Q: I've been able to manage my direct team quite effectively during this time - but we miss the interaction with the wider company for more spontaneous ideas. Any tips?

A: Regular company meeting (weekly) works for us. They get an update on what's going on in different parts of the business. We also highlight a particular team and ask individuals to 'spotlight' what they do. Ad-hoc events can be quizzes or challenges set over a time period and the winning individual/team gets a prize.

Q: For those who did return to the office, even briefly, collaboration was cited as the main reason. How can we best collaborate remotely during the next few weeks/ months? e.g. the water cooler moments

A: Tools like MS Teams are really useful collaborative tools. You can have remote chat sessions set up whilst discussing work or personal stuff. I would also look to set up challenges/quizzes along side normal work to try and ensure people are getting together still (albeit remotely). Again - an online company meeting is a good way to keep people in touch with what else is going on across the business. We also allow people to chat amongst themselves for the first 5 minutes or so, before starting.

Q: How do you suggest a manager address diminished work product from staff members?

A: Probably no different than you would normally, although it has to be done remotely. Be clear on work objectives and targets, then work to understand why targets are not being met. Set up regular online meetings to keep things on track with staff. It's important to be able to virtually 'call people in' to talk through with them any work related issues.

Q: Having been using chat function more regularly in the past few months, the line between my role as a line manager & my assistant has become a little blurred/less formal. My manager has noticed this and wants to see me take up my manager position more. Any advice?

A: This is a difficult one as I think, remote working means that sometimes we do have to be a little less formal at times in order to help people adapt to new ways of working. As long as the output/final product doesn't suffer, I personally don't see the issue. That said, you have a manager to report to, but maybe try explaining the approach you are taking, and help them understand the difficulty people face in adjusting to remote work.

Q: How would advise managing underperformance for people who work from home?

A: No different from those that are office/workplace based really. Set clear objectives, goals and tasks. Set up reporting methods to keep on track and monitor but importantly try to understand the reasons for underperformance - additional stress, training required? Then form an action plan to improve with agreement from both sides.

Q: You've identified the Team's stress reduction methods. Can you please discuss Managers' Stress Reduction methods

A: Discussed on the call, but same really applies as employees. Take regular breaks, understand the cut-off between home and work and try not to blur the lines. I appreciate this might be a perfect working environment and not always practical, but it's well worth considering. I can recommend Dr Steve Peters book - the Chimp Paradox - it's great for helping you understand why/how we react to stressful situations and helps us adapt and react accordingly.