




# Use CLARC to Lead the Change to Working Remotely

Managers need to fulfill five key roles to effectively lead change: Communicator, Liaison, Advocate, Resistance Manager and Coach (CLARC). Review the tactics listed below for each of the five key roles and highlight those you are or should be using. You can also identify additional tactics that you believe would be helpful for your team.

When applying any of the tactics in this list, avoid the tendency to rely primarily on email and instant messaging when interacting with your team. During a period of change and particularly with remote workers, it's essential for you to have regular video or voice chats with your team to maintain strong connections and build a sense of community.

CLARC Role	Which Tactics Can/Should You Use With Your Team?	What Additional Tactics Would Be Helpful?
 <p>Communicator</p>	<p>Lead a 10 to 15-minute daily video huddle to keep your team connected and allow people to surface and discuss any potential problems.</p> <p>Provide repetitive communication of the business reasons for the change and the risks of not changing.</p> <p>As recommendations evolve, communicate what they mean specifically for the employees who report to you. Translate the organizational guidelines into the actions they need to take.</p> <p>Provide your team with ready access to business information, such as external drivers of the change.</p> <p>Surface and address rumors—don't let them get out of control.</p>	
 <p>Liaison</p>	<p>Be deliberate in asking your team to share issues or problems that impact their effectiveness in working remotely.</p> <p>Keep track of common problems, so you can report issues affecting your entire team and help find broader solutions.</p> <p>If there are actions your organization can take to address technology needs or systemic areas of support necessary to make remote working more effective, share the suggestions from your team with your leadership.</p>	
 <p>Advocate</p>	<p>Emphasizing your organization's mission, vision and values becomes even more critical during difficult times. As a leader, you are an advocate for the organization's change strategy.</p> <p>Keep your team calm and focused on moving the business forward, even as ways of working are evolving.</p> <p>Help employees identify the personal benefits of the change (WIIFM or What's In It For Me?).</p> <p>Acknowledge that there are both losses and opportunities associated with the change. Be deliberate about surfacing both in your conversations with team members.</p> <p>Encourage your employees to practice self-care, take advantage of the resources available, and be flexible. They need to hear from you that working remotely will look and feel different and it's OK to be anxious about the changes.</p>	

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 <p>Resistance Manager</p>	<p>Don't be surprised or upset when you encounter resistance. Acknowledge that working remotely will be uncomfortable for some people because it represents a significant disruption to their established work patterns and habits.</p> <p>Demonstrate empathy and ask questions to get at the root cause of the resistance you are observing.</p> <p>More specifically, have one-on-one conversations with every employee to identify any barriers that are negatively affecting their ability to work productively. Typical barriers might include lack of appropriate technology, inadequate workspace at home, or lack of childcare. Help your team find solutions to address any obstacles they are encountering.</p> <p>Make sure you celebrate both individual and collective successes in the transition to working remotely. Celebrating successes will help build confidence and resilience in dealing with change.</p>	
 <p>Coach</p>	<p>Be a role model for how to behave and work in the new environment.</p> <p>Some of your employees will be balancing unprecedented home and work responsibility. Reassure them that you will help them find workable solutions. Start by helping them identify the highest-priority work and the work that can be adjusted or de-prioritized.</p> <p>Some members of your team will need to develop new skills or improve existing skills to be effective at working remotely. Help each of them identify the skills, habits or practices they must develop. Support them to access any training they need.</p> <p>Conduct frequent check-ins to identify and address ongoing or emerging individual needs quickly, maintain connection and trust, and foster a sense of community.</p>	