

# HR PROFESSIONALS: SUPPORTING REMOTE WORK ENVIRONMENTS

for CPAs & Professional Service Providers

*TIERNEY Coaching & Consulting, Inc.*





# WORKING FROM HOME

Rules of Engagement to Stay Informed, Productive & Connected



# ISSUES & CONCERNS

HOW WILL MY STAFF –  
AND I – STAY FOCUSED  
AND ENGAGED?

HOW CAN I ENSURE – AND  
MONITOR - PRODUCTIVITY  
AND EFFICIENCY?

WHAT ARE THE BEST  
WAYS TO KEEP  
EVERYONE INFORMED?







# CREATE A CULTURE OF ACCOUNTABILITY

Moving from a Reactive to a Proactive Approach





# WHEN WE ARE MINDFUL

about HOW, WHEN & WHY  
we COMMUNICATE,  
everything gets so much better!

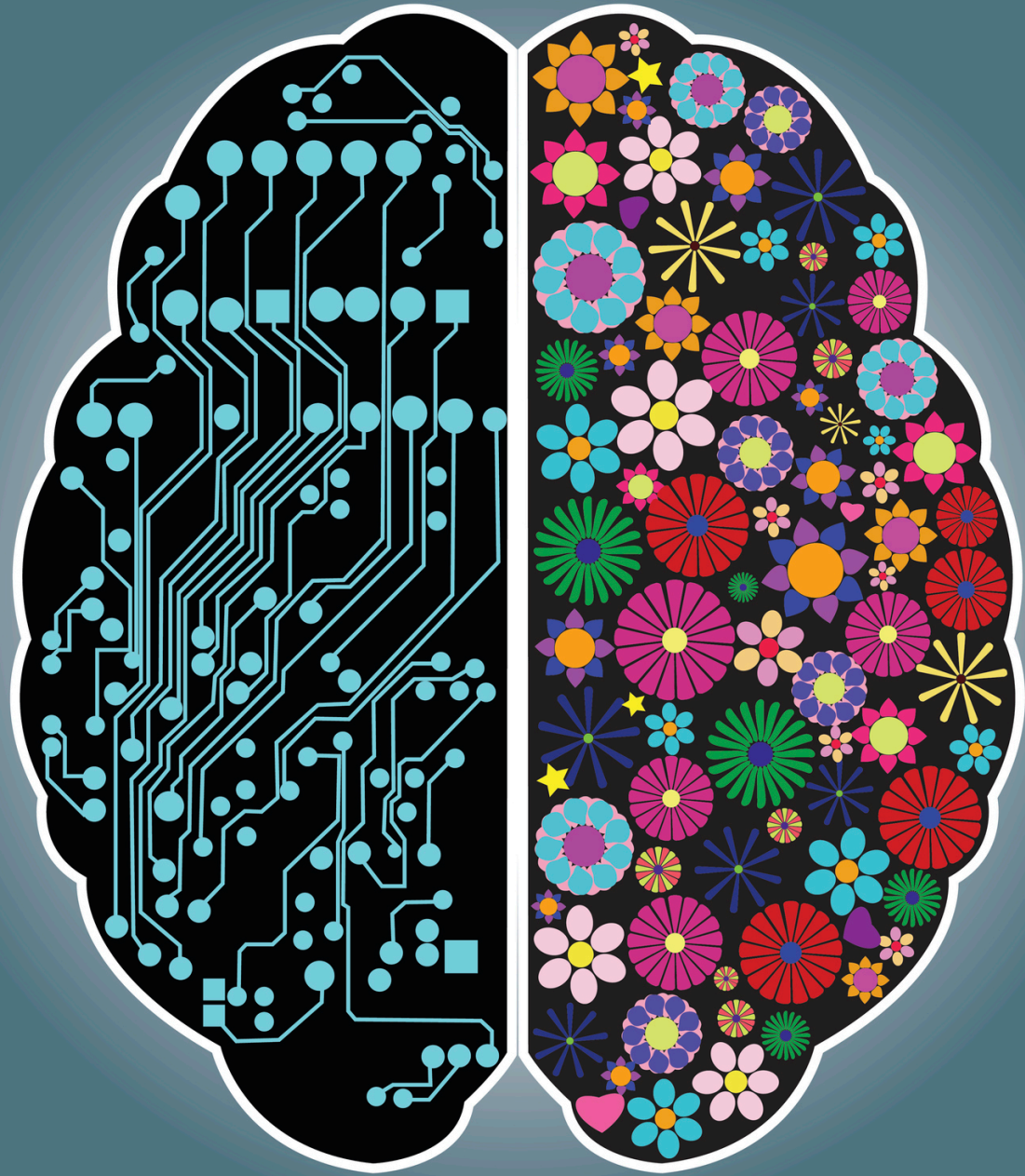




# BRAIN SCIENCE

**Left Brain:** Linear,  
sequential, logical,  
the lyrics in the song

**Right Brain:**  
holistic, collaborative,  
“domino effect” the  
melody of the song





# A QUICK REMINDER

of the design, intent and  
effectiveness of common forms  
of business communication







# E-MAILS

Greeting / Salutation  
The “Ask” or directive  
Call to Action (with a proposed timeline)  
Closing







# TEXTING

## **Example:**

“I’m here”

“Running late”

...storm warnings, road closures, etc. are good examples of business texts





# PHONE CALLS

**Example:** I got your e-mail and it seems that you are concerned about cash flow projections ... let's you and I have a phone conversation about it – I'm sure we can figure it out together. When will you have time for a 30-minute call?







**Example:** Can we get a small group on a 30-minute conference call after lunch?

# CONFERENCE CALLS





# VIRTUAL MEETINGS

**Example:** Our virtual team meetings take place every Wednesday at 10:00 am Central Time during which each attendee reports on their previously assigned action item and puts questions to the team about how to move forward. It's been a wonderfully collaborative process.





A grayscale photograph of a person wearing large headphones, looking intently at a laptop screen. The person's hands are clasped together near their chin, suggesting a thoughtful or listening posture. The background is blurred, showing what appears to be a meeting room or office setting with other people and lights.

# WEBINARS

**Example:** There will be an informative webinar to explore the impact of the latest tax law changes; let's have the members of the tax department attend so we can develop ideas for addressing these with our clients.





# VIDEOS

**Example:** This video was inspired from an article I wrote – first, turning that article into a PowerPoint presentation – then creating this video for YOU!





# Handwritten NOTES

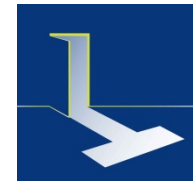
**Example:** He always makes a point of sending a handwritten note when someone does something that positively impacts him – such as showing his appreciation for a client referral or testimonial



# POWER Statements/Questions

## Power Statements:

- Describe a well-formed outcome
- Address the emotional impact that achieving the objective (or goal) will have on the individual or group
- Bypass names or specific references to self (“I”, “John”, “None of us”, “My partners and I”)
- Exclude feeling words of the self (“hate”, “angry”, “drives me crazy”, “stupid”)



# POWER Statements - Examples

- *"I wish we could stop wasting so much time in these meetings every month. I'm so sick of listening to Joe tell the same old stories and manipulate the conversation!"*
- *"I expect that you will adhere to an agenda for the dept meetings from now on so we can reduce our time spent away from serving clients."*
- *"I can't believe you promoted Joe before me!! I was here first!"*
- *"I'd like to review my career plan to identify mutually agreed upon expectations that define my success at this firm."*
- *(Tears swelling, heart palpitating, shoulders scrunched, fists clenched...)*
- *"I will not be spoken to this way." or "Professionals do not conduct themselves this way here."*

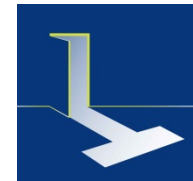




# POWER Statements/Questions

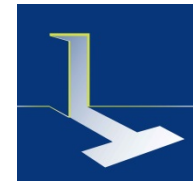
## Power Questions:

- Set the stage for an objective, open-minded discussion
- Create a space of active, present listening and heightened attention
- Bypass references to the self (“I”, “We”, “None of us”, “My partners and I”)
- Exclude feeling words of the self (“hate”, “angry”, “drives me crazy”, “stupid”)
- Are very effective when mirroring back what was said previously (“So... I wouldn’t understand...?”)



# POWER Questions - Examples

- *"You people really have to work harder and stop slacking off!"*
- "What would it mean to this division if we could generate \$500k more in revenues next year?"
- *"We tried your idea before – but it didn't work."*
- "Can you explain the reason it failed last time?"
- *"Your idea is so stupid – it makes absolutely no sense?!"*
- "Could you share a timeline that outlined specific steps to show us how it might all play out?"
- *"I don't think you understand the way things work around here."*
- Mirror: "I don't understand the ways things work around here?"



# IDEAS to Foster Change

- Review **resumes** of potential candidates **without names** on them
- Conduct performance reviews based on more than just **traditional metrics** – realization, hours worked but **non-traditional** values such as marketing, writing or presenting as well as mentoring younger staff are also important. **Intangible values** – such as work ethic, honesty, compassion, etc. should also be rewarded
- Decide whether or not a part-time or 40 hr / week employee is as committed to their career as the rest and/or if the **requirements for making partner** are still valid (travel, hours, book of business, CPA accreditation, etc.)
- Offer small group and individual **training / coaching** so that everyone can understand each other and work together more effectively (beyond judgement, prejudice and bias)







*"What surrounds you in life is a manifestation  
of what you think you deserve.*

*It won't work to "ask" to be treated a certain way by others;  
we have to require it in order to get it."*





*Ask others how they would prefer to  
communicate with you – and when*





*Implement core work hours and establish  
expected response time of requests*







*Don't relay a problem without offering  
a possible solution*





*Have a well-formed outcome in mind  
before you take any action*





*Set up meetings in advance*  
*Distribute agendas*  
*Record minutes*  
*Enforce action items*





*Consider setting up a library of  
FAQs & General Resources*







*Utilize any internal tracking systems  
in place to monitor workflow*





*Ensure external communication to clients is written with a tone and message from their perspective*





*Clearly defined mutually agreed upon  
expectations for all*



THINK BEFORE YOU DO ...



MINDFULNESS





# THANK YOU



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