

Name:

.....

1 Answer the questions. Choose numbers from the box.

thousands 3% 10,000,000 14% \$14,800 50% 92,000,000 \$24,000

1 How many employees worked from home for more than half of the time in the USA in 2018?

.....

2 How many companies have had to close their offices since the start of the pandemic?

.....

3 How many people began to work away from the office in April 2020 in the UK?

.....

4 How much more money do people want if you ask them to move away from family?

.....

5 How much do offices cost per year in New York for every employee?

.....

6 How many fewer miles did Xerox's remote employees drive in 2015?

.....

7 How many people need to live in a city for it to be a megacity?

.....

8 How many people will probably be living in megacities by 2030?

.....

...../8

2 For each question about Chapter One, choose the correct group: A (*Digital Nomads*), B (*Hommies*) or C (*Gig Workers*).

- | | | | |
|--|---|---|---|
| 1 Who chooses to work remotely? | A | B | C |
| 2 Who does not like to travel for meetings or other company events? | A | B | C |
| 3 Who is not employed full time? | A | B | C |
| 4 Who is strongly connected to a place? | A | B | C |
| 5 Who works for many different companies? | A | B | C |
| 6 Who works for organizations, but lives in, and works from, different places? | A | B | C |
| 7 Whose choices are affected by the high cost of renting homes in cities? | A | B | C |

...../7

3 Tick the six true things we learn in Chapter One.

- 1 Remote teams are never in different countries.
- 2 Many people want to work in organizations with employees from different cultures.
- 3 Remote teams can have more flexible responsibilities than other teams.
- 4 Eight is the magic number for a team.
- 5 Remote teams work well without a leader if communication and meetings are well organized.
- 6 Bigger teams can cost more for a business because you need more team leader positions.
- 7 The collective knowledge of an organization must be easy to share with a remote team.
- 8 Online or cloud whiteboards can be used to collect or share ideas with remote teams.
- 9 A company's marketing branding can be kept on a separate computer drive.
- 10 No one person in a company should be responsible for a collective knowledge system.

...../6

4 Answer the questions about Chapter Two. Each question has three answers.

1 What does the remote computer program company Basecamp say about communication?

- a
- b
- c

2 How can you be sure that answers to remote employees are managed well?

- a
- b
- c

...../6

5 Complete this list of rules for great video calls from Chapter Two.

- Have a good camera and ¹
- Only invite the people who need to be there; share ² with other people later if necessary.
- There is no reason why a video call cannot be only ³ minutes long.
- Follow the meeting agenda. Check that everyone has the agenda and any ⁴ needed before the call.
- Choose someone who is ⁵ for following the agenda and planning future meetings if necessary.
- It can be useful to have a different person responsible for ⁶
- Somebody should also take ⁷, to record any actions to be taken after the meeting.

...../7

6 Put the information in the correct column.

on away-days in a virtual centre for news, ideas and feedback
 in emergencies to give feedback on documents, design and tasks in meetings

Synchronous communication	Asynchronous communication

...../5

7 Complete the text with the missing words.

The workplace is ¹ we meet, collaborate, create and communicate.
 We do not ² have new ideas, create networks and build relationships in the formal settings of meetings, workshops or company presentations. We ³ do this through informal meetings in a lift, over coffee, eating lunch together, or at after-work events.
 These meetings ⁴ us noticed in the company and can develop our careers.
 It is also how we learn about what ⁵ else is doing, usually just by chatting!
 When you work remotely, this is not ⁶ easy, but you can do it.

...../6

8 Choose the correct answers (a, b, c or d) about Chapter Three.

- 1 You can create a virtual coffee break channel. . .
 - a at a cafe or restaurant nearby.
 - b for a one-hour meeting.
 - c when everyone is busy working.
 - d with your favourite messaging app.
- 2 Which of these can't you do over a Zoom call?
 - a A meeting to share ideas
 - b A quiz night
 - c A sports match
 - d A tasting session
- 3 How can you make away days successful?
 - a By having meetings all day.
 - b By not wasting time having informal chats.
 - c By sharing an agenda for a break and carefully following it.
 - d By surprising people on the day.
- 4 A co-working space. . .
 - a does not give you any equipment for work.
 - b gives you a chance to mix and develop relationships with people.
 - c is a café with a free internet connection.
 - d is a place where you live and work.
- 5 What can be positive for a remote worker?
 - a Walking or cycling to a co-working centre
 - b Wearing informal clothes all day
 - c Working in a small home office
 - d Working without other people around
- 6 Which of these sentences is true?
 - a Co-living allows you to join a community easily.
 - b Co-living allows you to meet people who don't think like you.
 - c Co-living changes the way you see the world.
 - d Co-living works best for a long time.

...../6

9 Write E (Equipment) or S (Service) in the boxes after these words.

- | | | | | | |
|-----------------------|--------------------------|--|--------------------------|--------------------------|--------------------------|
| camera | <input type="checkbox"/> | cloud space | <input type="checkbox"/> | fast internet connection | <input type="checkbox"/> |
| headphones | <input type="checkbox"/> | keyboard | <input type="checkbox"/> | messaging apps | <input type="checkbox"/> |
| microphone | <input type="checkbox"/> | remote whiteboards | <input type="checkbox"/> | screen | <input type="checkbox"/> |
| video-calling service | <input type="checkbox"/> | automated place to manage remote teams' spending | | | <input type="checkbox"/> |

...../11

10 Complete the lists from Chapter Four. Put the words from the box into the correct categories.

flat structure 9–5 hours hierarchical structure being present
face-to-face communication virtual reality goal-based assessment
being seen remote communication flexibility

Office-based manager:
.....
.....

Remote manager:
.....
.....

...../10

11 List five types of conversations with remote workers in Chapter Four.

- a
- b
- c
- d
- e

...../5

12 Read these sentences about Chapter Four. Write T (*true*) or F (*false*) or DS (*does not say*).

- 1 Creating a safe space will make everyone feel valued and respected and able to do their best work.
- 2 If someone asks a question in private, share the answer, but only after asking if you can.
- 3 Tell everyone when tasks or other important things have been achieved.
- 4 Invite employees to use closed channels for questions, answers, successes, news and things that they are worried about.
- 5 Send company news by email every day so teams do not feel forgotten.
- 6 Spend most of your time and money on project management tools.

...../6

13 Complete the text. Choose one word (a, b, c or d) for each gap.

For a team to work ¹....., everybody has to concentrate on real results, not on the process of achieving them. Employees then have a lot of independence, using ²..... own abilities to reach goals in their own way. The opposite way of managing, ³..... is often called command and control, means managers check everything that their employees are doing. There are lots of reasons why you should not manage in this way, but it is impossible in a remote setting. Instead, by concentrating on results, you can ⁴..... your team to be free to control their time, while it also makes it easier for them to take responsibility for achieving their goals.

Unlike in an office setting, where you can put up a big dashboard with the important information and results for everyone ⁵....., it is difficult to show and share a team's results in a remote setting. The best way to share this information is to check that all employees can see it on the communication channels and to motivate people to look at online dashboards with messages like "almost there on this month's goals" and "10 days to do before month-end" with a link. There are dashboards for all sorts of different company information, ⁶..... weekdone.com or Hubspot.

- | | | | |
|-----------|-----------|------------|------------|
| 1 a good | b great | c really | d well |
| 2 a their | b theirs | c them | d they |
| 3 a that | b what | c which | d who |
| 4 a allow | b allowed | c allowing | d to allow |
| 5 a saw | b see | c seeing | d to see |
| 6 a as | b like | c so | d such |

...../6

14 Complete the sentences. Choose the correct words from the box.

performance management tools Key Performance Indicators
 constructive accountability ownership measure performance Continuous Improvement

- 1 is a conversation that creates a working relationship while doing the work, and creates group responsibility for each result.
- 2 motivates the people in a team to think and find ways forward.
- 3 The way you changes a little when teams are remote, and it is very important to create the tools early so that the culture of the company is open.
- 4 You can measure performance in numbers by using a system called Objectives and Key Results (OKRs) and having a clear link between business needs and goals, which in turn give you the
- 5 was introduced in Japan after the Second World War to help rebuild Japanese companies.
- 6 There are many new : some are automated or have a cost; others need planning, time and work before they can be used by your teams.

...../6

15 Complete the text. Choose from the sentences (a–h) below. There are three extra sentences.

Every time you succeed or fail, every chance taken or missed is the result of a decision that was made or not made by someone. Businesses are managed by decisions, and in many companies the decision-making process often stops progress.

¹ In a remote environment, it can be very difficult to get everyone together in a meeting to discuss a decision. ² So you need a process based on the same idea as asynchronous communication.

Asynchronous decision-making is a great way for your team to move forward and take decisions without a lot of meetings. ³ Open source means anybody is free to use, change and share a project, so it is easier to collaborate and make better decisions. It is amazing to see how people come together and collaborate on a project that has an end goal, without meeting, simply through asynchronous communication. This type of decision-making needs a lot of planning and begins by creating a process, which has a communication channel at the centre with a strong system to help people to work together. ⁴

In remote settings, getting everybody to agree can slow progress, so if you cannot get everyone to agree it is better if most people do. There are lots of different programs which you can buy today that help with this type of decision-making process. ⁵

- a** You cannot always get face-to-face communication.
- b** When a decision has been made, a plan has to be put into action by choosing an owner who is responsible for delivering the results.
- c** They can be used with any communication and project management tool in a company.
- d** The best way to do this is to have one channel to discuss ideas and another for people to decide which idea they want to choose.
- e** The worst thing you can do is not listen to what your team are telling you.
- f** It is used a lot in open source projects.
- g** If you use asynchronous decision-making, productivity will increase because you are motivating collaboration and making better use of time.
- h** High-performing teams make the right decision quickly and can be trusted to take action.

...../5

16 Match the two parts of the sentences.

- 1 Ask the team about success:
- 2 Continue to repeat the organization's goal
- 3 Create short-and-long-term goals,
- 4 Talk to the team often and keep the goals
- 5 Track performance and measure results
- 6 Communicate results,
- 7 Help teams to make decisions
- 8 Most importantly, say "well done" in front of the team
- 9 Discuss things one-to-one

- a when people succeed.
- b when people do not succeed.
- c what is a win?
- d using performance management tools.
- e at the front of everybody's mind.
- f and what part they have in it.
- g and give feedback often.
- h and to take action.
- i and a process for career progression.

...../9

17 Answer the questions about Chapter Seven.

- 1 Why do people join a company?
.....
- 2 Where should companies be seen by future employees?
.....
- 3 Who should companies list on the website?
.....
- 4 How does a manager assess a person's abilities during an interview?
.....
- 5 What is onboarding?
.....
- 6 When should you do offboarding?
.....

...../6

18 Put the words in these questions in the correct order.

1 is / of / place / what / work / your / ?

.....

2 day / do / start / working / you / your / how / ?

.....

3 active / are / staying / you / ?

.....

4 you / time / taking / off / are / ?

.....

5 alone / do / feel / sometimes / you / ?

.....

6 do / hours / you / how many / in / spend / workspace / your / ?

.....

...../6

19 Who wrote or said these things in Chapter Eight? Write the correct names.

Tim Ferriss Catherine Avery The International Labour Office
The International Journal of Workplace Health Management Brie Reynolds

1 says that if you do not have a special workspace, you show that the work you do does not matter.

2 thinks that changes of environment are good.

3 found that 33% of people working from home experienced back pain.

4 showed that workday exercise gave people greater wellbeing.

5 says that there is a big difference between being productive and being busy.

...../5

20 Complete the text. Choose the correct words (a, b, c or d).

We researched how companies are practising wellbeing. Safeguard Global, an HR company in

California, has over 500 workers across the world, 50% ¹

- a in
- b of
- c out
- d to

whom are remote. It allows

all its employees (and their families) to use an employee ²

- a help
- b helped
- c helping
- d to help

program that looks at work-life

balance. This program, which is private and different for every person, ³

- a delivers
- b delivered
- c is delivered
- d was delivered

through a

web application. It gives employees the chance ⁴

- a talk
- b talking
- c talked
- d to talk

to specialists about family wellbeing,

staying healthy, everyday life and work-life balance. It also gives employees help ⁵

- a at
- b for
- c from
- d with

finances

or the law.

Global strongly believes that it should give employees help in their lives outside of work and often sends gifts to employees' homes to say thank you for work. Many companies do this. It is very

important for remote workers ⁶

- a although
- b because
- c despite
- d however

they are made to feel they are not alone or forgotten,

but looked after.

...../6

21 Complete the text. Choose the correct words. There are two extra words.

task	network	based	meetups	conferences
services	remote	colleagues	specialists	career

If nobody is listening to you or bringing you into conversations as a remote worker, you may want to look for a position in a company that does ¹ working well. But talk to somebody about the problem first. People in the office probably do not understand your situation as it does not touch them in the same way. In a fully remote team, you may find that your ² have the same problems.

For remote workers in co-working centres, there are great chances to ³ Onlinemarketing.de shows that in a co-working centre you might meet people working in the same area. This can be good for your ⁴ But you can also meet people working in different areas whose ⁵ you might need one day.

Co-working centres have social events and talks by ⁶ For example, Full Node in Berlin say their mission is “to increase the learning, social, and sharing value to their community through workshops, events, and ⁷ ”.

There are also great chances to network online in events like virtual ⁸ and networking rooms where you can go and introduce yourself. They are good because you do not have to be in the same place to be a part of them, so you do not have to travel.

...../8

22 Match the words and write the new phrases from Chapter Ten.

- | | | |
|-----------------------|-------------------|-------|
| 1 join a | specialist groups | |
| 2 connect with | in-person events | |
| 3 go to | groups | |
| 4 explore | co-working space | |

...../4

23 Complete the text. Form new words using the words in capital letters.

Home is the safe space where you are with the people you care about. It is the place you return to after a day in the office. It is where you change into ¹ clothes and where you can be yourself. We all have our private side and our work side. Our private side is social, likes the people around us and needs to be liked by them. For the work side, it is more important to be good at what we do and for people to ² and respect us for that. These two sides of us can mix, for example, you can be social and friendly at work. But not much of the work you usually do comes into your home life. This all changes when you work ³ , when you have to bring the working you into the home, where you usually only find the private you.

When two people live ⁴ and both work from home, you should find ways to switch off and become private people again. Can you both switch off at the same time or is it confusing? ⁵ can become difficult if you share a dining room or kitchen table as your remote office. You may love ⁶ in your private life, but not understand them very well when they are working.

If there is enough space, each person should have an area they can call “the office”. It could be an office in the garden or in the garage, or just some corners of rooms in the house. This allows each person to be ⁷ at work. Then meeting in the kitchen for lunch, they can become private people and be social and loving, and enjoy being with each other. This may not work for everyone, and perhaps more ⁸ may be needed. For example, you could change the workspaces you create in the home from time to time. This will give you a break or make it fairer, if one space is smaller or colder than the other.

COMFORT

NOTE

REMOTE

TO

SHIP

ONE

THEM

FLEXIBLE

...../8

24 Write *yes* or *no* about these sentences from Chapter Ten

- 1 You are interrupted by meetings or by colleagues talking to you when working from home.
- 2 Keep your house or flat clean and tidy to create a nice environment to work in.
- 3 You could use jobs around the house to time your work.
- 4 Sharing your calendar with the family will help stop interruptions.
- 5 If you have just become a parent, try to work and look after your children full-time.
- 6 Hide from the children before they come looking for you.

...../6

25 Complete the sentences. Choose the correct words (a, b or c) for each gap.

- 1 As we have already discussed, you carefully set limits around your working day.
a must **b** mustn't **c** wouldn't
- 2 While you have home things you would like to do during working hours, you think about what you need to do for work first.
a would **b** shouldn't **c** should
- 3 You also sometimes have to change your own plans to fit around work.
a may **b** won't **c** wouldn't
- 4 If you find an answer, then you need to try to change the situation.
a can **b** cannot **c** mustn't
- 5 You live alone, work alone and have all your shopping delivered.
a should **b** might **c** must
- 6 Your co-workers tell you about things to do in the area or give you new connections or customers for your work.
a wouldn't **b** must **c** could

...../6

26 Report the ideas in the Conclusion using *would* and making any other changes you need to.

- 1 Small changes will mean that more people will work remotely.
The writer thought
- 2 Managers will understand that people can be trusted, as work continues to be delivered by a remote team.
The writer thought that
- 3 What will make more companies have remote teams?
The writer asked
- 4 Companies will ask themselves why they are based in an expensive city.
The writer thought that
- 5 And who will pay for the co-working centres?
The writer asked

6 The future is bright, and remote working will be the way most of us work.

The writer ended by saying that

.....

...../6

27 Write the passive form of the sentences.

1 When someone has made a decision, a plan has to be put into action.

.....

2 Tell everyone when people have achieved tasks or other important things.

.....

3 Accountability is the responsibility of each person to complete the task someone has given them.

.....

4 People have not used Virtual Reality and Augmented Reality technology to make video calling more like in-person meetings.

.....

...../4

28 Choose the correct verbs.

1 “If you **had** / **would have** a problem when the rest of your remote team was not online, what **do** / **would** you do about it?”

2 If other people in the co-working centre **would do** / **do** the same type of work, it **is** / **might be** possible to collaborate or share problems.

3 If teams **discuss** / **would discuss** things in person, someone **should write** / **writes** notes of the conversation, and the actions and dates decided.

...../6

29 Make nouns from the words in the table using these endings: *-ment*, *-ity*, *-ation*. There is only one answer for each row.

	-ment	-ity	-ation
aligned (adj.)			
concentrate (v.)			
improve (v.)			
motivated (adj.)			
productive (adj.)			
responsible (adj.)			

...../6

30 Match the words in the box with the definitions.

service	wellbeing	network	cloud
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- 1 A group of people who work together. They meet and talk to other people about their business.
- 2 Something that helps you to do something, for example, ordering food or sending messages.
- 3 Your health and happiness.
- 4 A place to store information (= keeping it safe) so that it can be delivered to someone's computer or phone when they need it.

...../4

Total...../190