

# The Great Remote Employee Tool

## Summary of dimensions

### Conscientiousness

Conscientiousness is one of the 5 essential dimensions that underpin the Big Five factorial model of personality (*Barrick & Mount, 1991*), being very relevant when it comes to professional success, performance and productive behavior in the workplace in any context (*Barrick & Mount, 1991; Neal et al., 2012*), and implicitly in the virtual environment (*MacRae, I, Sawatzky R, 2020*), (*Lamond, D., Daniels, K, Standen, P. 2003*), (*Sawatzky, R., Sawatzky N., 2019*). The less externally controlled the environment, the more being able to plan your work and self-organize to fulfill your tasks becomes a condition for delivering what is expected of you in a serious way, which others can rely on.

**Great People Inside description:** They do things according to a plan they strictly adhere to, like order and regularity, being preoccupied with details. They are responsible, meticulous and trustworthy.

### Stability

Remote work has some challenges that need to be overcome, such as: social isolation (*Mann, 2000*), misinterpretations of the behaviors of those you relate to, potential conflicts, possible greater interference of work with private life, the possibility of feeling unsupported or anxious at certain more demanding times when performing tasks etc. (*Mann and Holdsworth, 2003*). Emotional stability - a dimension of the Big Five model, applied to the virtual environment, it means dealing with the frustrations and problems brought about by the new status of the employee, not being overwhelmed with fear and negativity, remaining calm and confident, effectively resolving situations you face, and the internal contradictions you feel (*Omari & Standen, 2000; Sparrow & Daniels, 1999; Grant, C, Wallace, L.M, Spurgeon, P. C., 2013*).

**Great People Inside description:** They know how to easily manage any difficult situation and do not feel overwhelmed by their personal or work-related problems. They are relaxed, composed, not easily upset, have confidence and efficiently manage their conflicted feelings.

### Openness to Experience

Working in a virtual environment means being assaulted by a greater variety of messages, diverse information and data that you do not have a full view of, and in relation to which you will not be able to decide by only taking into account what you already know. Relating to them as experiences with unique, diverse elements that can enrich you, being curious so as to question, understand and develop them, implies being open to novelty (another feature measured by the Big Five model and relevant in the virtual environment - (*Lamond, D., Daniels, K, Standen, P. 2003*)). Openness to experience, when working virtually, in positive terms, means you have to use your imagination a lot more, come up with more creative ideas than normally required by a traditional environment (*Bullock, C., Klein Tucker, J., 2010*).

**Great People Inside description:** They carry the conversation to a higher level, having an advanced vocabulary. They can process a great deal of information, easily understanding things and have a lot of ideas, being vividly imaginative. They like to read thought-provoking material that helps them act beyond a traditional style based only on their own experience. Such people are motivated by changes that lead to progress.

## Resilience

Working from home is much more mobile and fluid than direct, face to face work relations. Difficult situations can arise more often given the limitation of communication, prompt interaction, lack of instant correctional feedback, but also in response to a changing general work environment. Staying rigid in an initial state without adapting along the way to what is coming may leave you outdated and consequently left behind by the requirements and changes made in due course. In online/remote tasks, resilience is a behavior that is considered when it comes to efficiency (*Sawatzky, R., Sawatzky N., 2019, by Omari & Standen, 2000; Sparrow & Daniels, 1999*). When resilience is good, it will ensure that, in the face of setbacks/difficulties, the person will maintain their focus on completing the action in spite of any changes that may occur, integrating them, without being disturbed by the changes/adjustments in roles/tasks over the course of the project.

**Great People Inside description:** They are hard-working people, intensely working on their projects, being capable of finishing long-term goals regardless of the difficulties they have to face. When starting a project, they focus on it until its completion, easily adapting to new situations that may arise. They feel comfortable when others take control.

## Discipline

Personal discipline is required when working online, to do the right thing right from the very beginning. It involves organization and punctuality. Following the rules and requirements of the line manager, as well as the procedures of the organization as closely as possible and organizing yourself so that you can complete your tasks within the recommended time frame, should be an assurance that you can optimally deliver an expected result. Also, recognizing and quickly taking responsibility if you deviate from the order and best practices indicated for guidance by the bosses/organization will reduce the stress correlated with chaotic work, which requires additional personal resources and exposes you to the negative factors of working remotely (*MacRae, I, Sawatzky R, 2020*) (e.g. *Omari & Standen, 2000; Sparrow & Daniels, 1999*) (*Sawatzky, R., Sawatzky N., 2019*).

**Great People Inside description:** They are organized, punctual and strictly abide by the rules, job requirements and norms of the organization. They admit to their mistakes and take responsibility for them, as the case may be. They guide themselves by a set of values and principles of the organization, when making work-related decisions and sometimes choose to accept the advice of the majority, even if these are not in line with what they want.

## Engagement

The success of the organization is also supported by the motivation of its employees, regardless of the work context. The more dedication and loyalty are based on intrinsic factors (e.g. work perceived as meaningful and useful), the greater the involvement and compliance with requirements and the commitment of a person. Engagement also involves good morale and interest in maintaining honesty and openness in the work team, as well as behavior that fosters enthusiasm for new requirements. Thus, including in the virtual environment, optimum engagement will mean constant efforts on the part of the person displaying it, contributing to higher performance (e.g. *Baruch, 2000; Sullivan and Lewis, 2001*), (*Omari & Standen, 2000; Sparrow & Daniels, 1999*), (*Sawatzky, R., Sawatzky N., 2019*).

**Great People Inside description:** They feel their work is useful and meaningful, being proud of their achievements. They enthusiastically take on new tasks, constantly seeking innovative solutions to complete them. Work energizes them. They are devoted to the company they work for, promoting it among their friends as a great workplace. A major change is needed for them to leave the organization they work in. They uphold the importance of honesty between the members of an organization.

## Responsibility

Among the competencies of teleworkers, research shows that those related to time management and self-organization for work productivity form an important group (e.g. *Omari & Standen, 2000; Sparrow&Daniels, 1999*). Timely completion of tasks in virtual work, but also a high level of productivity and quality for the delivered result pertain to responsibility. At the same time, you are also responsible when you take responsibility for your mistakes, as well as when you collect different opinions before making a decision. Additionally, responsible people are those who avoid mistakes by concentrating their maximum effort, often in a perfectionist manner, on fulfilling their obligations to others. Such responsible behaviors have been shown to be important in effective remote work (*Bullock, C., Klein Tucker, J., 2010*) (*MacRae, I, Sawatzky R, 2020*).

**Great People Inside description:** They take all the tasks or projects they are involved in to their completion, focusing on them and taking all the necessary steps to successfully complete them, whilst observing deadlines. They take responsibility for their mistakes, being receptive to feedback, even when it is negative. They encourage the diversity of thinking styles, ideas and opinions, listen to the input of other people, but make decisions after their own analysis of facts. They would rather delay a decision than make a mistake, regardless of how urgent that decision is.

## Cognitive Skills

Cognitive skills are represented by the individual's ability to perform in mental activities associated with learning and problem solving.

Data analysis and interpretation becomes an important competence in virtual teams, given the focus of tasks on the efficient processing and expression of ideas and information (*Stefan Krumm, Jens Kanthak, Kai Hartmann & Guido Hertel, 2016*).

Studies show that the more demanding the virtual environment is in the active use of intellectual/conceptual/abstraction skills, the more this competence needs to be assessed, as it has a high ability to predict work performance in general (*Hunter, 1986*), as well as in virtually-mediated learning (*Behling's, 1998*).

**Great People Inside description:**

Reasoning is the ability to understand ideas expressed with the help of logic and reason.

Working with Numbers is the ability to understand numerical information and correctly solve mathematical problems.

Working with Words is the ability to use vocabulary effectively as a method for clearly understanding or conveying different concepts or perspectives.