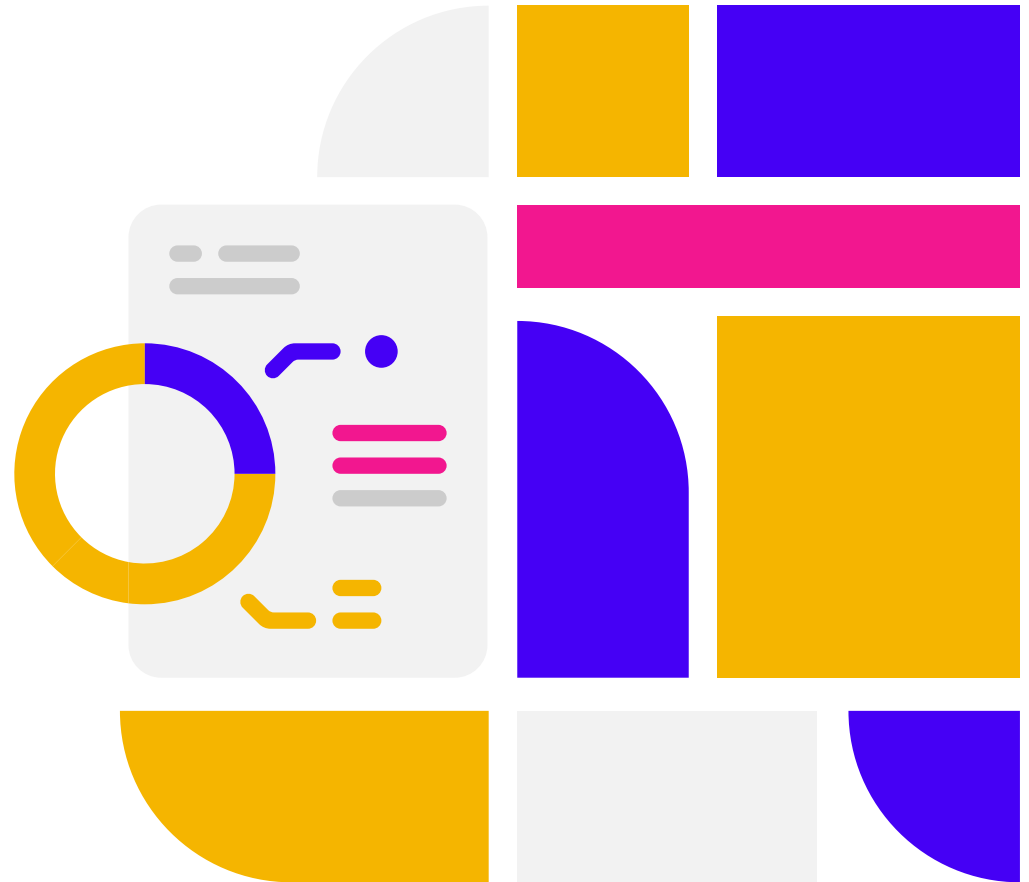




The Remote Managers 2020



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REMOTE MANAGERS 2020

Be prepared to manage remote teams

Managing remote teams is a key skill that goes beyond just being able to work from home. In fact, it requires a whole different set of traits, practices, and strategies compared to managing a team located within the same office. A lot of this is transferable, but still every remote manager must learn, implement, and practice to really be able to lead teams confidently and with success.

The shift in dynamics that the job market is currently undergoing makes it a valuable asset and more people than ever are finding themselves having to manage a team which isn't located in the same office. 2020 so far has been a year in which many of us have found ourselves working from home, whether through personal choice or due to the recent global pandemic. A lot of us are only just familiarizing ourselves with the ins and outs of making remote work a success, and this is especially

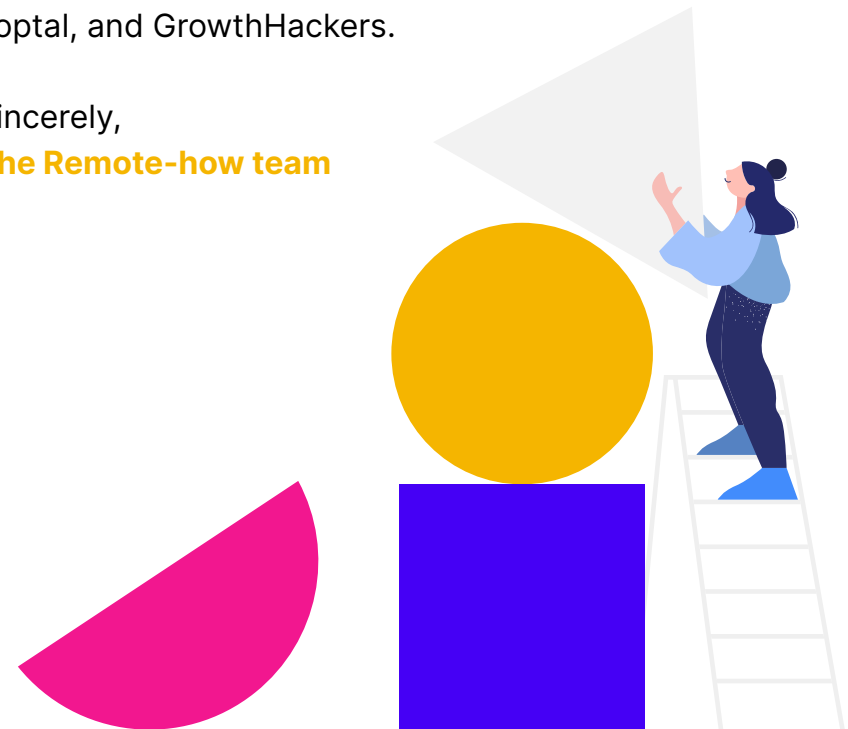
so for managers out there with no remote experience.

We hope that from our survey, we can help all remote managers no matter their level of expertise see what is going on in the world today, develop best remote management practices, and lead their teams to success throughout 2020 and beyond.

For this year's report, we partnered with multiple remote friendly and remote only companies, whom we would like to thank for their support: Doist, TaxJar, GitLab, Owl Labs, Whereby, Prezi, Work Remote, Remoters, Torre, Toptal, and GrowthHackers.

Sincerely,

The Remote-how team



Key findings

We've summarized here what we have found to be the most useful, interesting, and most meaningful insights from the survey. To find out about them in more detail, read on for more in-depth analysis in the body of the report.

1. Only around 1 in 5 managers have remote management experience of more than 6 years.
2. The most common team size that managers are leading is 3 - 8 people. This suggests that the remote industry is still working its way up to larger teams.
3. More than half of managers work with teams that are fully remote (56%) and half work with different types of hybrid teams (44%).
4. Managers think that the biggest advantages of remote teams are happier employees (59%), a global talent pool (57%), and more productive employees (52%).
5. On the other hand, the most commonly named disadvantages of remote teams were a lack of relationships among employees (57%), difficulties in communication (47%), and decreased employee visibility (45%).
6. Nearly half of remote managers responded that their company has no official remote work policy or they weren't sure if there's one. Those who work in a company that has a remote work policy assess that they have less difficulties with their tasks.
7. In terms of the most important traits needed by a remote manager, communication leads by a high margin in the survey (69%), followed by organizational skills (37%), and self-discipline (35%).
8. Among the key responsibilities of remote managers, defining and cultivating a unique team culture remotely is the most difficult, whilst organizing and delivering remote meetings is the easiest.
9. A large majority of remote managers are evenly using synchronous and asynchronous methods to communicate with their teams, with the most time being spent in 1 on 1 meetings that take on average more than 2 hours a week.
10. Managers who are working for fully remote teams, and see their teams less regularly assess their skills significantly better. It might be because they have to manage remotely by default, compared to their

colleagues who have a mix of the remote and non-remote world.

11. Remote managers learn how to manage their teams through trial and error. Self-learning (reading articles, blogs, or books) looks to be the most popular method for improving remote management skills. However, managers who went through training assess that they have less difficulties at work.
12. The majority (62%) of those who undertook some kind of training paid for it from their own pocket. Companies over the past year still seem to not be so willing to invest in training their remote managers.
13. Roughly a half of remote managers have access to someone who can mentor or coach them when they have challenges in managing a remote team.
14. Remote conferences and meetups are still unpopular. Over half of the respondents said that they haven't attended any events for remoters (55%), but are rather attending other industry events. A large majority (72%) of managers are not part of any communities for remote workers.
15. 87% of remote managers believe that remote work really is the future. While some are unsure, only 2%

believe that it isn't. Despite whether it is the future or not, almost all of the surveyed managers believe that they will still manage remote teams in their future roles.

16. Trust issues and differing perceptions on how work should be carried out are the biggest obstacles preventing companies from implementing remote work, according to remote managers. Technology is no longer a hurdle, and the vast majority (90%) of remote managers believe that "remote tools" will become standard even for non-remote staff.



Who took the survey

Our survey consists of 594 people from around the globe, of which 529 already have experience in managing remote teams. We've made sure to include respondents from a cross section of industries, working conditions, and company sizes to help get the clearest idea of what is going on in the whole remote management world.

If you would like to take a look at the data yourself to find out even more information, you can request access by reaching out to hello@remote-how.com.

You can also find a more detailed breakdown of our sample by heading to the Survey Demographics section at the end of this report.

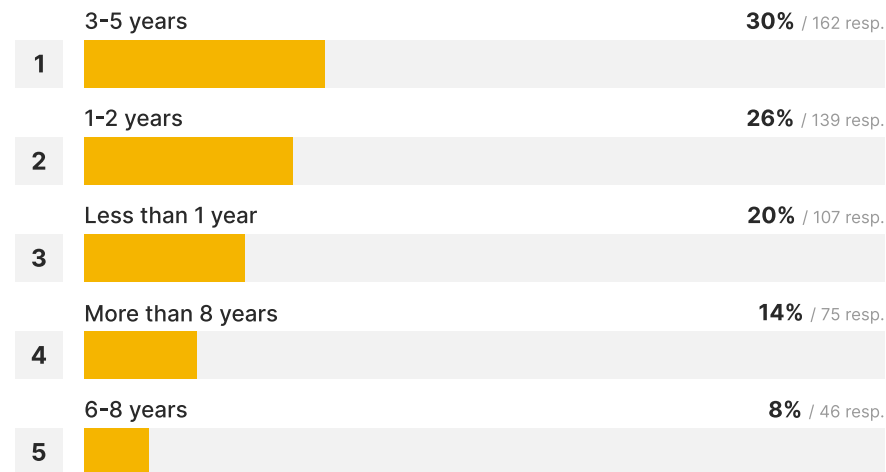


INTRODUCTION

Experience in managing remote teams

How long have you been in roles where you had to manage a remote team?

529 out of 594 answered



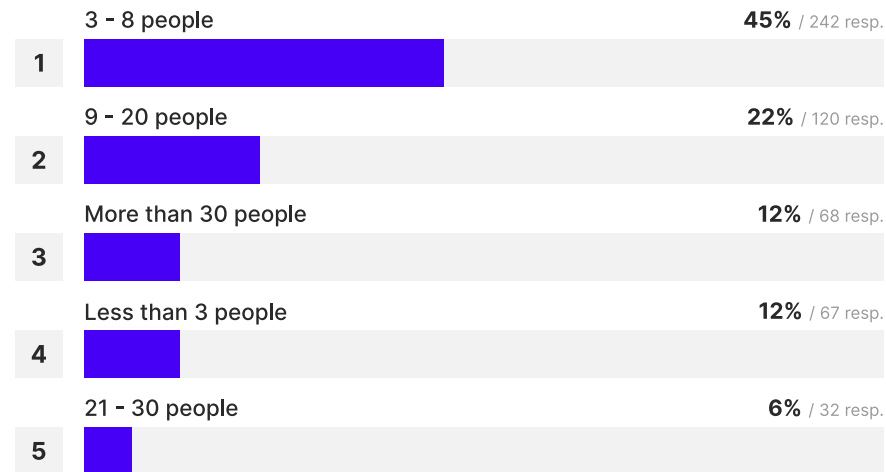
The sample of managers used in this survey were asked some basic questions to provide a snapshot of the remote management landscape. With this, estimations can be made of the size of an average team, and the extent to which they are distributed. From the results found, only around 1 in 5 have remote management experience of more than 6 years. With remote being a fairly new trend in the working world, it shouldn't come as a surprise that the amount of veteran remote managers isn't higher. More than half have 1 - 5 years experience, and around a quarter only 1 - 2 years.



How big are remote teams

How big is the remote team that you are currently managing?

529 out of 594 answered

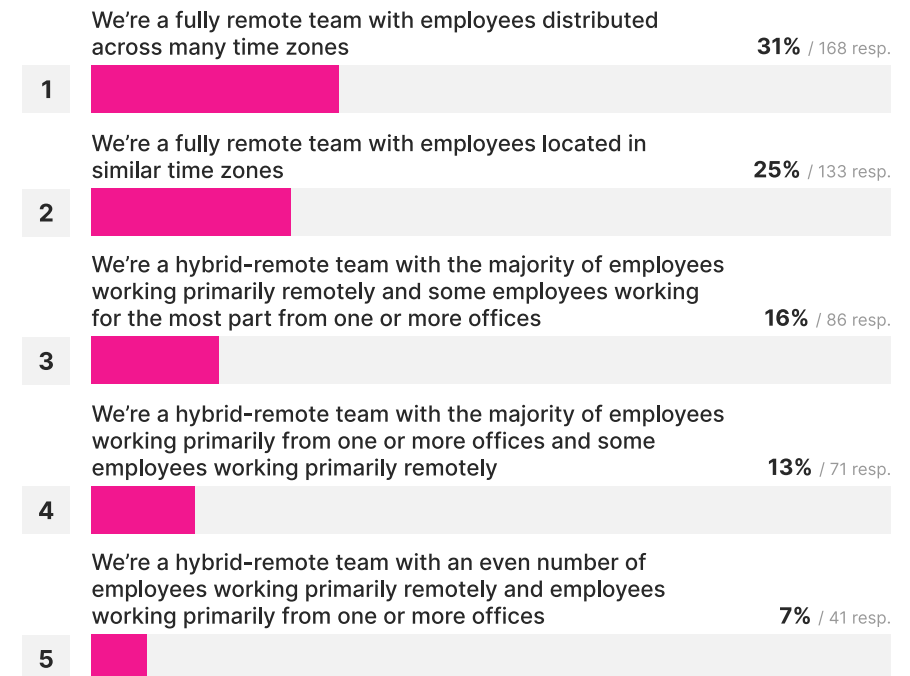


The most common size of team that managers in our sample are leading is 3 - 8 people. This suggests that the remote industry is still working its way up to larger teams. A lot of remote-first companies are on the smaller side, and many big companies are only just beginning to experiment with running remote teams.

Most common types of remote teams

Which sentence best describes the remote team you are currently managing?

529 out of 594 answered



Around a third of the teams being led by remote managers are fully remote and distributed across time zones. 25% also work with fully distributed teams condensed in a similar time zone. With over 50% answering that they work in fully distributed teams, it's becoming the norm for all team members to be located outside of the office. It's important to acknowledge that not every remote team operates in the same way. The type of remote team a manager leads can vary greatly depending on the company, their remote policy, and the industry they work in. As businesses increasingly begin to experiment with remote work, we also find a significant amount of people working in hybrid remote teams.

Most remote team setups can be split into the following categories:

Distributed teams

A distributed team works mainly from an office location, but this location may differ for each team member. Some members of the team could also be completely remote.

- A software development team in Asia could work together with other developers working in a European office. The advantage here is that you can combine operations across international locations, which may suit the needs of your customers and business.

- Another example could be a remote copywriter, who works together with a marketing team based at their office HQ. This allows for the best talent to be bought in for specific roles, regardless of their location.

Hybrid teams

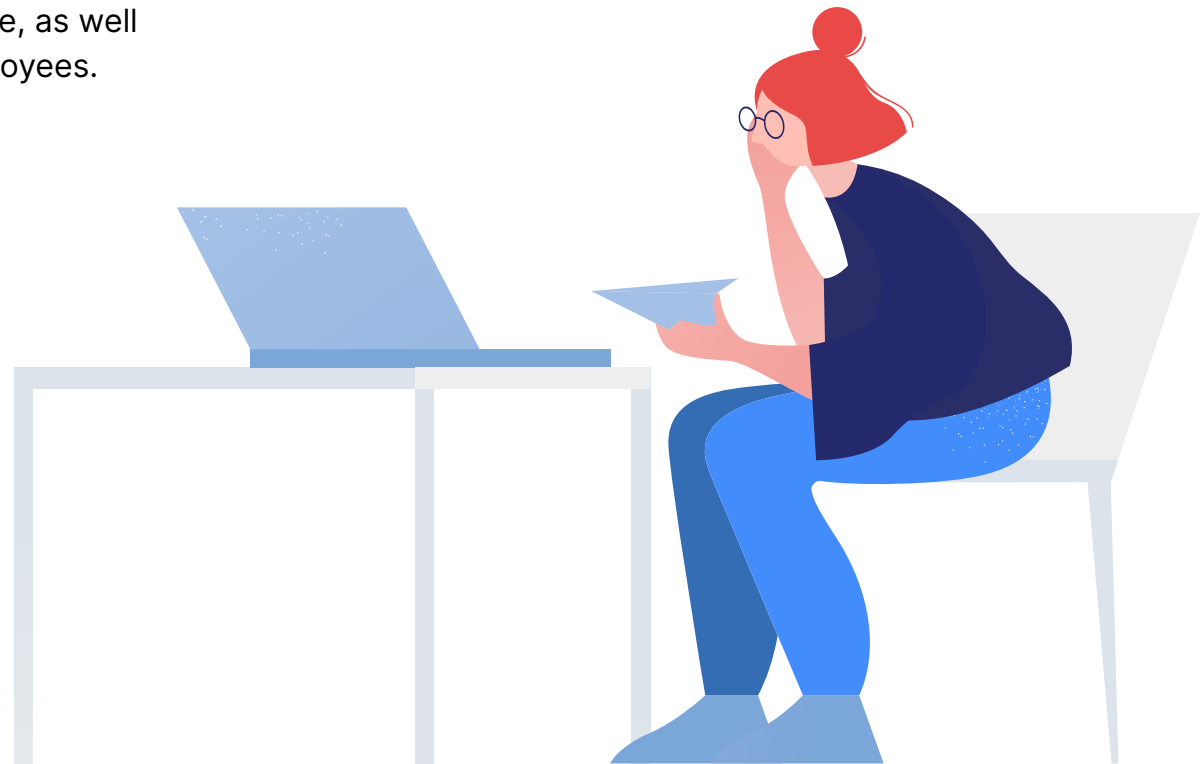
A hybrid remote team is similar to a distributed one, but is much more open to having a different mix of office and remote workers. This allows for more flexibility, and offers a greater opportunity for implementing remote work policies.

- For example, a hybrid team could be made up from a primarily remote company, but who employ some workers in a small hub who work in the same office.
- Hybrid-remote teams can also have an equal number of remote workers, and an equal number working in the office.

A hybrid team has a lot of advantages to offer companies that are already experienced with operating remotely in some way. It can be too much for less-familiar companies to implement, but plenty of departments such as IT, tech, and marketing have a lot to gain from hybrid teams if they are able to make it work.

Fully remote

A fully remote team means that not one single person in the team needs to work from a specific location. Some may work in a coworking space if they wish, but the requirement isn't there. It's one of the most radical and exciting remote setups to work in, and offers a large amount of benefits to the employer and employee. Like a hybrid team, not all companies are able to pull this off. But for the ones that do, they can see advantages in getting the best talent, a better work-life balance, as well as reported productivity gains and happier employees.

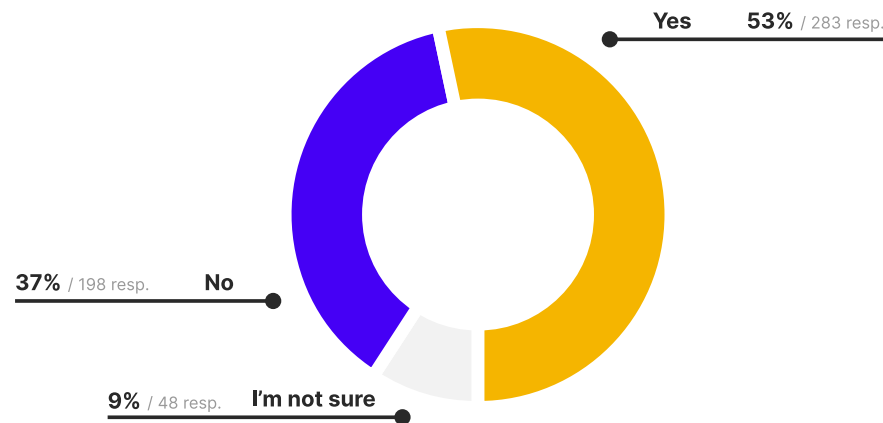


REMOTE WORK ADOPTION

Remote work policy

Does your company have an official remote work policy?

529 out of 594 answered



Remote adoption and its benefits are both popular topics for discussion in making the switch from co-located work to remote. When asked if their company has an official remote work policy, more than half replied yes. Surprisingly for us, 37% responded no and 9% weren't sure. Considering that 529 people have or have had experience in managing remote teams out of our sample of 594, a lot of remote managers are working in companies without a remote policy.

"The year ahead will bring change as it applies to intentionality on remote work. While nearly half of respondents indicate that their company has no official remote work policy, I see that figure shrinking dramatically. With workplace flexibility becoming a baseline expectation globally, top-tier leadership will formalize remote-first workflows to empower their teams to be effective regardless of where they work" – Darren Murph, Head of Remote at GitLab

A company's remote work policy provides a set of rules, guides, and instructions as to how an employee can work from outside of the office. The basics will usually outline the hours that need to be worked, how they should communicate with others in their team, whether they need to come into the office for some particular reason, as well as what support they may receive. The legal rights of the employee should also be outlined.

A remote work policy doesn't necessarily mean that the company allows people to work remotely all the time. Even companies that permit for the occasional home office day may have a remote work policy. Not every company will have one however, but the benefits of putting one in place are clear. Without one, it can be confusing for both the employer and employee in how work is conducted, and the ways by which their work is measured. Putting one in place clears up any possible misunderstandings and makes sure that everyone is on the same page.

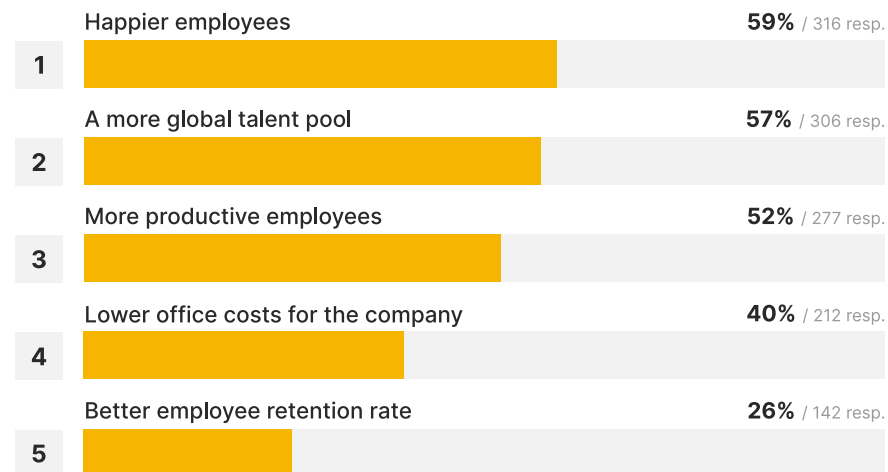
It also turned out that **managers who have an official remote work policy assess that they have less difficulties with the tasks they are responsible for.**



Advantages of remote teams

What do you think is the biggest advantage(s) of remote teams? (please pick 3 max)

529 out of 594 answered



Even without there necessarily being an official remote policy at a lot of workplaces, the largest benefit reported by our managers is by far the most famous one in the remote world: happier employees. This is closely followed by a more global talent pool and at a similar level more productive employees. We can see the mix of personal

gains for the employees, and at a company level advantages in what they can get out of their workers.

“No matter how you look at it, building businesses is challenging. From looking into the details of your product to building the basic talent structure that makes achieving your goals possible, it all costs tremendous effort and requires clear focus. I personally believe being a remote first organization gives us a competitive advantage. This study is spot on. At Torre we work hard, release products, features and experiments fast, we are productive. All of this while maintaining our culture and much happier team members. For us making work fulfilling is a must and remote work enables our mission to be real.” - Andrés Cajiao, Co-Founder and Chief Growth Officer at Torre

Disadvantages of remote teams

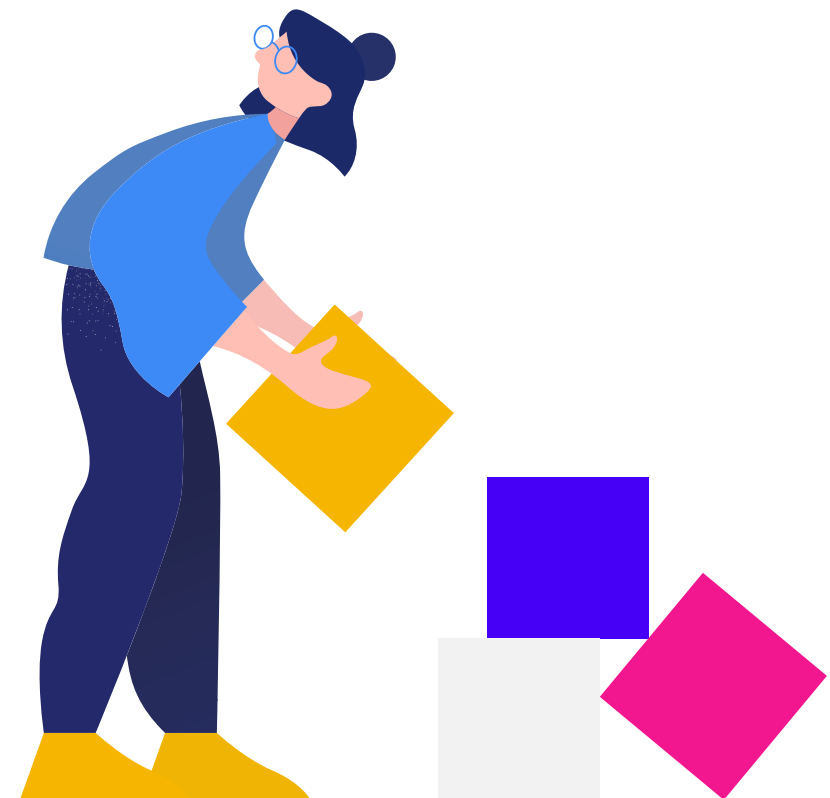
What do you think is the biggest disadvantage(s) of remote teams? (please pick 3 max)

529 out of 594 answered



It's well known that it can be more difficult to form relationships with people outside of an office environment. This ended up being the most noted disadvantage of remote teams in our survey. Difficulties in communica-

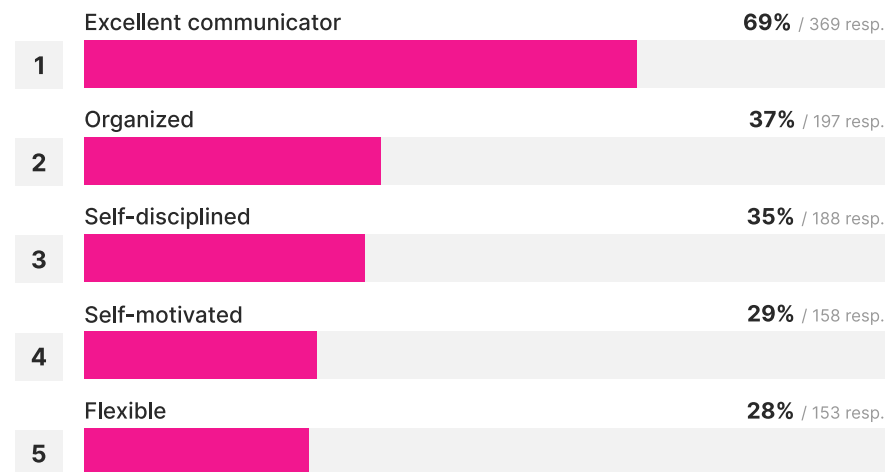
tion, most likely due to the fact that tools and the internet must be used to communicate, comes in at second place. Interestingly, one of the advantages usually associated with remote work, an increased work-life balance, shows up in a different form in place number five. Here the advantage has actually been turned on its head, showing that for some their work-life balance actually doesn't improve in remote teams.



Traits of a successful manager

What do you think is the most important trait(s) for a successful remote manager? (please pick 3 max)

529 out of 594 answered



Being a successful remote manager requires a different skill set and priorities in comparison to being in the office. In terms of the most important traits needed by a remote manager, communication leads by a high margin in the survey. As seen in the previous question, communication crops up as a common challenge that remote

teams face. Being good at comms therefore helps in getting the most out of a remote team and improving collaboration. Remote managers must undoubtedly be excellent communicators.

“Communication and collaboration are essential no matter your work environment, and can be even more important when it comes to remote workers and hybrid teams. Asynchronous and synchronous communication is here to stay, and successful managers need to introduce strong communication strategies to help teams stay connected, wherever they may be.” — Frank Weishaupt, CEO at Owl Labs

Organization and self-discipline both rank similarly, most likely due to the dependence both characteristics have on one another. These skills are key to any remote worker, or person who has to work with remote team members. Not having others around to help keep you on track means that remote managers must mainly rely on themselves to organize their tasks, and ensure that they are completed on time.

MANAGEMENT SKILLS IN THE REMOTE WORLD

Remote skills self assessment

Managing a team remotely, regardless of whether it is fully distributed or hybrid, requires a different set of skills than managing from an office. The responsibilities, roles, and functions of a remote manager share some common aspects with a colocated manager, but the strengths needed are different for sure. Both seek to achieve the same goal, but the methods to do this simply cannot be the same due to ways that remote teams communicate and collaborate.

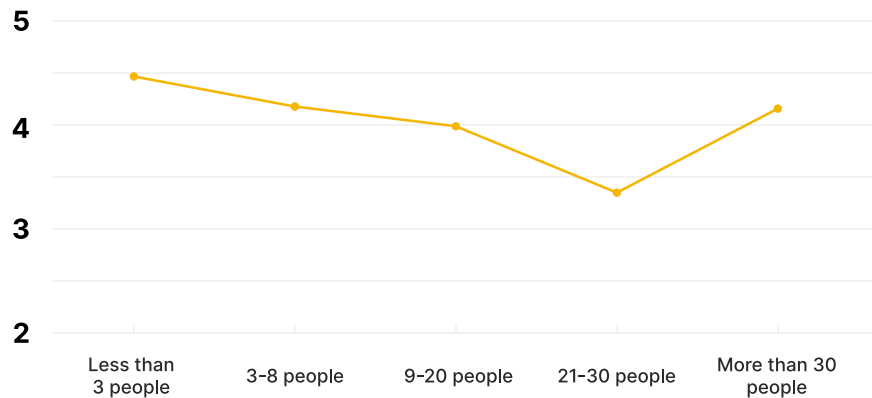
We identified 10 key responsibilities that remote managers must take on, and asked our sample group to rate the difficulty of each from 1 - 10 (1 being easy, 10 being most difficult)

The most difficult responsibilities through to the easiest:



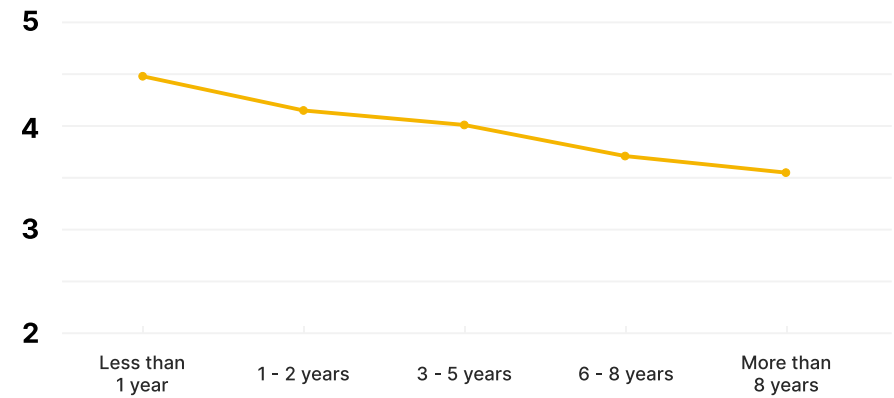
Skills and size of a team

Assessing difficulty of responsibility vs team size



Interestingly from the survey, managers that run small teams (from 2-8 people) self-assess the difficulty of responsibility of their teams much higher than in larger teams. This can arise for a variety of factors, perhaps due to smaller teams being assigned less experienced managers and that more hands on tasks must be completed by a manager of a small team. The least difficulty of responsibility reported comes from managers leading teams of 21-30 people. When managing teams larger than 30 people however the difficulty increases. This can be due to the fact that very large teams create more challenges that smaller ones don't have to face.

Assessing difficulty of responsibility vs years of experience



The findings presented in the graph above are hardly surprising, showing that the longer a remote manager works and the more experience they gain, the easier they assess the difficulty of responsibility. As with all professions, practice and time helps to lower the difficulty perceived.

Skills and type of a team

Type of team

Average Difficulty

We're a fully remote team with employees distributed across many time zones	3.70
We're a hybrid-remote team with the majority of employees working primarily remotely and some employees working for the most part from one or more offices	3.96
We're a hybrid-remote team with an even number of employees working primarily remotely and employees working primarily from one or more offices	4.34
We're a fully remote team with employees located in similar time zones	4.38
We're a hybrid-remote team with the majority of employees working primarily from one or more offices and some employees working primarily remotely	4.49
We're a distributed team working primarily from different offices	4.63

1 - no difficulties, 10 - a lot

When we look at the makeup of a remote team and how managers rate their difficulty, we find that it's easier to manage when everyone is remote by default, or the majority are working remotely. Here multiple management styles don't need to be juggled together, and the

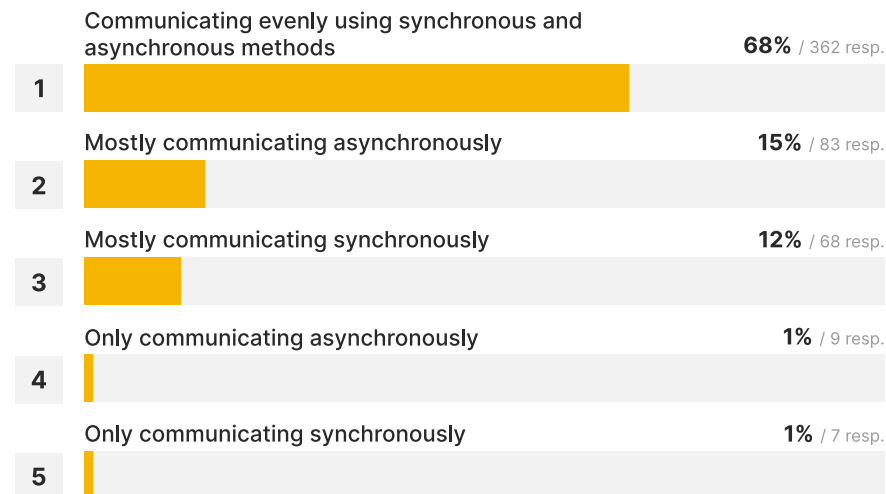
same process can be used for all or most team members. Those with mixed setups report more difficulties, but still score less than 5.

COMMUNICATION & COLLABORATION

Preferred communication within a team

How are you currently communicating with your remote team?

529 out of 594 answered



Communication in remote teams is a make or break factor, so choosing the right ways to do this with a remote team is key. Looking at the survey results, you can see that a **large majority are evenly using synchronous and asynchronous methods**. For the 12% that are mainly using synchronous communication, their teams are communicating in real-time mainly through meetings.

With communication being so key for remote workers, thought needs to be taken about the methods and ways remote teams communicate. Without being in the same office or sometimes even the same time zone, organic ways of communicating become much more difficult. Certain instantaneous methods of communication, known as synchronous communication, can help replicate this to some extent. Examples of synchronous communication include phone calls, video chats, online meetings, and chat messaging services.

Using a video call to communicate with your team members can be good for getting the message across quickly, but it's not always a possible option to take. Differences in time zones and working hours are a good example of where synchronous communication isn't the best idea. Situations like task setting in a remote team also provide a good example of when we should use asynchronous communication.

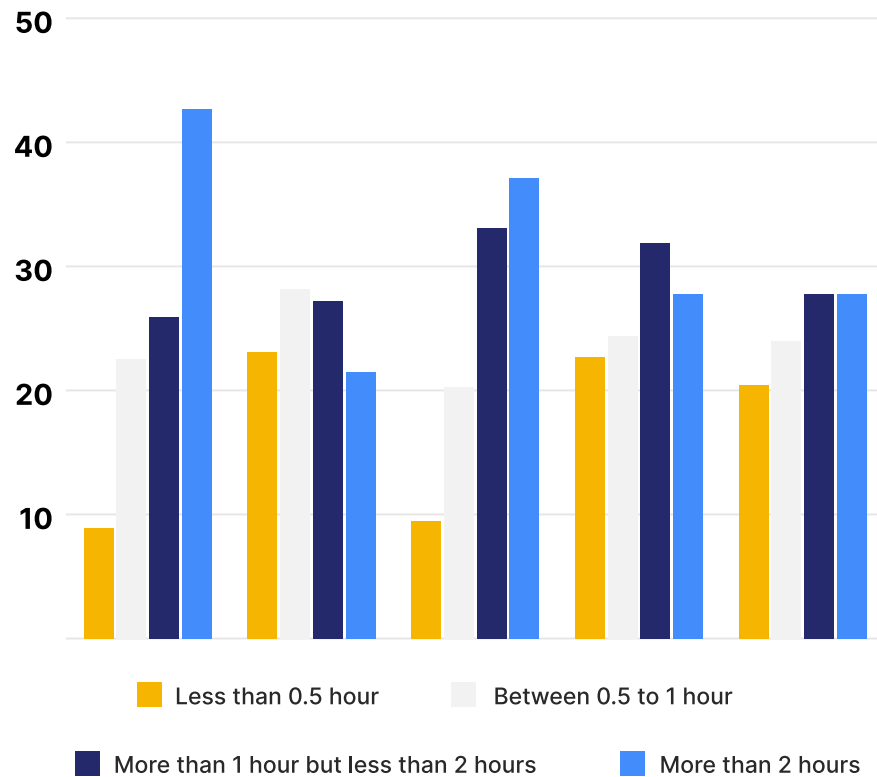
It can be likely in remote teams that not everyone is available at the same time due to flexibility in working hours and being based around the globe. Using an instant messaging service in this scenario isn't the best idea. Examples of asynchronous communication include: email, comment functions in collaborative software, and work message boards. Asynchronous communication allows for a remote team member to deal with messages in a time and manner that suits them, and reduces the amount of interruptions they have in their working day.

“Asynchronous communication should be the foundation for any remote company, especially those collaborating across many timezones. Working asynchronously allows people to connect when it best suits them, contribute to conversations that are relevant, and then disconnect to focus on deep work. And despite the fact that asynchronous conversations may take longer to have, they are far more in-depth, inclusive, and calm than real-time-all-the-time conversations in Slack.” — Brenna Loury, Head of Marketing at Doist



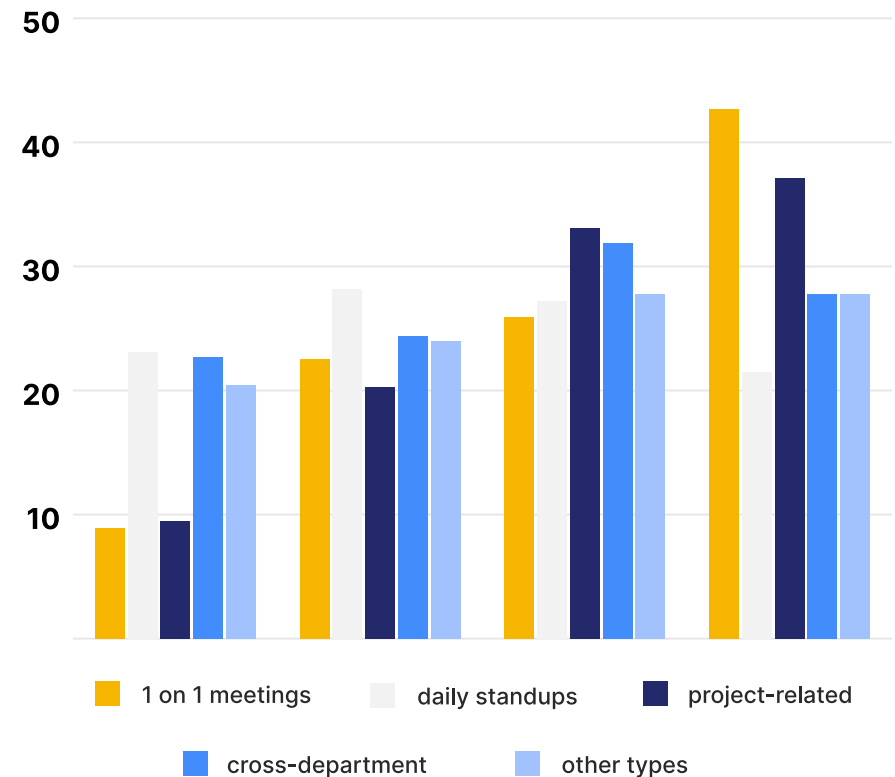
Remote meetings and on-sites

Time spent on different types of meetings weekly



The most time-consuming meetings of all are 1 on 1 meetings, and 42% of managers spend more than 2 hours a week doing them. **The least time-consuming**

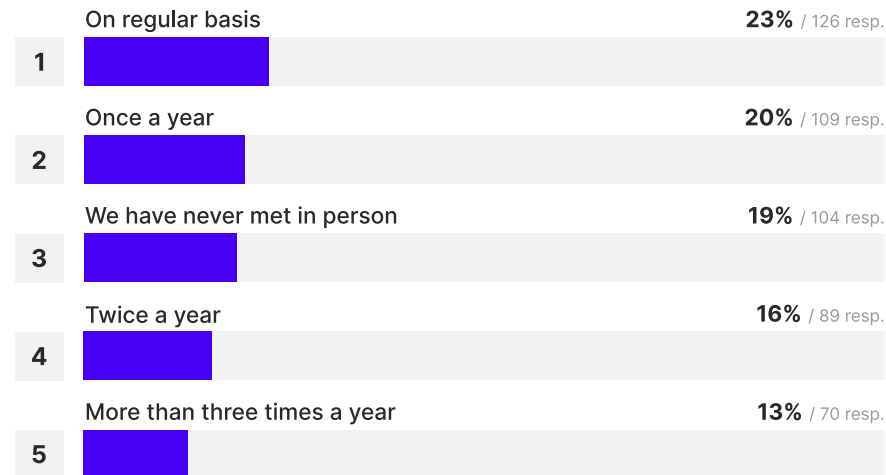
Time spent on different types of meetings weekly



meetings are daily standups, that the majority of our respondents say take less than 2 hours a week.

How often are you meeting with your whole team in person?

529 out of 594 answered

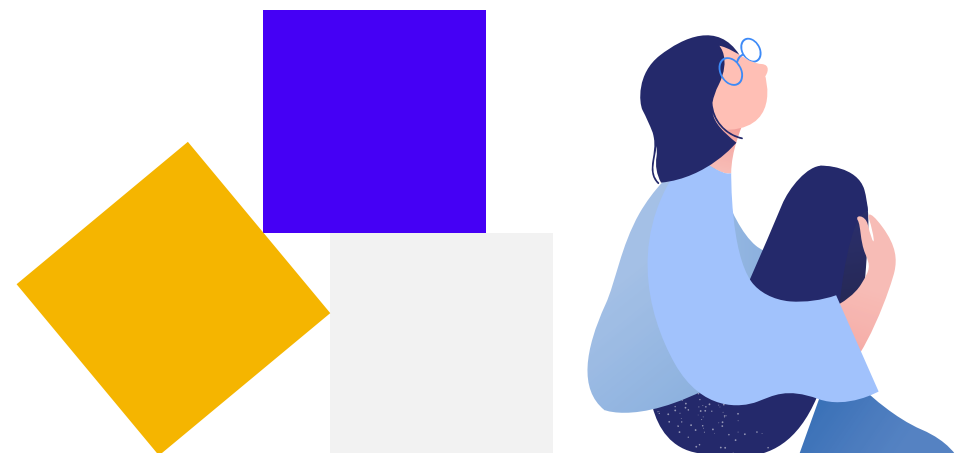


Meeting up in person isn't something that all remote managers can do due to geographical constraints, but it still looks like the majority (81%) do physically meet their team members. An interesting finding however was that the correlation between the frequency of meeting team members and a manager's self assessment of their skills isn't positive.

Managers who had never met their team in person, or rarely do, actually reported better assessments of themselves. The more often they meet, the more likely it is

for them to have a more negative outlook. **This provides some evidence to the point that managing remotely by default is perhaps a better strategy, as we pay more attention to daily work, communication, and in making sure that remote collaboration goes smoothly without the need to meet.**

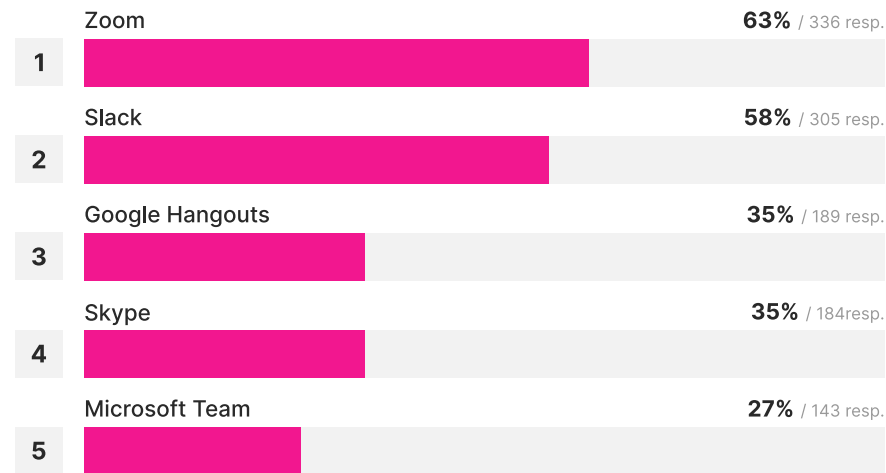
"Having regular 1:1s allows you to stay in touch with all members in your team, and have a dedicated slot where they can bring up things they feel a need to discuss. When managing a remote team is it crucial to check in with people and hear how they're doing. When you're not meeting in an office some people may not actively reach out if they need help or feel lonely. Scheduling half-hour checkins with your reports every other week is a great way to ensure you spend time with everyone!" - Ingrid Ødegaard, Founder / Chief Product & Technology Officer at Whereby



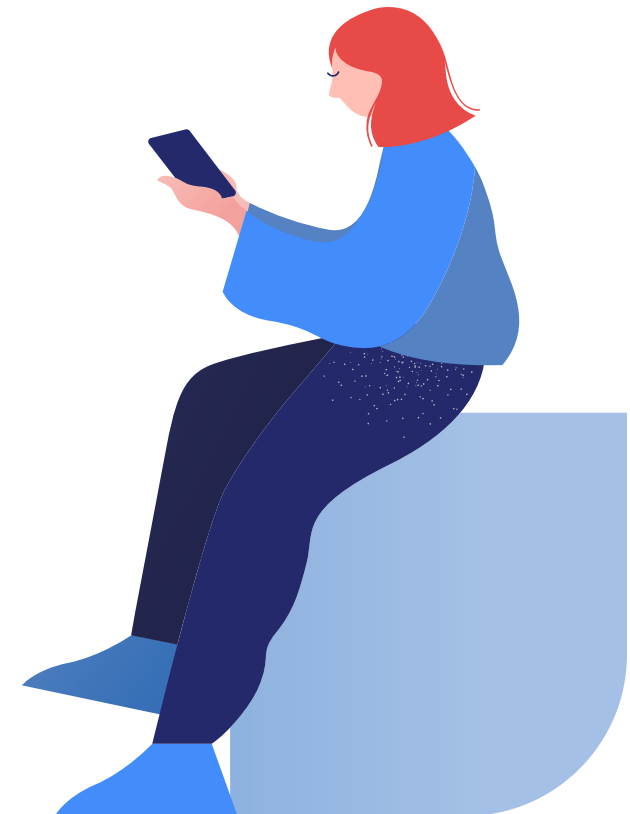
Tools for remote teams

What tools do you use to stay connected to your coworkers? (please pick all that apply)

526 out of 594 answered



Remote teams make use of a whole variety of tools to effectively communicate and collaborate together. Most of us are familiar with the most popular ones reported, showing no large surprises in how remote teams are communicating. Tying in the rest of the findings, the top two tools are used for team communication and lead the way by a good margin. Here a pattern can be seen, showing that communication is really a keystone in effective remote teams.

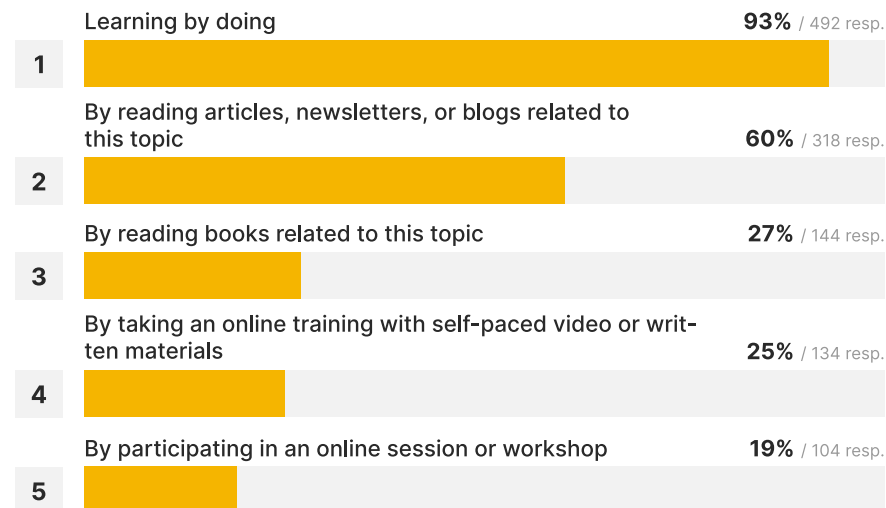


LEARNING & DEVELOPMENT

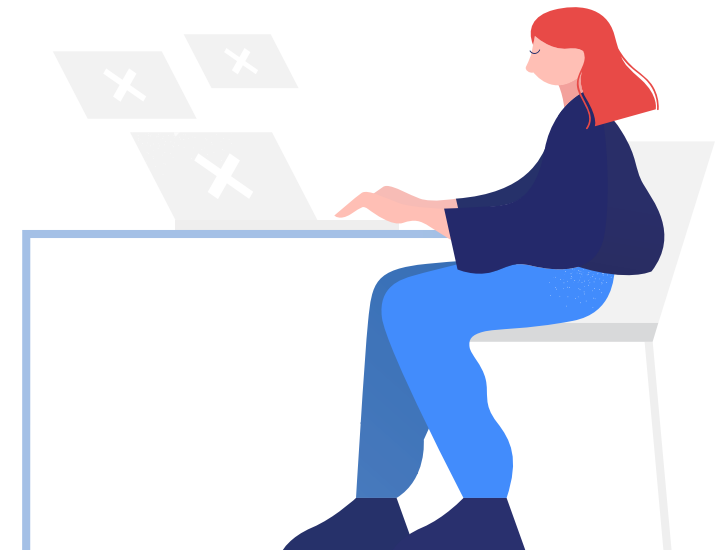
Learning through trial and error

How have you been learning how to lead a remote team?
(please pick all that apply)

529 out of 594 answered



Learning how to lead a remote team can be done in a number of different ways. **Almost all of our sample managers learn through trial & error, reported by 93% of them.** 60% answered that they read articles, newsletters, or blogs. Books, online training, and online workshops however are all significantly less popular. Self-learning looks to be the most popular method for improving remote management skills.



Type of learning

Average Difficulty

By learning and doing only	4.22
By taking online training with self-paced video or written materials and doing	3.85
By taking an online training with self-paced video or written materials but not doing	5.29
By reading articles, newsletters, or blogs related to this topic and doing	3.97
By reading articles, newsletters, or blogs related to this topic but not doing	4.27
By reading books related to this topic and doing	3.88

1 - no difficulties, 10 - a lot

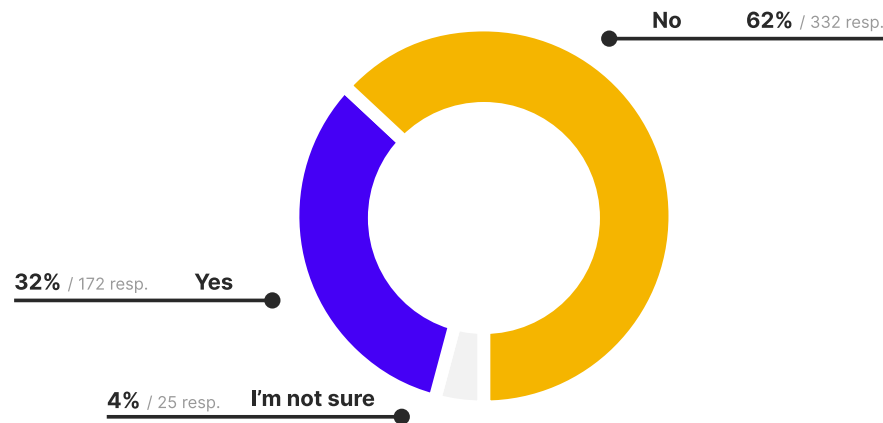
Here we can see that the best at leading remote teams (according to self-assessment) are managers who learn using online training with self-paced video or written materials and doing. Managers who were learning and implementing their knowledge by doing assess their skills better than those who didn't lead teams personally in any

way, even if they didn't use any materials to help them. Therefore the best option it seems is to learn from some kind of training and then making sure to put these skills into practice with your team.

Companies are still not paying for education in remote work

Were any of these learnings sponsored or provided by your current company?

529 out of 594 answered

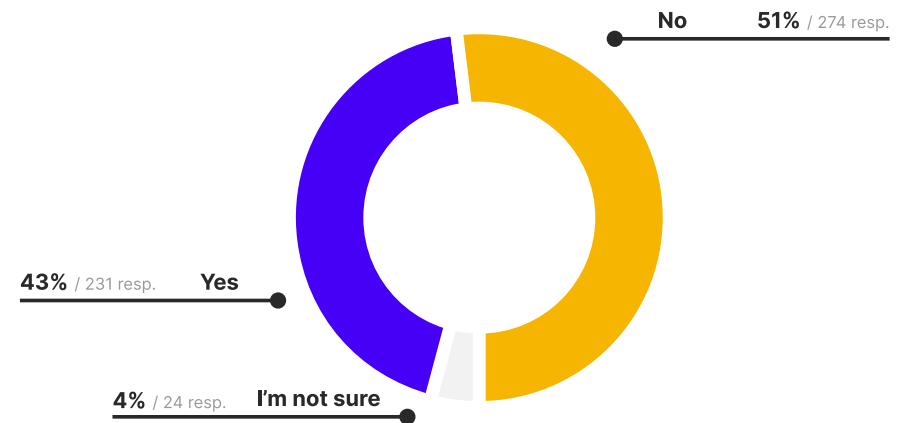


The majority of those who undertook some kind of training paid for it from their own pocket. Companies over the past year still seem to not be so willing to invest in training their remote managers. Diving into the topic further, only 115 of the 529 managers sampled have access to an internal learning & development program, and even less to an online repository of knowledge that they access any time.

Mentoring and coaching for remote managers

Do you have a mentor or coach you can turn to when you face challenges in managing a remote team?

529 out of 594 answered



Roughly a half do however have access to someone who can mentor or coach them when they have challenges in managing a remote team. From this, we can see that companies seem more willing to provide internal free support for their own employees, rather than paid external support or using learning resources.

It's a shame that just under half of respondents have access to a mentor, as those who have someone they can learn from assess themselves significantly better.

Do you have a mentor or coach?

Average Difficulty

No	4.35
Yes	3.79

1 - no difficulties, 10 - a lot

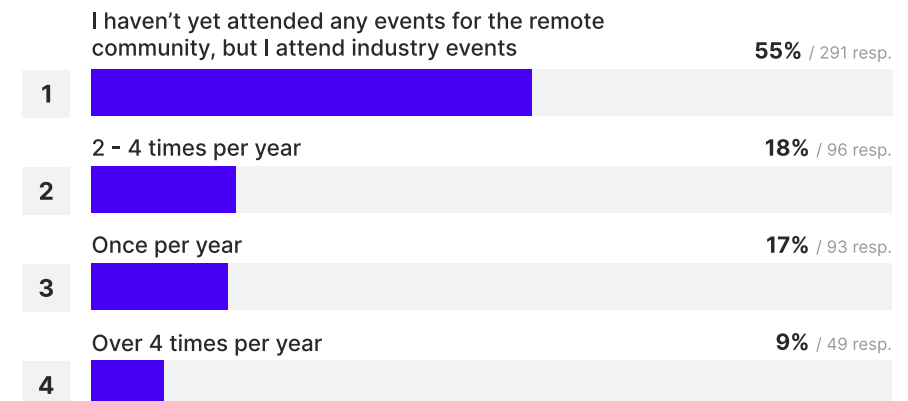
It seems like learning directly from other people's experience is providing a lot of opportunity for new managers to discover more skills. **Isolation and loneliness are two challenges that arise fairly regularly in the remote world, and having a mentor is a way of combating this whilst developing as a remote manager.** Without the usual avenues available to employees in a co-located office, a remote mentor or coach can help fill a lot of the gaps present.

Building up a strong social bond, regular appraisal, and a sense of accountability help provide more structure for managers who are learning their trade. Providing that there is a structure in place for the mentor and mentee to follow, similar to how you would run 1-on-1s with a team member, a lot can be learnt in a short time.

Remote work conferences and meetups are still unpopular

How often do you attend conferences, local meet-ups, forums related to remote work (onsite and virtual)?

529 out of 594 answered



Remote management seemingly isn't so recognized as having its own sphere and strong community quite yet, compared to for example project management communities. **Over half of the respondents said that they haven't attended any events for remoters, but are rather attending other industry events.** There is still a

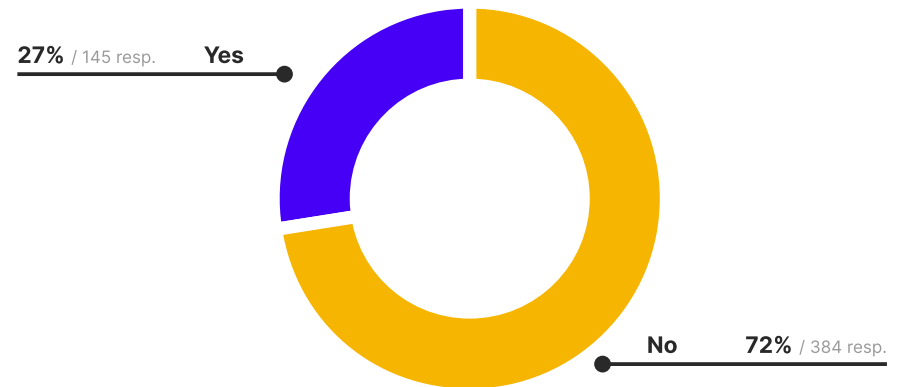
way to go before more remote managers are engaging with conferences, meet-ups, and forums directly aimed at managing remote teams.



Communities for remote managers

Are you actively participating in any community for remote professionals?

529 out of 594 answered



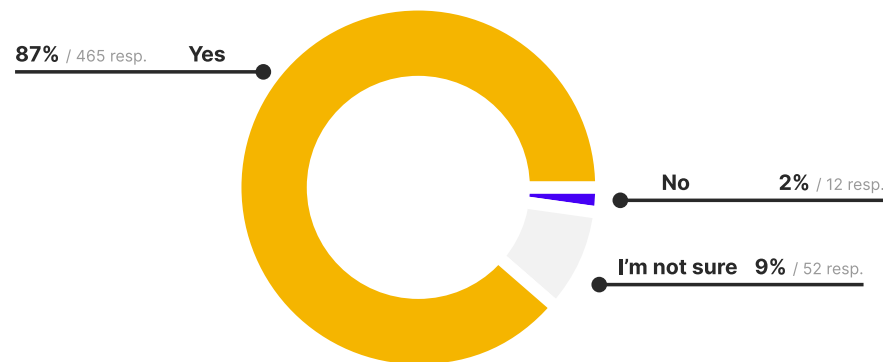
This is demonstrated even more so by the fact that a large majority of them are not active in any remote communities. The remote aspect of a remote manager's identity seems then to be less important than with normal remote employees.

WHAT THE FUTURE HOLDS

Remote work is the future

Do you believe that remote work is the future of work?

529 out of 594 answered



When it comes to the future of remote work, the outlook seems to be very positive in the minds of remote managers. **87% of them believe that remote work really is the future.** While some are unsure, only 2% believe that it isn't. Remote managers believe in the work they are doing and how they are doing it, which can't always be said for managers in colocated offices.

"At GrowthHackers we have started experimenting with remote working a few years ago. Our first tests back in 2018 had shown that productivity was positively impacted, as well as global sourcing for talent (it allows us to access a wider pool of applicants), and resulted in more autonomous team members with higher engagement. Back when COVID-19 outbreak accelerated our remote adoption we had 60% of the team already fully working from home (by March 13 we jumped to 100%). The benefits of working remotely brought to our team are here to stay. It's no surprise to me that 87% of remote managers see remote work as being the future of work. Well, for the GrowthHackers team the future has already arrived." - Emilia Chagas, CEO at GrowthHackers

With so many of us predicting remote work as being the future of work, there are in fact multiple studies that backup the point and provide evidence of this change. Even if we look at our current situation, where many are trying out remote working conditions for the first time

due to COVID-19, it seems like there is already a strong foothold for remote work to launch from.

According to LinkedIn's Global Talent Trends Report for 2020, companies that rate highly for providing work flexibility have a 136% higher headcount growth than for those that rate poorly.¹ From their 2019 report, we also see that 72% of professionals are in agreement that work flexibility will be important for HR and recruiting in the future.²

If we look to the past as an indicator of what may happen in the future, the results are also promising. From 2005 to 2017, there has been a 159% increase in remote work in the US according to a Flexjobs study. In actual figures, 3.4% of the US population (4.7 million) are working remotely.³

Looking again at the personal opinion of people in the industry, Buffer's State of Remote Work 2020 report has 98% of their sample wanting to work remotely, at least some of the time, for the rest of their career.⁴ The demand is simply there, and companies are picking up

1 https://business.linkedin.com/talent-solutions/recruiting-tips/global-talent-trends-2020-report?trk=bl-ba_global-talent-trends-2020

2 https://business.linkedin.com/content/dam/me/business/en-us/talent-solutions/resources/pdfs/global_talent_trends_2019_emea.pdf

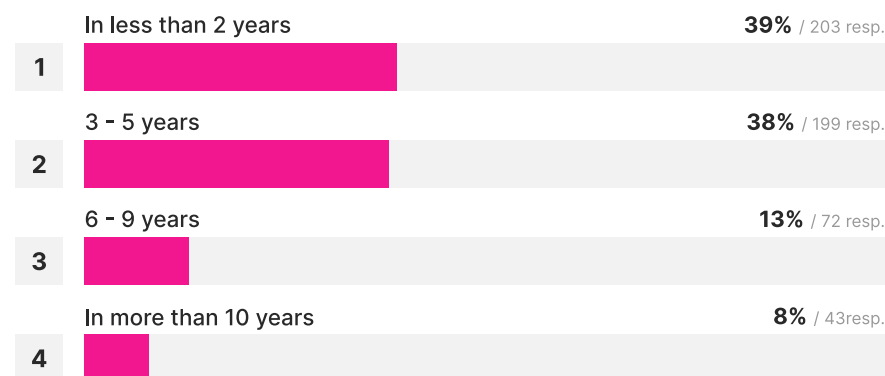
3 <https://www.flexjobs.com/blog/post/remote-work-statistics/>

4 <https://lp.buffer.com/state-of-remote-work-2020>

on this to try and attract the best talent and realise more remote benefits that are on offer.

When do you think remote work will become “the norm” for most companies?

517 out of 594 answered



Diving deeper into opinions of remote managers, the majority believe that **remote work will become ‘the norm’ within the space of 5 years**. Vast strides have already been made, and after the effects that COVID-19 has had on working conditions around the globe, this prediction may not be far off. Only 8% of them predict it will be in more than 10 years, again showing that remote managers are optimistic about the future.

“We expect that the previously expected adoption timeline of remote work is highly accelerated by the Covid-

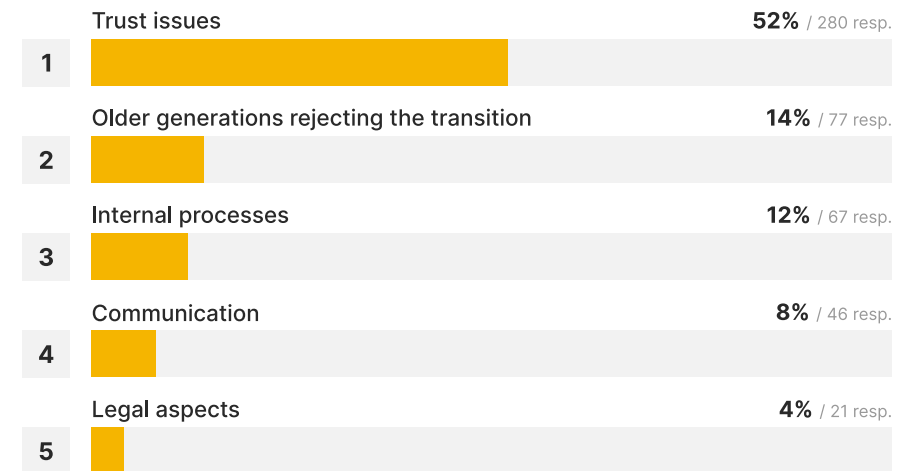
19 lockdown work from home experience and that it becomes mainstream after it.

The WFH during Covid-19 experience proved to many office-based companies that used to have remote work concerns that it was possible to do it while keeping the productivity and company culture (which are many times named as excuses), showed that their teams actually liked to have more flexibility and avoid commuting, among other benefits; and that it would allow companies to avoid paying non-trivial office rent prices of big cities, while opening the company to a global pool of potential employees.

We can see this already with the long term remote work shift announcements of Shopify and Facebook, as well as many other companies that have expanded their work from home policy until the end of the year. Remote work will become mainstream after Covid-19.” - Remoters.net

In your opinion, what is the biggest obstacle preventing companies from adopting remote work?

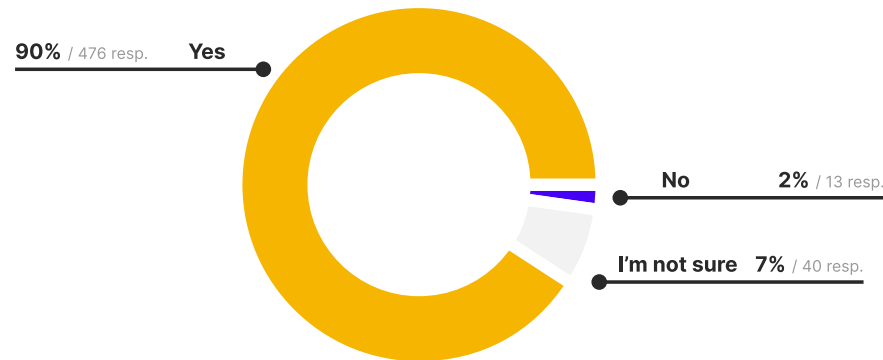
529 out of 594 answered



Technology is no longer a hurdle for companies to begin implementing and adopting remote work, so there must be other reasons that are possibly holding it back. Managers claimed earlier in the survey that using “remote tools” is in fact particularly easy. **Trust issues and differing perceptions on how work should be carried out are the biggest obstacles** mentioned in the survey, which can take significantly longer to overcome than any technical obstacles.

Do you think that “remote tools” will become standard, even among non-remote staff?

529 out of 594 answered



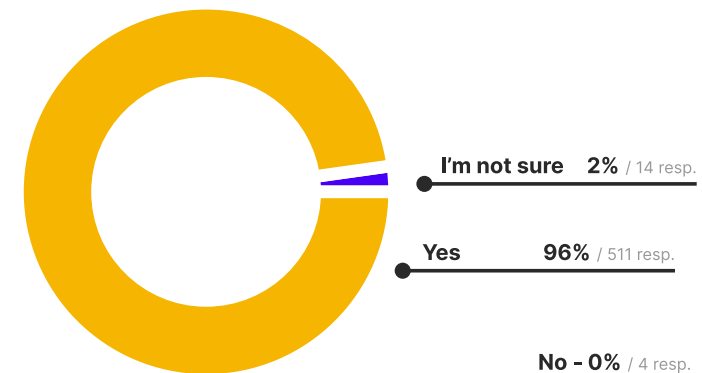
Remote managers also believe that tools normal for remote teams, such as video conferencing or project management apps, will become standard in-office. The usage of Zoom, Slack, Asana, and Trello to name just a few is already standard in colocated companies across the world, and the uptake is surely going to be higher in the coming years.

“I think “remote tools” will continue to provide increasing value to both remote and non-remote employees. By using remote tools in the appropriate situations, employees become more productive, communicate more clearly, and collaborate better. At Prezi, we use

Prezi Video to share updates and presentations in more engaging and visually compelling ways with colleagues in the same office or ones in a different country — and our usage has only increased over time as we see how useful it can be” - Lorraine K. Lee, Managing Editor at Prezi

Do you think you will manage remote teams in your future roles?

529 out of 594 answered



Almost all of the remote managers surveyed believe that they will still manage remote teams in their future roles. This suggests that they will take an active choice in managing remote teams, as there are plenty of opportunities to go back to colocated setups. For this reason, it seems that the remote management community is happy to keep on working outside of the office.

SURVEY DEMOGRAPHICS

Location by country

31.5 percent of respondents selected that they currently live in the United States, followed by United Kingdom (5.6 percent), India (4.2 percent) and Canada (4 percent). Other countries selected were: Poland (3.8 percent); Colombia (3.6 percent); Brazil (2.7 percent); Spain (2.3 percent); Portugal (2.1 percent); Croatia (1.9 percent); Italy (1.9 percent); Australia (1.7 percent); Germany (1.7 percent); Philippines (1.7 percent); Romania (1.5 percent); Argentina (1.3 percent); France (1.3 percent); Norway (1.3 percent); Turkey (1.3 percent); Ukraine (1.3 percent); Netherlands (1.2 percent); South Africa (1.2 percent), and the remaining 20.5 percent of countries had 1 percent or fewer respondents select them as options.

Primary location of working

66.8 percent of respondents selected that the primary location of working is their home, followed by 25.8 percent working from the company office, 5.2% from coworking spaces, 1.7 percent from coffee shops, and 0.6 percent from libraries.

Industry breakdown

51.9 percent of those who took the survey work at organizations in IT and Services. Other industries include: Marketing (12.5 percent); Education (5.6 percent); Non-profit (5.6 percent); Financial Services (4.7 percent); Medical and Healthcare (4.5 percent); Consumer Products (4 percent); Media and Publishing (3.8 percent); Travel and Tourism (3.3 percent); E-commerce (2.7 percent); Government (0.9 percent), and Law & Legal (0.7 percent).

Size of a company

26.5 percent of respondents work at companies with 11-50 employees, followed by companies with 51-200 employees (20.2 percent); 1-10 employees (16.3 percent); more than 10,000 employees (10.6 percent); 1001 - 5000 employees (9.1 percent); 201 - 500 employees (8.7 percent); 501 - 1000 employees (6.6 percent), and 5001 - 10,000 employees (2.1 percent).

Company setup

38.4 percent of those who took the survey work at office-first companies, followed by fully remote companies (32.3 percent); companies with even number of remote and office employees (15.9 percent), and remote-first companies (13.4 percent).

Why we publish The Remote Managers 2020?

We are Remote-how, a platform powered by and for the community of leaders of distributed teams. We're committed to build a thriving community for remote professionals and help them upskill with our certification programs.



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