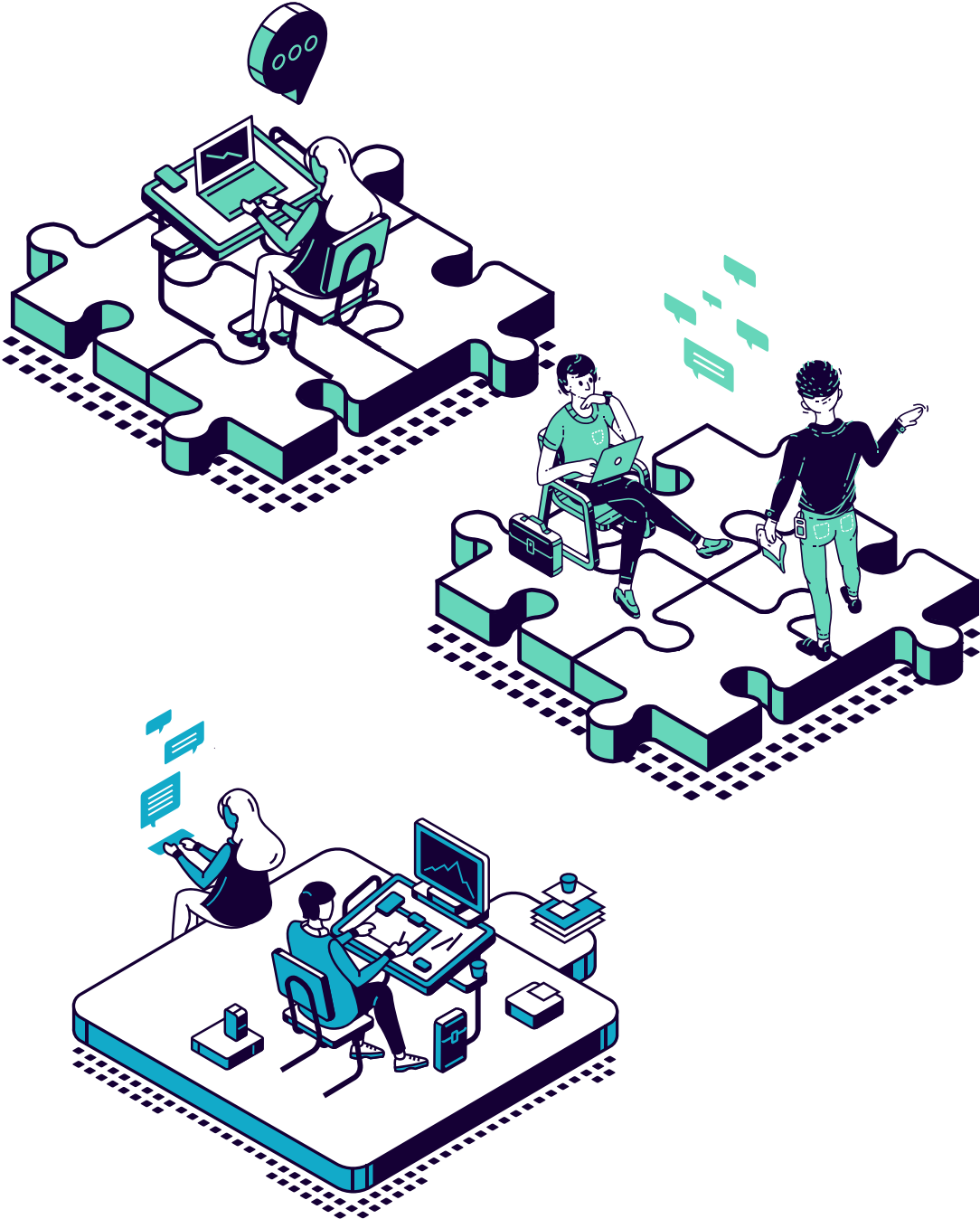


# A Sustainable Work Model: Towards Remote and in the Office Work

## Tests





What Level of Support Do You Have from Your Boss, Your Partner, and Your Colleagues?

To what extent do you agree with the following statements, in which:

1 = Not at all true

5 = Somewhat true

10 = Completely true

My supervisor ...

- S1 understands my needs. 1-2-3-4-5-6-7-8-9-10
S2 gets upset because I have responsibilities outside work (e.g., family, health, etc.) and uses them against me. 1-2-3-4-5-6-7-8-9-10
S3 supports me in my effort to combine in-person and remote work. 1-2-3-4-5-6-7-8-9-10
S4 expects and demands that I put my work responsibilities before anything else in my life. 1-2-3-4-5-6-7-8-9-10
S5 takes an interest in my opinions on how I can best do my job and reach goals. 1-2-3-4-5-6-7-8-9-10
S6 checks up on me if I work remotely. 1-2-3-4-5-6-7-8-9-10

My partner ...

- P1 understands my needs. 1-2-3-4-5-6-7-8-9-10
P2 gets upset because I have responsibilities outside our family and relationship (e.g., job, health, etc.) and uses them against me. 1-2-3-4-5-6-7-8-9-10
P3 supports me in my effort to combine in-person and remote work. 1-2-3-4-5-6-7-8-9-10
P4 expects and demands that I put my family responsibilities before anything else in my life. 1-2-3-4-5-6-7-8-9-10
P5 takes an interest in my opinions on how we can best organize ourselves as partners (family) and is willing to compromise on their preferences. 1-2-3-4-5-6-7-8-9-10
P6 expects me to simultaneously attend to household (and family) needs if I work from home (remotely). 1-2-3-4-5-6-7-8-9-10

My work colleague(s) ...

- C1 understand(s) my needs. 1-2-3-4-5-6-7-8-9-10
C2 get(s) upset because I have responsibilities outside work (e.g., family, health, etc.) and use(s) them against me. 1-2-3-4-5-6-7-8-9-10
C3 support(s) me in my effort to combine in-person and remote work. 1-2-3-4-5-6-7-8-9-10
C4 require(s) my presence (e.g., at meetings) even when it's not needed and I could attend remotely. 1-2-3-4-5-6-7-8-9-10
C5 is/are willing to listen to my opinions on how best to organize ourselves as a team. 1-2-3-4-5-6-7-8-9-10
C6 get(s) upset if I work remotely. 1-2-3-4-5-6-7-8-9-10

## Test 1 (continued)

### RESULTS

#### Calculation of support level

- From the supervisor:  $(S1 + S3 + S5) - (S2 + S4 + S6)$
- From the partner:  $(P1 + P3 + P5) - (P2 + P4 + P6)$
- From work colleagues:  $(C1 + C3 + C5) - (C2 + C4 + C6)$

#### Individual interpretation of the results in any of the three areas

- Between 20 and 27: The level of support you have in this area is very high. This helps allow you to alternate remote and in-person work often.
- Between 10 and 19: The level of support you have in this area is acceptable. This helps allow you to alternate remote and in-person work somewhat frequently. Try to encourage it to continue growing. Oftentimes, the best way to do this is by offering your direct support for others and communicating very transparently.
- Between 0 and 9: The level of support you have in this area is very low. This will make it difficult for you to alternate remote and in-person work somewhat frequently. Try to encourage it to continue growing. Oftentimes, the best way to do this is by offering your direct support for others and communicating very transparently.
- Negative level in any of the areas: In this case, it is important to seek the causes behind this lack of support, this absence of empathy. Is there anything you can do to change the situation and help the other party or parties grow in this sense? If the answer is no, perhaps you could consider, if feasible, a change in job, boss, etc.

#### Joint interpretation of the results in any of the three dimensions (supervisor + partner + work colleague support)

- Between 60 and 81: The level of support you have is very high. This helps you work well in a hybrid fashion, some days remotely and others at the office. Never stop offering others support and experimenting with hours and with the mix (percentage) of days you work remotely and at the office (if possible). Share the benefits and your good practices in doing this. Be aware of ergonomics when working remotely.
- Between 30 and 59: The level of support you have is acceptable. If the support you receive inside and outside work is not what you need, take measures to try to increase it where it is lowest. Never stop sharing the benefits and finding ways to keep improving the support you receive. Offer support, communicate your needs, and be transparent about what you need and what you can give.
- Between 10 and 29: The level of support you have is very low. Never stop working to make space by inviting people (your boss, a colleague, your partner) to reflect on the benefits of a job where remote and office work are compatible and in synergy with each other.
- Less than 9 (or even negative): You have a rigid environment which requires much more understanding and empathy. Perhaps the work schemes are archaic. Can you change your company, your work team, your boss?



### Are you a compartmentalizer or an Integrator?

To what extent do you agree with the following statements, in which:

1 = Not at all true

5 = Somewhat true

10 = Completely true

- |    |   |                      |
|----|---|----------------------|
| 1  | I like to handle several tasks at the same time.  | 1-2-3-4-5-6-7-8-9-10 |
| 2  | I prefer to focus my efforts on a single task before moving on to the next one.   | 1-2-3-4-5-6-7-8-9-10 |
| 3  | I think that people can be very effective when they multitask with several communication tools or tasks at the same time. | 1-2-3-4-5-6-7-8-9-10 |
| 4  | Multitasking is inefficient.  | 1-2-3-4-5-6-7-8-9-10 |
| 5  | When I'm at work, I have some family matters in mind (dealing with a doctor, grocery shopping, a child's school, etc.).   | 1-2-3-4-5-6-7-8-9-10 |
| 6  | I prefer to leave work matters behind me (not having to answer emails, phone calls, etc.) when I'm outside work hours.    | 1-2-3-4-5-6-7-8-9-10 |
| 7  | I don't mind if work matters arise when I'm at home (with my family, friends, etc.).                                      | 1-2-3-4-5-6-7-8-9-10 |
| 8  | I like to leave family matters behind me when I'm at work.  | 1-2-3-4-5-6-7-8-9-10 |
| 9  | I'm capable of multitasking without getting overwhelmed.  | 1-2-3-4-5-6-7-8-9-10 |
| 10 | If I could choose, I would completely keep my work from interfering in my family/social life.                             | 1-2-3-4-5-6-7-8-9-10 |

#### RESULTS

To find out your profile, calculate your answers as follows:  $(1 + 3 + 5 + 7 + 9) - (2 + 4 + 6 + 8 + 10)$ .

#### Interpretation of the results

Total score higher than 0: You are a mostly integrative person. That is, you don't mind playing several roles at the same time or multitasking.

Score on question 5 higher than question 7: You are more willing to let family matters encroach into work than the opposite (for work to encroach into family life). This could give rise to minor imbalances, such as asking to disconnect from work so nobody can contact you about any work matter when you're off work, and yet dealing with personal/family matters on work time.

Sum of the scores on questions 6 and 8 higher than 15: You're a fairly compartmentalized person who finds physical barriers to be very helpful. Therefore, if you want to work remotely, the concept of *third* space may be useful for you: a place outside the home where you can concentrate without being surrounded by your family environment, which you would prefer not to have to deal with while you're working. Likewise, this will help you disconnect more easily when you get home.



## What Is the Climate of Creativity in Your Home and Your Company (Unit or Department)?

To what extent is each of the following statements on your home/family true, in which:

1 = Not at all true

5 = Somewhat true

10 = Completely true

- 1 My partner and family are open to new ideas and ways of thinking.
- 2 My partner and family let me decide how to do my work.
- 3 Regardless of the results, they appreciate and acknowledge my attempts to contribute something.
- 4 After deciding who should do a task, that person can do it however they want.
- 5 I am inspired to try new ways of doing things.

1-2-3-4-5-6-7-8-9-10

1-2-3-4-5-6-7-8-9-10

1-2-3-4-5-6-7-8-9-10

1-2-3-4-5-6-7-8-9-10

1-2-3-4-5-6-7-8-9-10

### RESULTS

To find the climate of creativity in your home, add the scores of all the answers to the questions above.

#### Interpretation of the results

- Between 40 and 50: There is a climate in your home that fosters a high level of creativity. This probably also comes with some degree of disorder, which is normal as long as it is within certain bounds. Make sure that the important issues (appointments with doctors, teachers, etc.) are properly managed, and continue to enjoy an extraordinary level of openness and creativity.
- Between 25 and 39: There is a moderate level of creativity in your home. It is probably also fairly orderly. Don't forget to do something madcap or unplanned from time to time, while also keeping the order that helps you predict and plan with enough lead time.
- Between 10 and 24: There is a low level of creativity in your home. It is probably also very orderly, perhaps even a bit rigid. If your job doesn't require creativity, this won't affect you at work, but you might become tired and bored. Try to give free rein to your artistic, creative, flexible side from time to time.
- Under 10: Martial law, which is common in emergencies, rules in your home. It would be good if you looked for ways to make your approaches more flexible so that you're a bit more open to experimentation, trial and error, and learning.

To what extent is each of the following statements on your work unit or department true, in which:

- 1 = Not at all true
- 5 = Somewhat true
- 10 = Completely true

1	My boss and colleagues are open to new ideas and ways of thinking.	1-2-3-4-5-6-7-8-9-10
2	My boss and colleagues let me decide how to do my work.	1-2-3-4-5-6-7-8-9-10
3	Regardless of the results, they appreciate and acknowledge my attempts to contribute something.	1-2-3-4-5-6-7-8-9-10
4	After deciding who should do a task, that person (or team) can do it however they want.	1-2-3-4-5-6-7-8-9-10
5	I am inspired to try new ways of doing things.	1-2-3-4-5-6-7-8-9-10

## RESULTS

To find out the climate of creativity in the unit or department where you work, add the scores of all the answers to the questions above.

### Interpretation of the results

- Between 40 and 50: There is a climate in your unit or department that fosters a high level of creativity. This probably also comes with some degree of disorder, which is normal as long as it is within certain bounds. Make sure that the important issues (delivery dates, quality standards, budgets, etc.) are properly managed, and continue to enjoy an extraordinary level of openness and creativity.
- Between 25 and 39: There is a moderate level of creativity in your unit or department. It is probably also fairly orderly. Don't forget to propose something madcap or unplanned from time to time, while also keeping the order that helps you predict and plan with enough lead time.
- Between 10 and 24: There is a low level of creativity in your unit or department. It is probably also very orderly, perhaps even a bit rigid. If your job does not require creativity (for regulatory or other reasons), this won't affect you at work, but you might become tired and bored. Try to give free rein to your artistic, creative, flexible side from time to time if your unit or department doesn't give you room to do so.
- Under 10: Martial law, which is common in emergencies, rules in your unit or department. It resembles a dictatorship. You should assess whether you are capable of working this way or whether you need a change. Perhaps if you're able to be flexible outside work, this job situation is feasible. If the market is very bad and you need the job, try to resign yourself to accommodating the situation. If not, get ready to jump ship.

## Test 4



### Level of Proactiveness/Creativity

To what extent is each of the following sentences true about you, in which:

1 = Never

5 = Sometimes

10 = Always

- |   |  |                      |
|---|--|----------------------|
| 1 | I look for ways, alternatives, procedures, or ideas that help me improve the way I do tasks. | 1-2-3-4-5-6-7-8-9-10 |
| 2 | I often try new ways of doing things.  | 1-2-3-4-5-6-7-8-9-10 |
| 3 | I often notice opportunities for improvement.  | 1-2-3-4-5-6-7-8-9-10 |
| 4 | I love to fight to make sure that my plans and ideas are carried out.                        | 1-2-3-4-5-6-7-8-9-10 |
| 5 | If I don't like something, I do what it takes to fix it, and that's that.                    | 1-2-3-4-5-6-7-8-9-10 |

#### RESULTS

To find out your predisposition to being proactive/creative, add the points of all your answers to the questions above.

#### Interpretation of the results

- Between 40 and 50: You are a very proactive person. You tend to see things with critical eyes, which helps you discover alternatives and try to put them into practice. This may have often caused you problems, because your ideas don't match deadlines, specifications, budgets, etc. Creativity and proactiveness are wonderful, but you have to find a way to adjust to each project's other needs, perhaps by working with people who are less creative and more procedural.
- Between 25 and 39: You are moderately proactive and creative. This may mean that you are somewhat orderly. Don't stop checking your opinions with other people who are more creative than you from time to time.
- Between 10 and 24: You are not very proactive and creative. This may mean that you are extremely orderly, perhaps even a bit rigid. With such a low level of proactiveness, you may be a bit behind in new technologies or procedures. Perhaps methodologies like design thinking or agile methods make you a bit nervous. Take heart. Try to give free rein to your artistic, creative, flexible side from time to time.
- Under 10: You are very rigid. This rigidity is often found in demotivated states. Try to live a little, perk up a bit to feel more comfortable. Try to take a different route (or means of transportation) to or from work. Talk to a stranger every now and then. You should try to find ways to make your approaches more flexible so that you're a bit more open to experimentation, trial and error, and learning.

## Test 5



### Interruptions: Work → Family; Family → Work

How often does each of the following happen, in which:

1 = Rarely (once a month or less)

5 = Quite often (once a day)

10 = Very often (once an hour)

- 1 Work issues interrupt my family or personal life (emails, calls, etc.) outside work hours.
- 2 During my workday I have to interrupt work to deal with family issues.
- 3 Someone or something from my work has interrupted me outside work hours.
- 4 (Someone from) my family has interrupted me while I'm working.

1-2-3-4-5-6-7-8-9-10

1-2-3-4-5-6-7-8-9-10

1-2-3-4-5-6-7-8-9-10

1-2-3-4-5-6-7-8-9-10

#### RESULTS

Add the answers to questions 1 and 3 to find out the level of interruptions from your job in your personal or family life.

Add the answers to questions 2 and 4 to find out the level of interruptions from your personal or family life in your job.

#### Interpretation of the results

- Result of (1 + 3) higher than (2 + 4): Your work is interrupting your family or personal life more than the opposite. You may want to consider setting boundaries and communicating them. This includes when, why, and how you can be interrupted outside work hours. There may be issues that require an immediate response, while others don't. You may have to have more discipline in determining when and why to communicate. You may be allowing or encouraging some of these interruptions yourself, such as by answering (or writing) emails at unreasonable times or weekends without really needing to.
- Result of (1 + 3) lower than (2 + 4): Your family or personal matters are interrupting your work life more than the opposite. Perhaps this should be the case, or maybe you and your family (e.g., spouse) need to consider whether jobs should be divided up differently or whether other protocols should be set up, such as if one of your children needs something, the school should not always call the same parent.





## How Do You Manage Yourself? And How Do Your Employees Manage Themselves?

### What is your level of self-management?

To what extent is each of the following statements true with regard to you, in which:

1 = Not at all true

5 = Somewhat true

10 = Completely true

1	I'm sure I can be successful in life.	1-2-3-4-5-6-7-8-9-10
2	Sometimes I get muddled and don't know what to prioritize.	1-2-3-4-5-6-7-8-9-10
3	When I make an effort, I usually organize myself very well and am successful.	1-2-3-4-5-6-7-8-9-10
4	Sometimes I fail because I don't plan ahead.	1-2-3-4-5-6-7-8-9-10
5	My finished tasks are usually of a high quality.	1-2-3-4-5-6-7-8-9-10
6	I don't always keep track of my tasks.	1-2-3-4-5-6-7-8-9-10
7	I'm generally satisfied with myself.	1-2-3-4-5-6-7-8-9-10
8	I constantly want others to tell me what to do and how to do it.	1-2-3-4-5-6-7-8-9-10
9	I am in control of what happens to me in my day and in my life.	1-2-3-4-5-6-7-8-9-10
10	I try to improve tasks and processes only when others suggest it.	1-2-3-4-5-6-7-8-9-10

### RESULTS

Your and your employees' level of self-management can be found by making the following calculations with the results of the questions listed in each column:  $(1 + 3 + 7 + 5 + 9) - (2 + 4 + 5 + 6 + 10)$ .

#### Interpretation of the results

- Between 35 and 45: This is a high level of self-management. The person is well prepared to alternate remote and office work.
- Between 20 and 34: This is an acceptable level of self-management. The person is prepared to alternate remote and office work. If you are this person's boss, make sure they feel comfortable. Follow up with them until they gain confidence in their ability to organize themselves. Don't solve their problems, but help them think and make decisions.
- Between 5 and 19: This is a low level of self-management. The person is not very well prepared to alternate remote and office work. If you are this person's boss, you may want to make sure that they work on more routine and easily measured tasks. If this isn't possible, you'll have to spend a lot of time helping them organize themselves and be productive, which takes time away from your own tasks.
- Less than 5 or even negative: You may want to consider whether you or the person you supervise are in the right place. Are you/they motivated? Do you/they have the right competencies? Why are you/they in this position?

## How Do You Manage Yourself? And How Do Your Employees Manage Themselves?

### What is your employees' level of self-management?

To what extent is each of the following statements true with regard to your employee, in which:

1 = Not at all true

5 = Somewhat true

10 = Completely true

1	I'm sure they can be successful in life.	1-2-3-4-5-6-7-8-9-10
2	Sometimes they get muddled and don't know what to prioritize.	1-2-3-4-5-6-7-8-9-10
3	When they make an effort, they usually organize themselves very well and are successful.	1-2-3-4-5-6-7-8-9-10
4	Sometimes they fail because they don't plan ahead.	1-2-3-4-5-6-7-8-9-10
5	Their finished tasks are usually of a high quality.	1-2-3-4-5-6-7-8-9-10
6	They don't always keep track of their tasks.	1-2-3-4-5-6-7-8-9-10
7	They're generally satisfied with themselves.	1-2-3-4-5-6-7-8-9-10
8	They constantly want others to tell them what to do and how to do it.	1-2-3-4-5-6-7-8-9-10
9	They are in control of what happens to them in their day and in their life.	1-2-3-4-5-6-7-8-9-10
10	They try to improve tasks and processes only when others suggest it.	1-2-3-4-5-6-7-8-9-10

### RESULTS

Your and your employees' level of self-management can be found by making the following calculations with the results of the questions listed in each column:  $(1 + 3 + 7 + 5 + 9) - (2 + 4 + 5 + 6 + 10)$ .

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- Between 5 and 19: This is a low level of self-management. The person is not very well prepared to alternate remote and office work. If you are this person's boss, you may want to make sure that they work on more routine and easily measured tasks. If this isn't possible, you'll have to spend a lot of time helping them organize themselves and be productive, which takes time away from your own tasks.
- Less than 5 or even negative: You may want to consider whether you or the person you supervise are in the right place. Are you/they motivated? Do you/they have the right competencies? Why are you/they in this position?

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