Before-reading questions

1 *Example answer*: Working with other people, but from different places, usually using a computer and the internet.

2 *Example answer*: More people started working remotely during the coronavirus pandemic as they could not go into their offices, schools or other workplaces.

3 *Example answer*: People who work remotely are more flexible, do not waste time travelling to or from work, do not have to live in expensive cities, and have more time and money to do what they want, when they want. However, people who work remotely can feel bored or lonely, and can confuse work life with their private lives.

During-reading questions

INTRODUCTION

1 They have a better work–life balance, they can concentrate more, they feel less stressed, more motivated and can manage work better.

2 Technologies like video calls, cloud applications and fast internet can make it easier to work remotely.

CHAPTER ONE

1 Digital nomads want to travel the world and live in beautiful places that they can afford, while doing a job they enjoy. Hommies stay home to be close to family or just because they want to. They do not like to travel for meetings or other company events.

2 A team of six is good for video calls, and can work well without a leader because there will be people with more or less experience. With more people in a team, some people do not work well. Smaller teams can cost more for a business because you need more team leader positions, and they are paid more.

CHAPTER TWO

1 They can send a quick message to say they have seen a question and will reply as soon as possible, keep a calendar up to date so that people know when they are free to answer questions, and create a virtual "office hour" in their calendar every week.

2 You need: a good camera and microphone, the right people at the meeting, no longer than fifteen minutes, to follow the meeting agenda, a person responsible for following the agenda, a different person responsible for timekeeping, and someone to take minutes.

CHAPTER THREE

1 You can create a virtual coffee break channel, or organize events, in-person meetings, short breaks or away days.

2 Co-working spaces give you the right place and equipment for work, a chance to mix and develop relationships with people, a place where you can concentrate better than at home and a break between work and home, and they get you ready for a day's work.

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CHAPTER FOUR

1 An office-based manager will work at the same times, be present, be part of a chain of managers, communicate face-to-face, and be seen. A remote manager will work flexibly, look at results instead of hours, make each employee responsible for their own work, communicate remotely, and be seen virtually.

2 The five types are: quick connection, check-in to see how employees are doing, career coaching, progress assessment, and developing the job and relationships.

CHAPTER FIVE

1 An aligned team is one that is trying to achieve the same thing, understands its goals and has people who know how to use their abilities for the good of the team.

2 Accountability is the responsibility of each person to complete the task they have been given. To make this work in a remote setting, there must be clear reporting structures, goals and meetings, and a person accountable for each task or project.

CHAPTER SIX

1 You can give someone the job of making a decision, start discussing it online, write some plans, ask people to choose the best one, and share the results and actions to be taken.

2 They need training, trust and respect from people, and good channels of communication to find quick resolutions for problems.

CHAPTER SEVEN

1 The behaviour of people on the team and their relationships are even more important when they work in different places.

2 People could be doing the same job, but living in different and cheaper places. The pay structure must be fair if you want a team to trust the manager.

CHAPTER EIGHT

1 You should choose somewhere in a less-used room if possible, and not have your desk in a place where you cannot concentrate or you will be uncomfortable, like a dining table or a bed. The best place is in a room with a door, so that you can be shut away and interrupted only if needed.

2 You should organize your goals into three groups: Work, Yourself and Home, with weekly, monthly and every three-monthly goals.

CHAPTER NINE

1 Eating healthily, setting yourself times to sleep and work, and taking the full amount of holiday you are allowed, will improve concentration and increase productivity.

2 A "workation" allows work while travelling, when you spend some time working and some time doing what you want. It is not the same as a vacation, which allows you to switch everything off.

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CHAPTER TEN

1 You can join a co-working space in your area, connect with specialist groups on social media, go in person to events in your area, or explore groups that do things you are interested in.

2 We all have a private side and a work side. When you have to bring the work side into the home, you can have problems with other people, the space, being interrupted, or the time it takes to do housework or other non-work things.

CHAPTER ELEVEN

1 Feeling alone is about missing people and social relationships. This can be a problem when working remotely. Feeling isolated at work happens when you are not in face-to-face contact with other team members. Feeling isolated can be more difficult to manage than feeling alone for remote workers.

2 Burnout is feeling stressed because, at the same time you are really tired from too much work, you are not connected to the job and not achieving any results.

CONCLUSION

1 As more people choose to work remotely, companies will want the best people. They will ask themselves why they are based in an expensive city and whether they need to have everyone in the office. Companies that allow people to work remotely will be in a good position.

2 Big, open offices are not the best design for co-working, and we need to know who will pay for the co-working centres.

After-reading questions

Reader's own answers.

Exercises

INTRODUCTION

1 **1** true   **2** false   **3** true   **4** false   **5** true   **6** true

CHAPTERS ONE AND TWO

2 **1** b   **2** a   **3** e   **4** d   **5** c

CHAPTER THREE

3 **1** e Co-working centres are good for building relationships.

2 d You can create networks online as well as in person.

3 a It can be more difficult for a remote worker to develop a career without being seen in an office.

4 b Workshops can be good for sharing ideas.

5 c Companies can ask employees to do research into something they are really interested in.

CHAPTER FOUR

4 **1** d   **2** a   **3** b   **4** c

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CHAPTER FIVE

5 **1** Employees have a lot of **independence**, using their own abilities to reach goals in their own way.

2 Team **alignment** becomes even more important when you work remotely or as a hybrid.

3 **Accountability** is the responsibility of each person to complete the task they have been given.

4 **Ownership** motivates the people in a team to think and find ways forward.

5 The way you measure **performance** changes a little when teams are remote.

CHAPTER SIX

6 **1** Programs can be used with any communication and **project management tool** in a company.

2 If a worker feels able to ask for mediation, it is a sign of a **healthy company culture**.

3 There should be **good channels of communication** to **find quick resolutions for problems**.

4 Arguing in person is rare in the **remote working setting**.

5 Remote workers should have the same type of **career development systems** as office-based workers.

CHAPTER SEVEN

7 **1** b   **2** a   **3** d   **4** c   **5** f   **6** e

CHAPTERS EIGHT AND NINE

8

organizing your day	try day-theming	try task-batching
ending your working day	learn to cook at home	leave your home sometimes
keeping active	join an exercise group	set yourself a goal of 5,000 steps
taking time off	switch everything off for a week	take the full amount of holiday
your workspace	add a plant or a picture	change environments

CHAPTERS TEN AND CONCLUSION

9 **1** Take time before your meetings with your manager to list the problems you **have faced** and where you need extra help.

2 As we **have discussed**, you must carefully set limits around your working day.

3 If you **have been working / have worked** longer to finish an important task, then it is OK to finish a little earlier when you **have completed it**.

4 You might need to communicate what you **have achieved** by describing what you **have been doing** to the team.

5 Virtual Reality and Augmented Reality technology **have been** around for a while, but they **have not been used** to make video calling more like in-person meetings.

Project work

Reader's own answers.

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