

The GR8 Remote Manager Tool

Summary of dimensions

Stability

Emotionally stable managers display self-confidence, feeling capable to manage the pressure of problematic situations. Emotionally stable people have the ability to more successfully manage stressful and ambiguous work situations, which will most likely occur in virtual environments, under conditions of geographical and temporal dispersion. Additionally, emotional stability enhances the ability of team members to resolve conflicts, which may be more common in virtual teams than in traditional ones (*Hoc, E.J., Dulebohn, H.J., 2017*).

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.

Curiosity and Self-awareness

Research shows that leaders who effectively lead virtual teams are passionate about self-awareness and self-improvement, showing curiosity. They constantly self-assess (*Lamond, D., Daniels, D., Standen, P., 2002*) for progress and are not afraid to tackle multiple roles that involve behavioral complexity (*Kayworth, R., T., Leidner, D., E., 2015*). They manage to optimally regulate their personal rough spots that can sometimes be encountered in those with authority roles (such as pride, rigidity, etc.) and are open to feedback or criticism, without fear of leaving their comfort zone or confronting their dysfunctional states of mind.

Great People Inside description: They are curious, like to look for answers, to test things so that they may understand how they work, thoroughly documenting themselves when trying out something new. Situations that seem hopeless motivate them, as they are capable of managing and solving problems even at difficult or highly complex times. They have a capacity to anticipate failure. In a discussion, they prefer listening to talking and, before expressing their view, they study what others have to say. They generally pay attention to their inner feelings. They avoid routine.

Tenacity

Leaders who supervise through virtual means will need diligence and determination, a more active goal orientation than in an environment where they relate directly. Through the tenacity that has to be characteristic of them (*Lamond, D., Daniels, D., Standen, P., 2002*), they show perseverance, determination in overcoming setbacks, whilst succeeding in completing everything they set out for themselves.

At the same time, the tenacious manager will know how to maintain a high level of motivation and optimism throughout the performance of the team's tasks.

Great People Inside description: They are capable of taking long-term projects to their completion, focusing on them until they are over. They work enthusiastically, being determined and persevering with regard to tasks that need to be completed. They have little consideration for people who are not concerned with getting things done.

Cooperation

In teams working remotely, it is very important for managers to pay particular attention to the influences of the social context on virtual work (*Daniels et al., 2000*). Trust and communication are at the top of the list of challenges facing virtual teams (*Levasseur 2010*), so it is vital that managers address these issues with focus and tenacity. Managers build trust through individualized approaches (they devote time and effort to getting to know others and understanding their preferences, expectations and needs), by keeping promises and having frequent conversations (*Hickman, A., Ph.d, Levey, R., I., 2019*).

Ensuring an attitude of cooperation and goodwill between the members of the virtual team is part of the manager's responsibility.

Great People Inside description: They feel that social relationships should be based above all on trust, openness towards others and mutual support, rather than competition. They always feel as part of the group, easily accept help from others and, in return, provide support and help to those in need. They are empathetic, taking into account the needs and feelings of others when making decisions, being happy for their achievements. They are capable of sacrificing their own interest for the interest of the group.

Assertiveness

Assertiveness entails expressing your point of view and feelings directly, without being aggressive or passive, having a vertical attitude, respect and understanding towards the possibly different opinions and needs of those you interact with.

In a virtually led managerial role, assertiveness becomes a useful competence (*Lamond, D., Daniels, D., Standen, P., 2002*). The fact that it clarifies and reduces ambiguity, that it allows the conveyance of a clear vision regarding the goals and roles of team members make it vital in virtually led teams, but also when the situation becomes more critical, in the case of major goals or when this is the shortest way to a critical result.

Great People Inside description: They express their own opinions or those of the people they represent clearly, concisely and directly, being respectful and considerate of others' views. They do not avoid arguments, fearlessly ask questions when needed, know how to say NO and, should a conflict arise, strive to mediate the situation. They take action when someone is unfair. They usually admit to their mistakes.

Responsibility

The Responsibility dimension is about personality traits that lead to the qualitative and timely completion of some projects or works. Responsible people do not turn aside from active involvement in team projects, helping others make efforts to achieve good results.

Serious, conscientious, efficient virtual managers take care of the quality and accuracy of team results and make careful analyses before deciding and monitoring how the time and productivity of the team are managed (*Lamond, D., Daniels, D., Standen, P., 2002*), looking for ways to make them work more efficiently.

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.

Flexibility

Flexibility in the work of an efficient manager who coordinates virtual teams implies that he/she manages to adapt his/her communication and working style with agility to the changes that have emerged, but also to the different personalities and approaches he/she comes into contact with.

The efficient virtual manager responds promptly both when communicating and when setting out responsibilities within the team (*Kayworth, R., T., Leidner, D., E., 2015*), easily adapting to the organization's requirements.

Great People Inside description: They easily adapt to new styles and work environments and have no trouble integrating into groups different from the one they are part of or into new workplaces. They are open to changes, being willing to adjust their work schedule anytime it is necessary. They treat conflict constructively and are proactive after a negative feedback.

Objectivity

Objectivity refers to having a solid and structured approach to solving problems, conducting careful analysis of the details of a problem, after as much information as possible has been collected, before making a decision. The focus is on pragmatism, logic, an assessment in which one's own perspective comes second. Research shows that in the virtual environment, in order to be effective, the team has to show a good focus on practice, and its managers have to make decisions based on facts (*Lamond, D., Daniels, D., Standen, P., 2002*).

Great People Inside description: They prefer order and regularity, conducting their activity based on a well-defined plan. They easily understand abstract ideas and can process a large volume of information. They are capable to face difficulties in order to get an important result and do not easily give up in the face of setbacks. They confidently manage their own feelings.

Fairness

Personal integrity when it comes to working in virtual teams is one of the critical factors (*Lamond, D., Daniels, D., Standen, P., 2002*). When construed as a quality of a manager, it ensures a fair, equal treatment, guided by regulations or norms adapted to the context in question, taking into account the rights and obligations of each member of the team.

The manager who displays fair behavior strives to fulfill his/her commitments. He/she seeks to have an ethical approach to managing his/her team so that virtual work is not used to worsen employee terms and conditions (*Lamond, D., Daniels, D., Standen, P., 2002*).

Great People Inside description: They make sure to strictly follow the rules and procedures of the organization, and get periodically informed with regard to these. They always keep their promises and expect others to do the same. They treat their co-workers fairly, being considerate of their rights and obligations and defending them when they are wronged. They know the criteria by which their work is assessed and make sure these are strictly observed.

Stress and resilience

Managers sometimes deal with experiences that bring stress, ambiguity, change and conflict, needing to make decisions even in such times, yet to do so with determination and composure. Being resilient (*Tuffley, D., 2011*) and remaining optimistic, being prepared and adapted to a high level of complexity and pressure, learning from mistakes, appear as basic behaviors in the work of a leader. The virtual environment can pose new challenges to managers in terms of managing stress at the group level, both through diversity and conflict resolution, as well as in terms of reducing the feeling of social isolation felt by some team members (*Terri Griffith, T., Neale, M.A., 2001*).

Great People Inside description: They make decisions and act with determination and composure, particularly in complex, risky or unusual situations, being capable of accepting failure and learning from their own mistakes. When they fail, they treat their failure with optimism, only requiring a short time to recover. Unpleasant events, stress and moments of uncertainty don't affect their quality of life, comfort or energy level. They are well-organized.

Leadership

The virtual environment exposes managers' ability to lead to new demands (*Krumm, S., Kanthak, J., Hartmann, K., Hertel, G., 2016*). The effective manager who leads remotely will have as his/her main concerns: team communication and motivation, building trust, for the team to achieve the performance set out. He/She assertively communicates a direction of action and then guides the team to follow it. Research on virtual teams has shown that making the goals, roles and methods of communication of a virtual team official from the very beginning increases team effectiveness (*Gibson, C., B., Dunlop, P.D., Cordery J., L., 2019*). An effective leader is one who takes on the role of promoting a clear vision in terms of achieving goals, but also one who is able to inspire and establish himself as a mentor to those in his team (*Kayworth, R., T., Leidner, D., E., 2015*).

Great People Inside description: They direct the team in an assertive and equidistant manner. They feel that the feedback received is as important as the one provided, always praising their direct reports for their achievements and taking into account, in turn, the feedback received from them. Promotes within the team a clear vision of achieving goals, inspiring team members to perform increasingly better, while respecting the principles of professional ethics. Seeks to constantly develop professionally and personally. They base their decisions both on a thorough analysis of the data and on experience, encouraging the others to do the same.

Cognitive dimensions - Plus (Reasoning, Working with Numbers, Working with Words)

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*).

In the assessment of remote managers, if current tasks involve constructive thinking and drawing conclusions based on existing data, Cognitive Skills should be a priority in assessment.

Great People Inside description:

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

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

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