

Q&A Wayne Turmel, co-founder of Remote LeadershipInstitute, USA

My feeling is that the panelist spoke more about leadership and care. How about the inspiration? Can you share your expertise and thoughts, please?

Inspiring a remote team is no more difficult than inspiring a traditional group... and no easier. People choose to be engaged by three main factors: 1) **The purpose of the work** (who cares about what we do, and do we care about them?) 2) **We care about the people we work with.** This is why remote teams that have spent time together (think people who were collocated before covid) report better relationships than those that have always been remote. And 3) **There is a future that includes and rewards/recognizes us.** While we might be reluctant to admit it, if we're trapped in a grind doing the same thing with no chance of improving our situation (whether financial, long-term career or social) it can be hard to stay inspired over the long haul.

When speaking for clarity, clarity - could you please share good practices about situations when we need the team to be creative, to invent/innovate and come with ideas? I cannot accommodate "clarity in such a discussion. How do you think we can keep the creativity of teams when they work remotely?

When we talk about "clarity," we are really talking about understanding the problem we are trying to solve, NOT giving orders as to how to solve it. When trying to inspire a team to innovate, you need to be clear about what the issue is, then allow them multiple ways to address it. Meetings are terrible for inspiring clear thought. Use asynchronous tools to research, chat and send up trial ideas, and allow people to think about and contribute ideas and thoughts after the fact. During the meeting, make sure you're using interactive visual tools such as whiteboards and chat. Breakout rooms are terrific for small-group brainstorming and bringing ideas back to the larger group. Encourage people to bounce ideas off each other at other times as well, and always give each contribution a fair hearing.

As the technologies improve, how long it will take for HR positions to become redundant and replaced with AI managed profile/score of the people based on all of the information that we have about them.

As long as humans are the resource in question, there will be a need for competent, empathetic people in the organization. AI can be brilliant at doing the administrative and manual processes that make HR such a "necessary evil." But we know that people work for more than just a paycheck. We are inspired to do our best by the work we do and the people we work with and for. I can't imagine how soul-crushing it

would be over time to interact with nothing but chatbots and GUIs that emulate cheery people with no true humanity. AI does a notoriously bad job of interpreting tone and personal word choices, especially when the person is under stress. Very little in life creates stress and drama in people's lives like the kinds of thing HR deals with. Their money, their health, and their personal interactions will (I hope and pray) always require a true human touch.