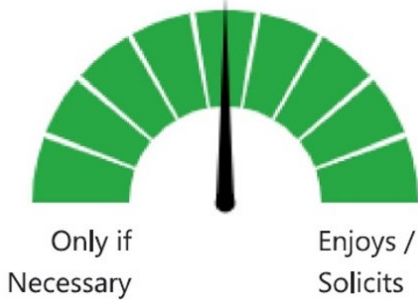**Right:** prefers to let others take the lead

### Decision Making

**Left:** readily and rapidly makes decisions with limited input from others

**Middle:** confident about decisions, but values input from others

**Right:** prefers to gather input from several trusted sources and taking some time before finalizing decision

## Feedback Style



Only if Necessary | Enjoys / Solicits

**Left:** self-evaluates and rarely seeks feedback from others

**Middle:** self-evaluates and appreciates some feedback from others

**Right:** depends on regular feedback from others, and will frequently seek it out

## Working Remotely Suitability

The three dials in this section focus specifically on dimensions that are absolutely critical to one's natural suitability for working remotely rather than in a traditional office setting. You'll note that the dials are color-coded:

**Green** = strong natural fit for working remotely

**Yellow** = may need extra coaching and support to succeed

**Red** = not a good natural fit; may find it very challenging and require greater effort to work productively outside of a traditional office setting

Be prepared to offer extra coaching to individuals whose Profile results show them in the yellow for one or more of these dimensions. If one or more result is in the red, it may be important to allow that individual to work in a more traditional environment.



Self Management is a measure of one's potential to plan and direct oneself effectively; an indicator of whether this individual prefers initiating activities or being more responsive to outside instruction.

Need for Structure is a measure of an individual's need for processes, rules, organization, feedback, and team interaction.

Learning Agility evaluates one's interest in learning for its own sake, comfort dealing with technical, detailed information, and the desire for data in decision-making.

## Working Remotely Background

This graphic summarizes the assessed individual's responses regarding prior experience working remotely, details that affect the suitability of the available work space, and level of experience with typical technology tools for virtual teams. Three-quarters of a circle represents maximum suitability. You can review the specific detailed responses on **pages 5 and 6** of the Profile Report.
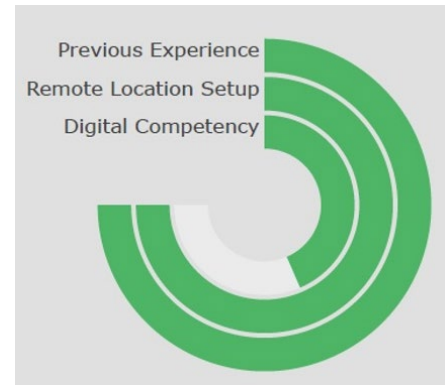


## Predictive Snapshot

This traffic light graphic sums up all of the elements of this profile and delivers succinct advice about using this individual in a work-from-home situation:

**Golden Eagle** = excellent candidate for working remotely

**Green** = good fit for working remotely

**Yellow** = proceed with caution

**Red** = not recommended for working remotely



# Personality

Managers and individuals can derive significant benefit from deepening their awareness of strengths in personality dimensions beyond the basics presented in the Predictive Snapshot. **Page 4** of the Profile Report displays eight other facets assessed by the Working Remotely POP™. These results offer valuable insights related to this individual's potential performance, whether working in the office or offsite.

You may notice that the green-yellow-red ranges do not appear here. That's because *every* **position on** *every* **dial represents a strength**! Color-coding is used only to reflect which strengths predict success in *specific* opportunities, based on statistical analysis of known high performers. Individuals in roles where their strengths align with the high-performer profile typically receive the greatest return on the effort they invest. For more information about Smart Work | Network, Inc. products and processes for selecting and coaching high performers, visit our website: SmartWorkAssessments.com.

## Resilience



- Extremely resilient
- May struggle with challenges
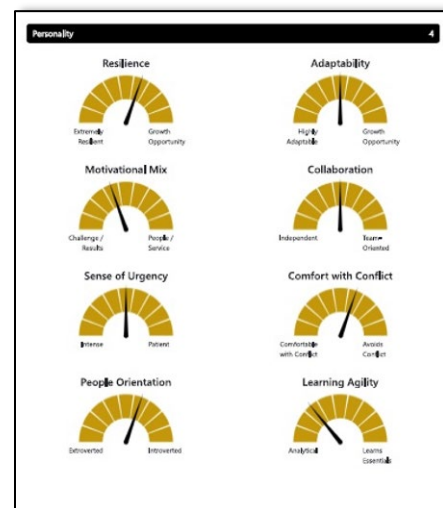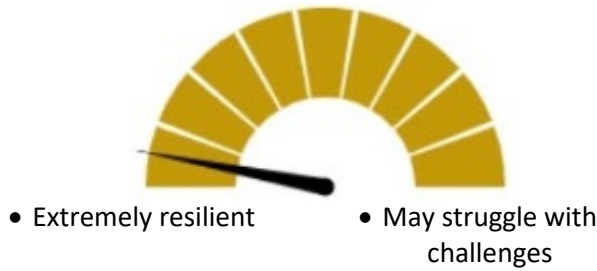
**Left:** naturally resilient; will push through difficult challenges

**Middle:** has potential to be resilient, but could benefit from training and development in this area

**Right:** lacks resiliency; susceptible to giving up or changing course when faced with difficult challenges or uncertainty

## Adaptability



- Highly adaptable
- Prefers status quo
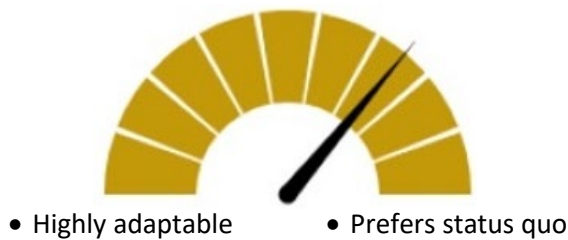
**Left:** responds effectively to a changing environment; functions well even in the face of uncertainty

**Middle:** handles change reasonably well ; neither a significant strength nor weakness

**Right:** prefers to maintain the status quo rather than changing own behavior

## Motivational Mix



- Challenge/$$$
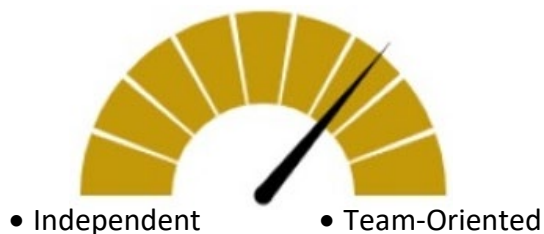- Security- and service-oriented

**Left:** Motivated by challenge, task completion, and results

**Middle:** balanced and situationally influenced

**Right:** Motivated by providing service and building professional relationships

## Collaboration



- Independent
- Team-Oriented

**Left:** extremely comfortable working alone, making decisions without input from others, and setting own goals

**Middle:** comfortable working alone, and also enjoys opportunities to work in a collaborative setting

**Right:** highly values being part of a strong team, with opportunities to gather a variety of feedback and input on decisions
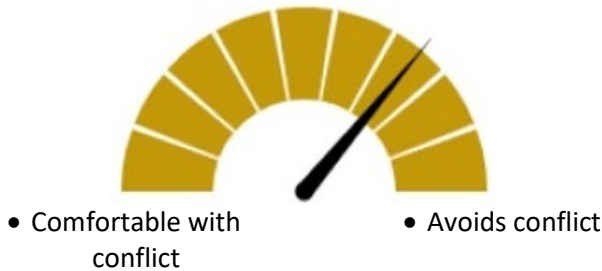
## Sense of Urgency
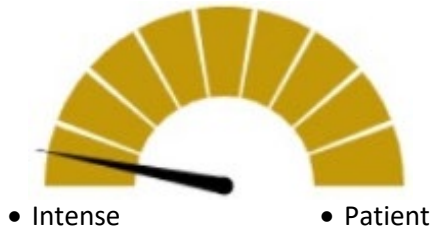
**Left:** has strong internal drive and preference for action; tends to relentlessly pursue goals, even when faced with obstacles

**Middle:** balanced on this trait; task or situation dictates approach

**Right:** is comfortable with a leisurely pace; may need urging from management to stay focused on deadlines

- Intense
- Patient
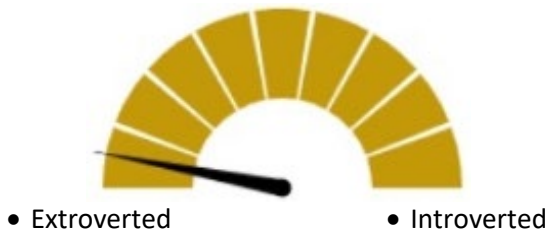
## Comfort with Conflict

**Left:** very comfortable with difficult interpersonal situations; may even seek conflict when needed for progress

**Middle:** moderately comfortable handling conflict

**Right:** very uncomfortable with situations of interpersonal conflict; tends to avoid or ignore it

- Comfortable with conflict
- Avoids conflict

## People Orientation

**Left:** very outgoing and gregarious; readily makes new acquaintances

**Middle:** Balanced and situationally driven

**Right:** naturally more introverted; prefers to have a few close social relationships that build gradually

- Extroverted
- Introverted

## Learning Agility

**Left:** very detail-oriented and analytical; enjoys learning new things; naturally curious; values knowledge for its own sake

**Middle:** Balanced and situationally driven

**Right:** prefers to learn just the essentials; values knowledge that has direct benefit to their objectives

- Analytical
- Learns essentials

# Strengths-Based Coaching

If you enter the phrase "best practices for working remotely" into any search engine, you'll get back millions of hits. But how do you know which advice is worthwhile for which individuals? Apply your newly enhanced knowledge of their *strengths*, as revealed by the Working Remotely™ POP.

The general tips that follow show you how to target your coaching by addressing five of your remote workers' highest-impact personality traits, as reported on **pages 3 and 4** of the Profile Report. You may also be interested in reading *Managing Effort: Getting Results*, *a Coaching System for Managers*, by John C. Marshall, PhD to hone your coaching style.
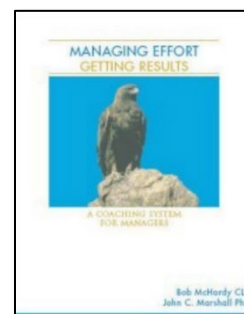
**Note:** In addition to these general coaching recommendations, a later section of the Profile Report provides tips that target the *specific* individual, based on his or her statistical numerical report. You can explore those starting on **page 12** of this interpretation guide.

## Self-Management

**Individuals with results toward the left:**

- Encourage them to identify and pursue new opportunities for themselves— they enjoy challenges

- Recognize that they typically take ownership and initiative with minimal management push

- Give them short- and long-term goals to drive performance

- Use them for assignments where there's minimal detail, and that would require an adaptable, fluid, non-systematic approach

- Expect push-back against management oversight, which they often perceive as micro-managing

**Individuals with results toward the right:**

- Give them specific parameters to guide their actions and decision-making, so that they know the boundaries of their autonomy

- Encourage them to take ownership and be proactive in responding to the needs of others within the organization's structures

- Keep them focused on longer-term goals

- Use them for assignments that require strong attention to detail and adherence to standard operating procedures

- Recognize that they generally welcome management oversight, which they perceive as supportive

# Need for Structure

**Individuals with results toward the left:**

- Set clear expectations about what results are expected from them, and then allow them to set their own course, monitor their own progress, and solve their own problems as much as possible

- Give them assignments requiring little or no collaboration—they often enjoy working solo

- Recognize that as self-evaluating self-managers, they generally don't need or want a lot of feedback

- Expect them to make their own decisions with limited input from others (possibly including you)

- Use them as trail-blazers, developing new processes that can later be shared with individuals with results toward the right.

**Individuals with results toward the right:**

- Set expectations about the results that are expected from them, and provide them with clear processes, procedures, and guidelines to follow

- Give them assignments that benefit from constant collaboration and rely strongly on teamwork

- Expect them to seek a lot of input from you and others when making decisions

- Recognize that they thrive on feedback to confirm their decisions and performance

- Especially for offsite workers, help them develop and follow routines to give them a sense of structure and consistency, even though they are not physically working in the office

# Learning Agility

**Individuals with results toward the left:**

- Set clear expectations about the type and level of new skills and knowledge to pursue—make sure this individual remains focused on value-added topics that are actually needed to meet job requirements

- When they are doing research or making decisions, encourage them to balance their deep desire for details with the need to actually get the task done, helping them avoid "analysis paralysis"

**Individuals with results toward the right:**

- Set clear expectations about the type and level of new skills and knowledge to pursue—make sure this individual appreciates why these topics are valuable and essential for job success

- When they are doing research or making decisions, encourage them to think beyond the obvious boundaries and make sure they consider enough detail

# Comfort with Conflict

**Individuals with results toward the left:**

- Help them recognize and respect the fact that not everyone is as comfortable with conflict as they are

- Encourage them to focus on *constructive* forms of conflict—disagreements that:
  — Clarify important issues
  — Engage people in resolving issues
  — Address emotion appropriately
  — Encourage authentic communication

- Assure them that you and your organization will not tolerate illegal forms of conflict, such as violence, hate speech, abuse, or threats

**Individuals with results toward the right:**

- Help them understand that conflict is a natural aspect of human interaction—it can be constructive, not just destructive

- Encourage them to get training and build their expertise in skills such as negotiation, conflict resolution, active listening, and emotional intelligence

- Assure them that you and your organization will not tolerate illegal forms of conflict, such as violence, hate speech, abuse, or threats

# People Orientation

**Individuals with results toward the left:**

- Offer this "people person" both formal and informal opportunities to interact with others—it energizes them

- Give them assignments that are focused on people and relationships

- Encourage networking opportunities, even if they are virtual

- Invest in building your own relationship with this individual to foster comfortable levels of communication and trust

**Individuals with results toward the right:**

- Allow this individual to be selective in managing interactions with others, both with whom, when, and how often

- Give them assignments that benefit from focused, independent work that doesn't require frequent interaction with large numbers of people

- Invest in building your own relationship with this individual to build trust and to develop a deeper understand of his or her personality

# Working Remotely Background

The two pages in this section of the Profile Report (**pages 5-6**) allow you to view in detail the specific responses that your associate provided regarding his or her prior experience working remotely, details that affect the suitability of the currently available work space, and the level of experience with typical technology tools for virtual teams. This information was summarized for you as a circular graphic in the Predictive Snapshot on **page 3**.

You can help your remote workers maximize their performance by reviewing with them your organization's policies and expectations regarding their off-site work area and technology. Clarity on issues such as those listed below are *extremely* important for individuals with indicators **toward the right on the Self Management and Need for Structure dials**. They are more comfortable working autonomously when they are confident about the boundaries and structures within which they need to work.

**Questions to Consider:**

- Exactly what are the hardware, software, and connectivity needed for this individual to efficiently and effectively perform this role remotely?

- Will the organization provide hardware, software, and connectivity, or does the worker? If it's the organization's, what is the policy regarding other family members using the system?

- What is the procedure when technical support is needed? Who pays, especially for supporting organization-owned assets?

- What is the organization's policy regarding training needed to use new tools? Does training time count as work time? Does the organization pay for training? What proof of completion is required?

- What is the company's policy regarding security when working remotely, both for virtual assets and physical assets (e.g., printed copies of confidential reports)?

- What are the organization's requirements regarding safety (OSHA) when working remotely?

Many resources are available to help you and your organization craft solid policies and procedures for remote working (aka *telecommuting*) situations. For example, the Society for Human Resource Management offers a policy template that you can download from their website:

- https://www.shrm.org/resourcesandtools/tools-and-samples/policies/pages/telecommuting_policy.aspx

# Coaching Remotely Tips and Summary of Scores

Earlier in this guide, you found some general coaching tips, based on your team members' strengths. **Page 7** of the Profile Report goes even deeper to give you tips that target this particular individual, based on his or her specific *statistical numerical result.* To make sense of this, it's helpful to take a look at **page 8**, the Summary of Scores.

The Summary of Scores page displays a set of horizonal graphs. The data shown here are used individually or in combination to determine where the needle is situated on the various graphic dials that you've seen so far.

Just like the dials, each horizontal scale displays an individual's results on a continuum between two extremes. In fact, when you look at the labels underneath each horizontal scale, the descriptions of the extremes will look similar to those you've seen for the dials.

Whether displayed as a needle on a dial or as a black bar on a horizontal scale, the result you are seeing the reflects a statistical analysis of the assessee's responses compared with more than 40 million assessed individuals in our database.

The scales on the Summary of Scores page are labeled with the names the statisticians use to describe a particular personality dimension. The coaching tips on **page 7** refer to those same names. To help you connect the dots, note that the first three coaching tips refer to the first three scales on **page 8**: Enterprising Potential (EP), Achievement Potential (AP), and Independence Potential (IP). The fourth and fifth tips refer to the two scales under the heading Communication Style: People Orientation (PO) and Analytical Orientation (AO).

If you would like to explore the Summary of Scores page and the statistical underpinning of this assessment in depth, contact Smart Work | Network, Inc. to schedule a conversation.

## Understanding Attitudes

An individual's strengths in the personality dimensions presented on **pages 3 and 4** rarely change, and can therefore be used to predict an individual's potential and alignment to specific job roles. The dimensions presented under the Attitudes heading on **page 8** are much more variable, and reflect the assessee's attitudes and beliefs right around the time that the assessment was completed.

These dimensions are not predictive; however, they do offer valuable insights about factors that can negatively affect an individual's current focus and performance.
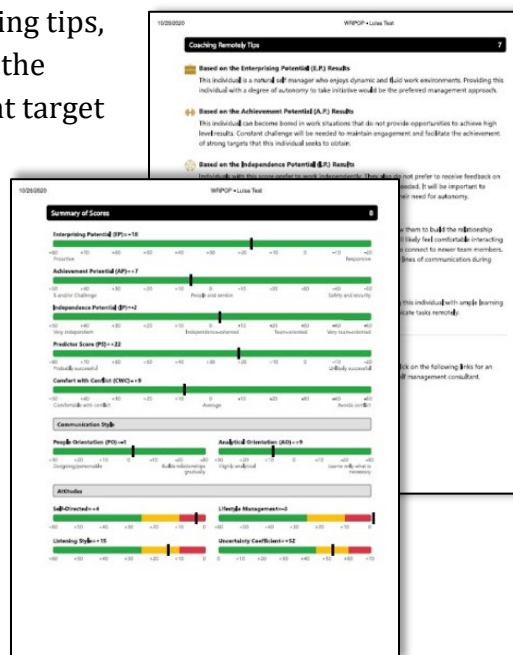
As you think about having this individual work in a remote setting, it can be particularly important to consider the Self-Directed and Lifestyle Management results.

| Attitudes |
|---|

Self-Directed=+4
Lifestyle Management=-3



**Self-Directed** is a measure of how much this individual feels in control of his or her life—the ability to influence the events, situations, and challenges of daily life.

**Lifestyle Management** is a measure of how well this individual is doing with the pressures of life and things that may create stress, both professionally and personally.

You'll notice that the green-yellow-red coding is used for these two dimensions. In this context, **results in the yellow and especially the red suggest that this individual may need support** to gain confidence or learn to handle stress. These results are not clinically significant, but still can serve as an alert that assistance may be warranted.

Self-direction and stress level are internal perceptions; you as a manager cannot directly control them. However, skill training is available to help your team members become more effective in managing their perceptions. Counseling is another option. If your company offers a formal Employee Assistance Program, you might share information about those services, especially for individuals with results in the red.

Consider also these additional tools from Smart Work | Network, Inc. for those employees and managers who are experiencing significant stress and burnout:

- **VitalityPOP™ - Assess Stress Adapt-Ability**
  Gives individuals a snapshot of their present stressors, plus an *action plan* for more successfully meeting all of life's demands- personal, family and professional.

- *Principles of Self-Management: The Key to Personal and Professional Success*
- *Personal/Professional Longevity Under Stress: Being the Best You Can Be*
  Written by John C. Marshall, PhD, the developer of the POP™, these books offer a wealth of information about how to take control of one's life and career

# WorkingRemotely Video Interpretation Guide

For a Video Version of this Interpretation Guide, with an overview of all that is in this written guide, <u>please click here.</u>

# More Resources from Smart Work | Network, Inc.

Smart Work | Network's Talent INSIGHT Suite™ equips you with a proven, flexible tool set for selecting, hiring, and coaching high performers for every role, whether based onsite or offsite.

## Role-specific add-on POP™ Assessments -Predictors

**Of Potential™** Use the power of predictive analytics to determine incumbent or candidate profile alignment with these specific job roles:

- Service Suitability
- Sales Suitability
- Professional Suitability
- Management Suitability
- Sales Management Suitability
- Leadership Suitability
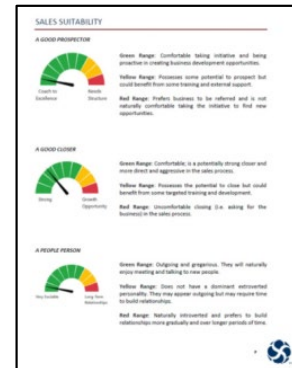
## Working Remotely TeamAnalytics

View employee data aggregated from the **Working Remotely POP™** presented as an excel spreadsheet of your overall workforce relative to remote work, arming you to know with confidence:

- Who is already well- equipped to work remotely, and who needs more support?
- How do we effectively manage, train, and coach each person?
- What supports are needed to help employees better manage stress and reduce burnout?
- How do we promote work-life balance for our remote workers, thereby improving engagement and productivity?
- Whose stress levels are so great that they need more help *right now*?

### Working Remotely POP™ Management Pack

Gain in-depth insight about your own personality strengths by completing your own Predictor of Potential assessment. Each individualized coaching guide compares and contrasts your strengths with those of a specific team member to yield targeted guidance on how to leverage each other's strengths for maximum productivity and engagement.

- One ManagementPOP™ or SalesManagementPOP™
- Individualized coaching guides for up to 8 of your team members
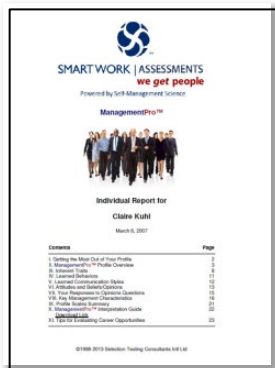
## VitalityPOP™ - Assess Stress Adapt-Ability

Offer a unique tool targeting those employees and managers who are experiencing significant stress and burnout. In addition to giving individuals a snapshot of their present stressors, it provides an action plan to identify priorities and strike a healthy work-life balance, increasing available energy to successfully meet all of life's demands- personal, family and professional.

## CareerChoiceGPS™ - Assesses Career-Ability & "Best Fit" Career Transitions

Use CareerChoiceGPS™ to help you direct internal redeployment of employees and help guide those whom you may have to let go, giving them *hope and direction* for other opportunities. CareerChoiceGPS™ is the only career assessment available today that can predict success in 66 career families and hundreds of jobs.

## Talent INSIGHT Library

- *Principles of Self-Management: The Key to Personal and Professional Success*
- *Personal/Professional Longevity Under Stress: Being the Best You Can Be*
- *Managing Effort: Getting Results*

Expand your skills for managing yourself and managing others. Written by John C. Marshall, PhD, the original developer of the POP™, these books offer a wealth of information about helping yourself and others take control of life and career, while building self-confidence and reducing stress in the process. Books available from Self Management Group: https://www.selfmgmt.com/book/principles-of-self-management/.
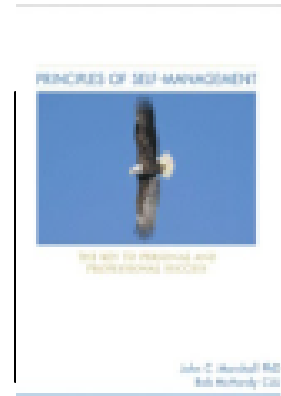


## SMART WORK | ASSESSMENTS
### we *get* people

Powered by Self-Management Science

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**864.233.3007**
**jane@smartworkassessments.com**
**or**
**Craig Lowder**
**craig@smartworkassessments.com**