

Competencies of Remote Workers

Michael Halinski, Ph.D.
Ted Rogers School of Management
Toronto Metropolitan University

January, 2024

Core Competencies

- Core competencies for employees refer to the fundamental skills, knowledge, and attributes that individuals possess and that contribute to their overall effectiveness in a specific role or within an organization.



Common Core Competencies



Not all competencies are created equal



Core Competencies for Remote Workers

Forbes

- Integrity
- Agility and passion
- Personal accountability
- Self-awareness and grit
- Self-motivation
- Drive and collaboration
- Communication
- Discipline and dedication
- Time management
- Responsiveness
- Personal leadership

SHRM

- Adaptability and Resiliency
- Self-Motivation
- Communication
- Collaboration

CPHR (General)

- Ethical Practice
- Personal Agility
- Continuous Learning
- Leadership
- Working Digitally
- Relational Intelligence
- Collaboration and Communication
- Guide, Coach, Advise
- Business Acumen
- Data and Sensemaking
- Systems Thinking
- Leading Projects

What is the Academic Perspective?

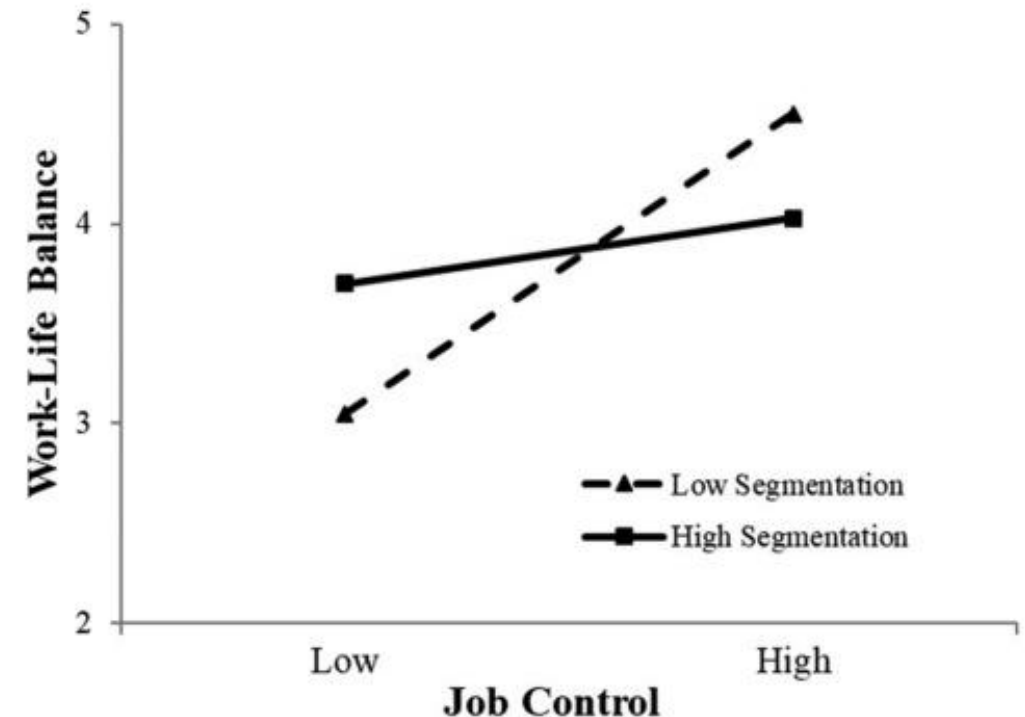
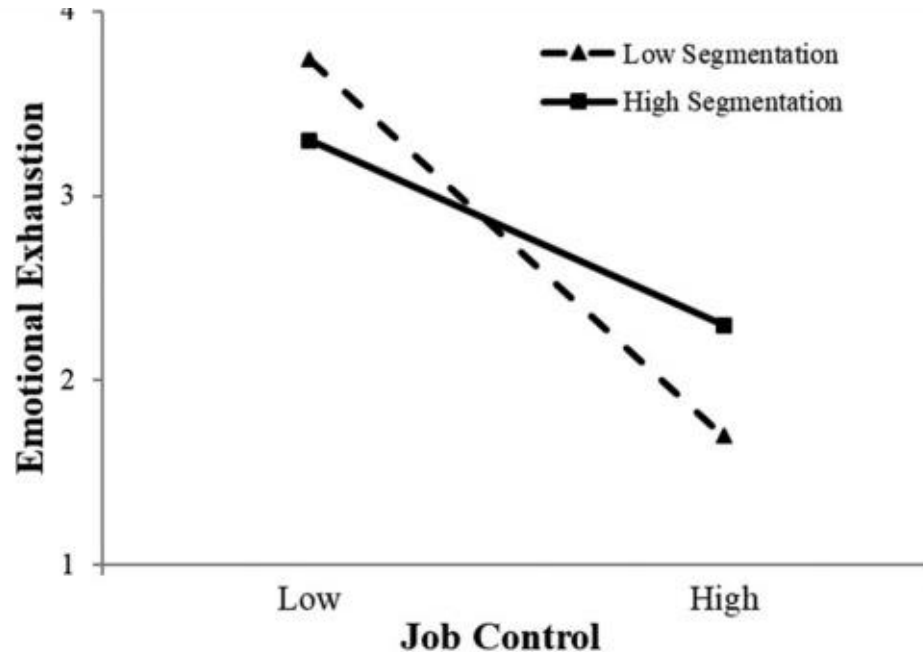
- Historically (pre pandemic) it was called
 - Telecommuting and teleworking (150 articles)
 - Computer-mediated communication (118 articles)
 - Virtual teams (268 articles)
- More recently
 - Remote work (20 articles)
 - Hybrid work (6 articles)

What is the Academic Perspective?

- Segmentation preference
- Boundary spanning
- Considerations for type of work

Segmentation preference

- High segmentation preference: keep work domain separate from non-work domain
- Low segmentation preference: Integrate or blend the two domains



Boundary Management as a Competency?

Forbes

- Integrity
- Agility and passion
- Personal accountability
- Self-awareness and grit
- Self-motivation
- Drive and collaboration
- Communication
- Discipline and dedication
- Time management
- Responsiveness
- Personal leadership

SHRM

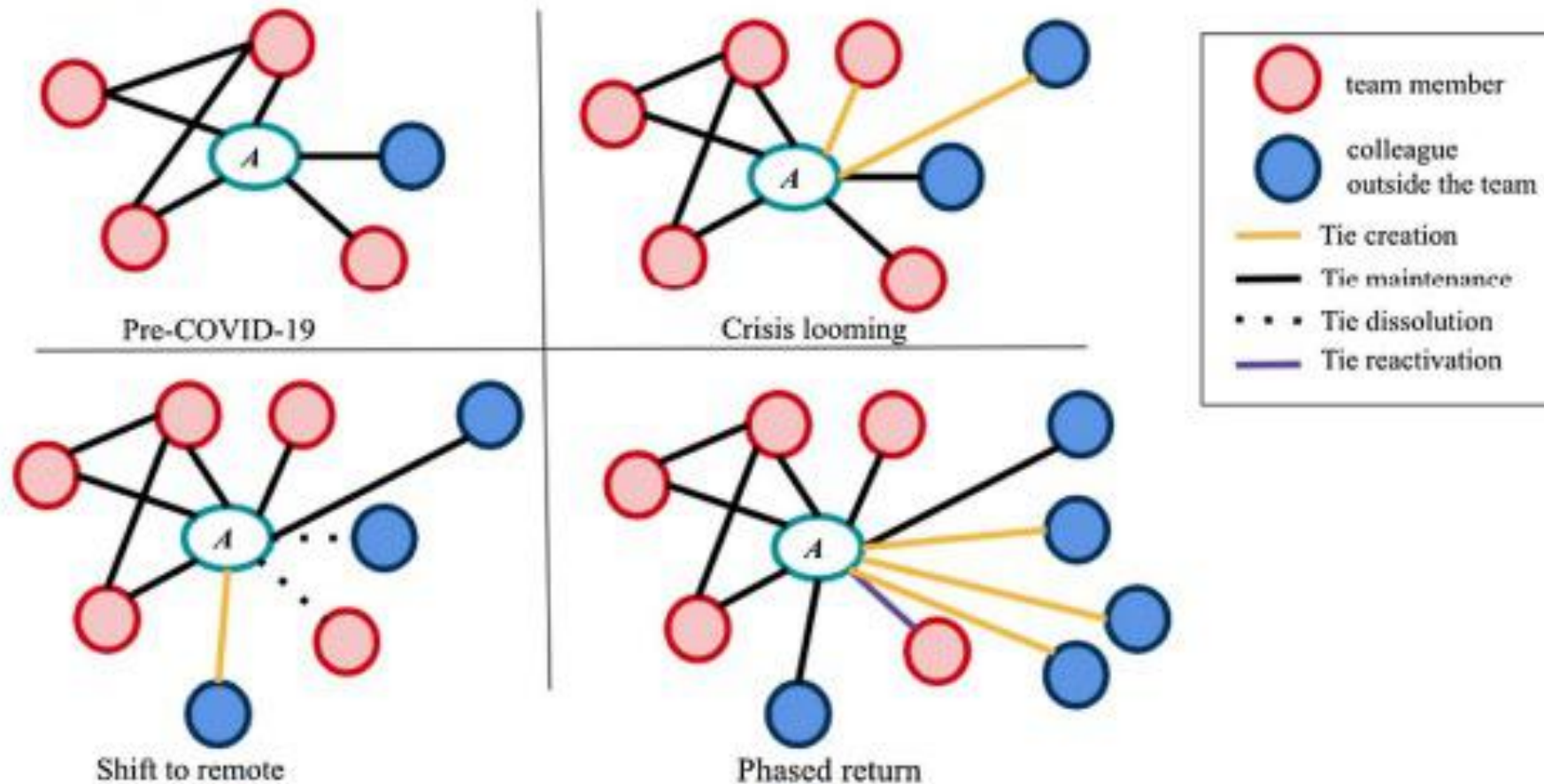
- Adaptability and Resiliency
- Self-Motivation
- Communication
- Collaboration

CPHR (General)

- Ethical Practice
- Personal Agility
- Continuous Learning
- Leadership
- Working Digitally
- Relational Intelligence
- Collaboration and Communication
- Guide, Coach, Advise
- Business Acumen
- Data and Sensemaking
- Systems Thinking
- Leading Projects

Boundary spanning

A Graphic Illustration of Higher Performer's Network Churn on Intra- and Inter-Team Ties



Boundary Management as a Competency?

Forbes

- Integrity
- Agility and passion
- Personal accountability
- Self-awareness and grit
- Self-motivation
- Drive and collaboration
- Communication
- Discipline and dedication
- Time management
- Responsiveness
- Personal leadership

SHRM

- Adaptability and Resiliency
- Self-Motivation
- Communication
- Collaboration

CPHR (General)

- Ethical Practice
- Personal Agility
- Continuous Learning
- Leadership
- Working Digitally
- Relational Intelligence
- Collaboration and Communication
- Guide, Coach, Advise
- Business Acumen
- Data and Sensemaking
- Systems Thinking
- Leading Projects

Considerations for Type of Work

- Is the work individual?
- Can work be done in the office?
- What is the temporality of the work?
- How is technology valued?
- What type of technology is used?

What is the nature of the work?

- Individual-oriented
 - Individual characteristics and outcomes (e.g., wellbeing, performance)
- Team-oriented
 - Team processes and outcomes (e.g., innovation, team sales)
- Organizational-oriented
 - Impact of technology on organizational change, structure, etc.

Can work be done in the office?

- Yes
 - Importance of social monitoring and level of visibility
- No
 - Importance of contributions to work processes, culture, use of collaborative technologies
 - Importance of technological dependence

What is the temporality of the work?

- Ability to work normal business hours
- Ability to work non-normal business hours
- Ability to work synchronously vs asynchronously

How is technology valued?

- Hindrance in comparison to face-to-face
- Asset in comparison to face-to-face
- Potential for improvements over face-to-face

What type of technology is used?

- Email
- Instant messaging
- Phones
- Social media
- Generative AI

Thank you

- Michael Halinski
- Michael.Halinski@torontomu.ca

SELF-REFLECTION.

What characteristics or behaviours would you look for specifically for working remotely? How would these show up in a high-performing individual?