



# MODULE 8

## MANAGEMENT OF DISTRIBUTED TEAMS



**LESSON SCENARIO WITH  
GUIDELINES FOR THE EDUCATOR  
FOR 4H CLASSES**



I. GENERAL INFORMATION

- Class duration
- Recipients of the classes
- Number of participants
- Methods / techniques of work
- Materials needed to carry out the classes
- Purpose of classes

II. INTRODUCTION

- Introducing the subject
- Introducing a lecturer/lecturers
- Ice breaker: Group integration
- Establishing group rules

III. MERTIS

IV. CLOSING THE WORKSHOPS

V. EVALUATION SURVEY

VI. DIPLOMA FORM





## I. GENERAL INFORMATION

### Class duration:

- 4 hours

### Recipients of the classes:

The recipients of the classes are adults, employees of the administrative and financial industry. The scenario of the classes can be used by others from other professional groups interested in the topic of creative developing and creative thinking.

### Number of participants:

Class group for 12 people of both sexes. It is also possible to conduct classes in a smaller group of at least 8 participants, depending on the conditions of the premises or the size of the team.

### Recommended methods of work:

- Brainstorming
- Active ways of conducting classes: working in groups
- Active ways of conducting classes: working in pairs
- Individual work
- Relaxation techniques
- Psychoeducation
- Mini lecture

### Sample materials needed to carry out the classes:

- Worksheets
- Pens
- Crayons
- Markers





## I. GENERAL INFORMATION

- Sticky notes
- Flipchart
- A4 note pads
- Pens
- Certificates
- Evaluation questionnaire

### **Course objective:**

The main objective is to gain knowledge and competences to manage distributed teams, to learn the characteristics of a good manager of a distributed team and to present what are the challenges of remote working and how to deal with them.

### **Mini lecture: (30 minutes)**

Like leading a team in a fixed workplace, a remote manager needs to establish effective technology, communication and information flow for their remote workers. Many of the qualities present in 'on-site' managers are also present in distributed team managers, although there are subtleties in handling, leading and directing when managing teams that you do not see in person every day.

### **Traits of a good distributed team manager:**

- Self-awareness
- Servant Leader
- Empathy
- Delegating with detailed instructions
- Building trust





## I. GENERAL INFORMATION

### Challenges of remote working:

**Disconnecting from work** - Remote workers may feel guilty that their manager may think they are not working because they are not on site, so they try to overcompensate by pretending to be busy.

**Time management** - Working remotely gives employees more freedom, meaning they can work from anywhere, whether it's at home, a coffee shop or with friends. As a result, distractions increase. Whether it's washing dishes, laundry, cleaning or childcare. Sometimes this can be too much, making it difficult to focus on work.

**Team communication** - This is also one of the main challenges of managing remote workers. Because the team is not physically in the office with their colleagues, spontaneous lunches, coffees or conversations are missed. It is more difficult to establish deeper and more meaningful relationships with colleagues and feel integrated into the team.

**Productivity and organisation** - It is difficult to stick to a plan and complete all tasks. However, it is even more difficult for remote workers because it is hard to supervise a team that you cannot see.

**Loneliness** - This is one of the biggest challenges for both remote workers and managers. Many people struggle with loneliness both in and out of the remote working context, especially post-pandemic. Whatever its source, loneliness can have a huge impact on health and life.

**Professional development** - It is particularly difficult to achieve career advancement when working from home, as team members are less visible.

**Technical problems** - Although technical problems can occur both in the office and at home, the IT team will be able to help you if you are in the office, this is slightly more difficult when working remotely, especially as their frequency is higher when working remotely.





## II. INTRODUCTION

1. Introducing the subject of the classes - (5 minutes)
2. Introducing the agenda.
3. Introducing a lecturer.
4. Greeting - (5 minutes)
  - name, surname,
  - education,
  - professional experience
  - interests
5. Ice breaker- classes participants introduce themselves (15 minutes)

- Talent chain.
- Finish the sentence:

My name is.....

I like...

My talents are...

I feel strong in .....

My strengths are...

The most creative idea I have implemented.....

My favourite colour is...

6. Group rules - ( 15 minutes)

The lecturer distributes two sticky notes to the participants and asks the participants to write down on one of them what they can do and what they cannot do during the class to ensure a nice and safe atmosphere. Participants are given 2 minutes for this task.

Example:

What we do	What we don't do
We are kind to each other We respect each other We communicate the need for breaks	We don't criticize each other We do not use mobile phones We do not judge other people's opinions





## II. INTRODUCTION

The educator collects the notes, reads them aloud, asks if everyone agrees to the presented rules. Then they are stuck in a visible place.

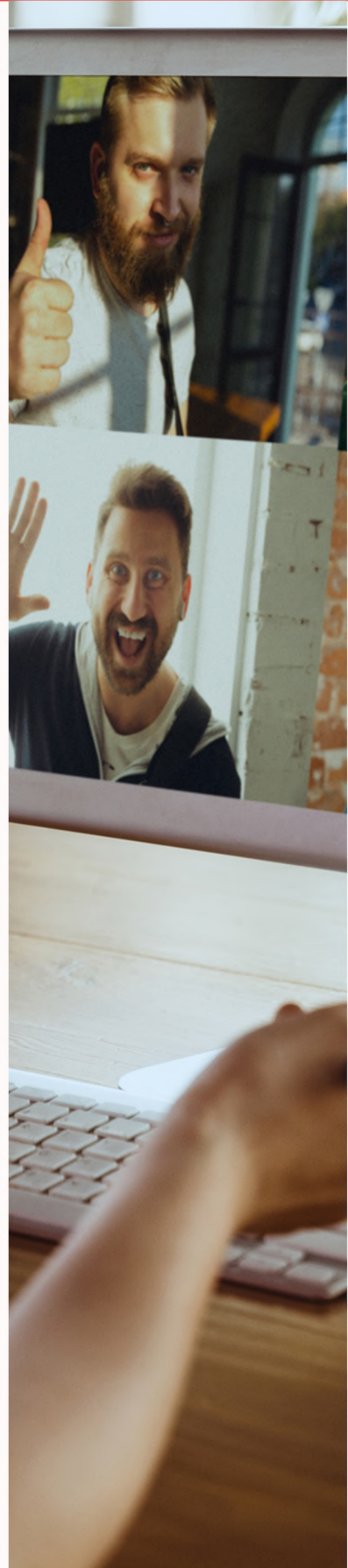
Next, the lecturer suggests that each participant shall write their name on the second piece of paper and stick it in a visible place on their chest.

### **The question is what we expect after the classes. Verification of expectations - (10 min)**

The lecturer distributes one sticky note to each participant and asks them to write down their expectations in relation to the classes. The participants are given 3 minutes to do this. Then the lecturer collects the notes, reads the questions/statements and discusses them.

### **Garage - (5 minutes)**

The educator takes out a previously prepared A4 sheet / flipchart with the inscription "GARAGE" and a marker and informs the participants what "Garage" is. "Garage" - during breaks in the garage, each of the participants can anonymously write down a question about the content and course of classes. The questions will be answered after the break.





### III. MERTIS

#### Task 1 (30 min)

The educator explains that there are many differences between a manager working with a team in the workplace and a manager working remotely with a dispersed team. He divides participants into teams of 4. Each team receives an A4 sheet on which they write down at least 5 differences which, according to them, are between the manager working with the team in the workplace and the manager working remotely with the dispersed team. Participants have 10 minutes to complete this task. Then we analyze the answers together with the participants.

To stimulate group activity, you can ask the following questions:

- What challenges might arise for a manager working remotely compared to a manager working in the workplace?
- How can a remote manager effectively manage and monitor team progress?
- How can a workplace manager better understand the needs and challenges of a remote team?
- What tools and technologies can help a remote manager to effectively manage a team?
- How can a workplace manager keep a high level of engagement and motivation in a team working remotely?

#### Exercise 2: Organize a conference with your remote team - Group Exercise

It's difficult to stick to a schedule and get all the tasks done. But this gets even harder for remote workers.

Learners are split in groups of 4. One is the team leader and the remaining 3 are the team members.

The task is to organize a conference for your customers which is in 8 weeks.

- Write down the process of achieving the task.
- What apps would you use for planning and delegating tasks to your remote team?
- How would you monitor completion of tasks?
- What are the challenges of working on a project in a remote setting?
- Reflect on your choices!







### III. MERTIS

#### Exercise 4: Delegation of tasks

It is a team exercise. You will need at least 3 participants.

Instructions:

- One person should select 1 unpleasant task they have to perform in their work. In this game, they can delegate it to their colleague.
- The person who is delegating their work should explain the task to their colleague and encourage them to perform it.
- The second participant needs to evaluate how well the delegator explains his task. The third person writes down the results.
- Discuss the results. Change the roles and repeat the exercise. There should be 3 rounds.

At times, there are situations when you need someone to help you. The idea of this game is to learn that delegating tasks is important for effective time management. The thing is that you should not hesitate to ask for assistance. If you are a manager, you need to choose the right person to perform your task for you.

#### Task 2 (20 min)

Being a manager is not only a good position and responsibility. Every person acting as a manager should have several qualities that are necessary for this job.

Here are a few of them:

**Communication** – he has excellent communication skills. He can communicate effectively with team members using various tools, such as e-mail, instant messaging, video conferencing. He can clearly communicate expectations, goals and project information.

**Organization** – he must be well organized and able to manage time. He can effectively plan tasks, prioritize and control the progress of projects. The ability to independently manage time and motivate yourself to act is crucial for the effectiveness of remote work.

**Commitment and motivation** – he gets involved in team work and is able to effectively motivate team members. It creates an inspiring work environment, supports professional development and sets challenges that stimulate team members to achieve better results.





### III. MERTIS

**Empathy and support** – he understands the individual needs and situations of team members. He can show empathy, offer support and flexibility to help team members achieve work-life balance. He provides constructive feedback and understands that different people need different types of support.

**Technological proficiency** – he must be proficient with the technologies, tools and platforms used in remote work. He should be able to effectively use project management, communication and progress monitoring tools. He can adapt to new tools and technologies that facilitate remote work.

**Leadership skills** – this is not only a feature of remote managers but team managers in general, he has leadership skills that allow him to inspire, motivate and lead the team. He is able to build trust, support cooperation and create a sense of unity in a geographically dispersed team. He is open to innovations and changes, he skilfully manages conflicts and makes effective decisions.

**The educator divides the participants into groups of two and asks them the following question:**

- From the features of a good remote work manager, choose one that you think is the most important and why.

Participants have 5 minutes to prepare their answers. Then we analyze the answers together with the participants.


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### III. MERTIS

#### Worksheet 1:



## WORKSHEET 1

**EMPATHY**  
**FEELING SPENT? SPEND KINDNESS ON OTHERS**







At some point in your day, especially when you're stressed or feel like you don't have any spare bandwidth, spend in some small way - whether it's in time, energy or money - on someone in your life.

Send a text message of support to someone who's having a hard time. When you're running errands, pick up your partner's favorite coffee. Carry an older neighbor's groceries upstairs.

"Building empathy isn't necessarily about donating half of your salary to charity. It's about the little things that we do each day, it's about "habits of mind."

In an attempt to conserve energy for ourselves, we tend to turn inwards when under pressure. While it may seem counterintuitive, performing these tiny acts — especially at moments when we feel like we can't — can be energizing and enlivening.

**"PEOPLE ARE HAPPILY SURPRISED TO FIND THAT WHEN THEY GIVE TO OTHERS, THEY DON'T END UP DEPLETING THEMSELVES"**

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### III. MERTIS

#### Task 3 (30 min)

Servant leadership is a leadership approach that focuses on serving and caring for others. This concept assumes that a good leader should act as a servant to his team, engaging in helping, supporting and developing other people. Unlike traditional forms of leadership, where leaders often focus on power and control, a servant leader focuses on building relationships, supporting the development of others and serving them.

This idea assumes that the leader should:

- be sensitive to the needs of others,
- listen to them,
- understand and respond to them.

In practice, a servant leader is guided by values such as:

- empathy,
- modesty,
- humility,
- honesty,
- responsibility.

Leadership based on the principle of servant leadership can lead to building trust, strengthening team commitment, improving efficiency and achieving long-term results.





### III. MERTIS

#### Worksheet 5:



## WORKSHEET 5

### CHARACTERISTICS OF A SERVANT LEADER



- Listening
- Empathy
- Healing
- Awareness
- Persuasion
- Conceptualization
- Foresight
- Commitment to the growth of people
- Building community

**Listening:** While all leaders must possess superior communication and decision-making skills, the servant leader also must be willing to listen intently to others,

**Empathy:** A servant leader "assumes the good intentions of co-workers and does not reject them as people, even if [he or she] finds it necessary to refuse to accept their behavior or performance."

**Healing:** Servant leaders understand part of their leadership responsibility is to "help make whole" employees whose sense of self is precarious or impaired.

**Awareness:** Awareness is not a giver of solace -- it is just the opposite. It is a disturber and an awakener. Able leaders are usually sharply aware and reasonably disturbed, but are steadied by "their own inner serenity."











### III. MERTIS

#### Worksheet 6:

**TRANSVERSAL SKILLS**  
IN TIME OF COVID

## WORKSHEET 6

### THE PROCESS OF SUCCESSFUL DELEGATION FOR REMOTE TEAMS



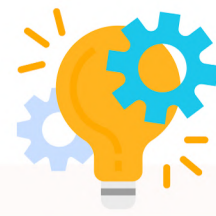
The rise of remote work has led to some unique challenges for the team leaders who have to coordinate staff that may never be in the same state, much less the same room. Here are 5 simple steps on how to delegate work to remote team members:

**DEFINE THE WORK BEING DELEGATED**  
It's hard to delegate work if you don't have a precise understanding of exactly what you're delegating. This is important regarding in-person work, too, but it's especially important in a remote setting since so much of the delegation is going to be done in writing, which necessitates some very detailed and specific instructions. Start by surveying the work you need done, and establishing some basic parameters like the scope of the work, the objectives you need to achieve, and the timeframe you're working in.

**UNDERSTAND YOUR PERSONNEL**  
Once you've defined the tasks that you'll be delegating, take a look at your team members. You'll need to match the tasks with the capabilities of your people such as unique skills, their experience level, their collaboration style and their availability at the moment..

**GIVE THE BIG PICTURE WHEN YOU GIVE DIRECTIONS**  
One of the challenges of delegating to remote teammates is that it's more difficult for each employee to see how they interact with the rest of the company. For example, in an in-person setting, your graphic designer handling the infographics for a big report might understand the urgency of their deadline because they've heard their manager talking about presenting that report at the meeting the next morning.





### III. MERTIS

#### Task to be performed 1: Development of effective communication procedures for distributed teams

Your task is to develop effective communication procedures for distributed teams in our company. Focus on creating guidelines that help team members communicate and collaborate effectively, despite working remotely.

You are required to include a variety of communication channels, such as email, chat, video conferencing, etc. Proposed procedures should include clear guidelines on response times, information sharing, discussion and conflict resolution. Also analyse tools and technologies that can facilitate communication in distributed teams. In your report, present your conclusions and recommendations for putting these procedures into practice.

After completing the exercises, the moderator asks the participants a question to summarize the issue. Below are sample questions:

- What are the differences between traditional leadership and servant leadership?
- What do you think are the benefits for the team and the organization of adopting the servant leader approach?
- What specific actions or practices can the servant leader take to support and develop his employees?
- What challenges may arise when using servant leadership? How can you deal with them?
- Can you give examples of situations where you have experienced or observed servant leadership? How has this affected you and your team?
- What are your personal values and how might they influence your role as a servant leader?
- How can servant leadership be integrated with other leadership styles and techniques?
- What are the key skills that servant leadership should have? How can we develop these skills?





### III. MERTIS

#### Task 4 (30 min)

Remote work has many pros and cons. One of the elements in favor of remote work is time flexibility and the place of work. Employees can work from anywhere and adjust their working hours to their preferences. This gives them more flexibility and the ability to better adapt their work to their lifestyle. In addition, no need to travel, it eliminates the need for daily commuting to the office. This saves time and money that would normally be spent on travel. In addition, reducing the number of commutes to the office contributes to the reduction of greenhouse gas emissions and has a positive impact on the natural environment.

However, despite many positive aspects, there are also negative ones, and it is with them that managers in charge of a distributed team have to deal with on a daily basis. The first is Social Isolation/Loneliness, as the lack of daily face-to-face interaction with work colleagues can lead to feelings of isolation and lack of social contact. Lack of spontaneous conversations and opportunities to build relationships can negatively affect well-being and motivation. Another problem is time management and self-discipline, as working in a home environment can be a challenge for time management and self-discipline. Lack of supervision and constant separation of work and leisure time can lead to distraction and reduced productivity.

The moderator gives each participant a piece of paper and a pen. Then, each participant is asked to write down what negative and positive aspects they noticed during their remote work. Participants have 5 minutes to complete this task. After the time has elapsed, we analyze the answers together with the participants.







### III. MERTIS

#### Worksheet 8:

**TRANSVERSAL SKILLS**  
IN TIME OF COVID

## WORKSHEET 8

### BUILDING TRUST

**TRUST**

Set clear expectations from the beginning

Place Value in Employee Wellbeing

Effective Communication

Be Open to Vulnerability

Avoid Micromanagement

Address manager biases involving remote work

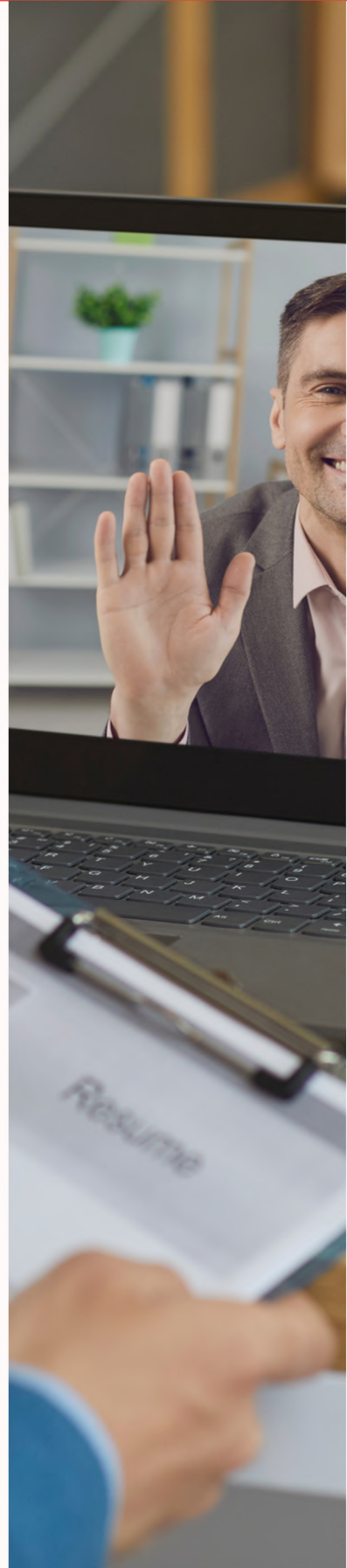
Help people connect

Measure based on deliverables

Carve out time for non-work-related connections

Create Opportunities to Just Be Together

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### III. MERTIS

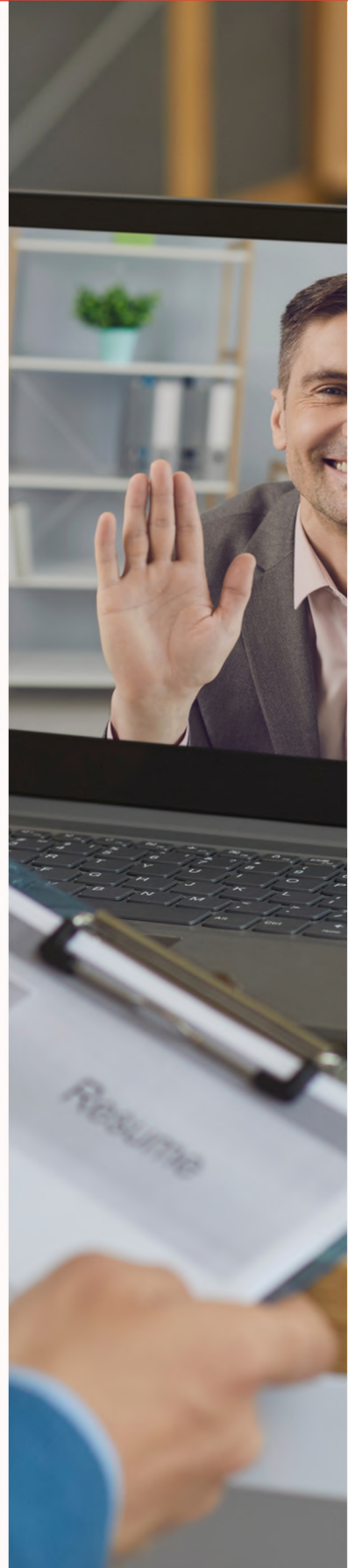
#### **Task to be performed 2: Developing effective time management practices in distributed teams**

Your task is to develop effective time management practices for distributed teams in our company. Focus on identifying the challenges of time management in remote working and propose concrete solutions. You may consider introducing time monitoring tools, setting clear goals and deadlines, and promoting self-discipline and accountability.

Also include in your recommendations the importance of developing a work-life balance and methods for effective planning and prioritisation of tasks. Present a comprehensive action plan to help distributed teams manage their time effectively.

#### **Task 5 (30 min)**

Motivating employees while working remotely is important in maintaining high productivity, because motivated employees are more likely to engage in work and strive to achieve goals. A high level of motivation leads to greater productivity, efficiency and quality of tasks performed. Motivated employees working remotely will be more focused, engaged and willing to overcome difficulties. For an employee to be well motivated, it is important to set clear goals and expectations. This is crucial for motivating employees. They should have clear guidelines on what is expected of them at work, what are the goals to be achieved and what are the deadlines. Determining the specific value of their work and goals will allow employees to focus and feel that their efforts are important. In addition, regular communication is important, which is crucial in remote work. Use various communication tools such as video conferencing, emails, instant messaging to keep in touch with your employees. Regularly discuss progress, provide feedback and provide support. No less important is appreciating and rewarding the achievements of employees working remotely.





### III. MERTIS

As part of the discussion, the moderator asks questions to the participants. Below are some examples of questions that the moderator might use:

- What motivation factors are relevant for your remote work?
- What professional goals would you like to achieve in the context of remote work?
- What aspects of remote work make you feel more motivated?
- What rewards or forms of recognition would you like to receive for good work while working remotely?
- What types of support are most important to you to keep you motivated while working remotely?
- What methods of communication and feedback help you feel valued and motivated?
- What challenges related to remote work can affect your motivation and how can we counteract them?
- What remote work health and wellness initiatives would be of value to you?
- How can we create an atmosphere of mutual support and motivation in our remote work team?

#### **Task to be performed 4: Implementation of effective project management tools in distributed teams**

Your task is to implement effective project management tools for the distributed teams in our company. Analyse the available tools, such as project management platforms, time tracking tools or version control systems, and identify the most suitable solutions for our teams. Focus on ease of use, accessibility from different devices and enabling effective collaboration. When implementing tools, provide training for team members so they can use them effectively. Also prepare documentation and instructions to help teams start using the new tools.


Provide your recommendations for implementing these tools and identify the expected benefits for our business.






### III. MERTIS

#### Worksheet 10:



## WORKSHEET 10

### MOTIVATING YOUR TEAM







**Group Pomodoro Sessions:** The Pomodoro Method is a time management technique that involves working for 25 minutes straight, followed by a five minute break. To help remote teams focus, hold group pomodoro sessions. For example, TeamBuilding has a #pomodoro channel on Slack. When sessions are active, a channel leader announces the beginning of each 25 minute work session and five minute break. Teammates respond to these announcements with emojis.

**Staff Spotlight:** Staff spotlights are public shout-outs for awesome employees. These features can appear on internal communications, company blogs, social media accounts, Slack or Team channels, or any other visible medium.

**Daily Check Ins:** Regular check ins are an easy way to keep team members on track. Having to provide an update can push employees to finish work on time. These check-ins can take the form of a Slack /Team thread, short Zoom meeting, or a Google Form. The report can be between a manager and employee, or can be visible to the whole team. The point of the exercise is to create a sense of accountability. Remote work is very self-guided and it is easy to get sidetracked.

**Care Packages:** Care packages are a fun way to boost virtual worker motivation. Getting goodies in the mail brightens team members' days, fosters gratitude, and inspires goodwill and loyalty. These presents signal that the organization and managers care about employees.





## IV. CLOSING THE WORKSHOPS

The lecturer asks the participants to sit in a circle and each answer the question:

- What did you like the most?
- What will you get for yourself?
- What are you leaving with?

After the participants answer, the lecturer thanks them for their participation in the workshop.





## **V. EVALUATION SURVEY**

### **Dear participant**

We hope that today's classes were interesting for you and you had a chance to learn a lot of interesting things. We are keen to receive feedback from you, so we will be very grateful if you take time to complete the following survey.

**The survey is anonymous.**

1. Did the classes allow you to get answers to questions that have arisen in your private and professional life?

Definitely Yes

Rather Yes

Rather No

Definitely No

2. Did the classes provide you with useful tips, development techniques and stimulating creativity in various professional situations as well as in everyday life, especially when it comes to creating innovative solutions?

Definitely Yes

Rather Yes

Rather No

Definitely No

3. Did the classes provide you with useful tips that can be helpful in overcoming barriers to stimulating creativity?

Definitely Yes

Rather Yes

Rather No

Definitely No

4. Which part of the classes did you like the most and why?

.....

.....

.....

5. Would you like to take part in other thematic activities?

YES

NO



## V. EVALUATION SURVEY

6. If YES, please list topics that would be of interest to you.

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7. Additional comments

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Thank you for completing the survey!



## VI. DIPLOMA FORM

### DIPLOMA

IT IS CERTIFIED THAT

.....  
Took part in a class entitled: "Managing of dispersed teams".

Project no. ....

Company: .....

Date: .....

Place: .....



.....  
Lecturer