

This should involve open conversations with team members and what is or isn't working about the new work arrangements. There may be issues with the work pattern itself, particular issues about the work, or issues from the wider context of their life.

The manager needs to know when it is a problem they can help to resolve, or whether it is something (e.g. in the case of mental health issues) where it is a situation for referring on, or to obtain further advice.

If there are difficulties, resist the temptation to reinstate old ways of working, e.g. by automatically insisting they work back in the workplace where they can be managed by presence. This would compromise your own potential to work dynamically, and if results can't be delivered without being watched, then there are deeper performance problems that need to be addressed in the appropriate way.

Celebrate success and acknowledge effort

When you see™

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