

Remote, not sidelined: Take your place on the team

Adaptive module

~20 min

In 2023, employees working remotely were promoted about 30% less often than their on-site colleagues, and more than seven in ten HR managers acknowledge this proximity bias. This module takes the point of view of the person affected, without ever putting the blame on them. It gives them concrete visibility levers, down to the exact words to say what bothered them.

LEARNING OBJECTIVES

- 01 Distinguish collective responsibility for inclusion from the part you can play in taking your own place.
- 02 Own your uniqueness without hiding or flaunting it, keeping your focus on the shared mission.
- 03 Counter proximity bias by making your work visible: sharing progress, speaking up early, and using office days strategically.
- 04 Say calmly, adult to adult, what bothered you, and ask for help when nothing changes.

WHO IT'S FOR

Anyone who wants to keep their place in the team, whether on site or remote.

- **Prerequisite:** none

HOW THE MODULE WORKS

Self-paced, with practice tailored to each learner.

- 1 **Self-assessment:** on 9 dimensions, to gauge current habits and guide the practice.
- 2 **Expert video:** 10 minutes, with 3 pauses for reflection.
- 3 **Practice scenarios:** the first 2 chosen from the self-assessment, then 16 optional ones. Every answer gets feedback: what it leads to, and one way to improve.
- 4 **Dated commitment:** one action to try, written by the learner or picked from the suggestions.
- 5 **Memo to download:** key takeaways, questions, commitment, personal notes and checklists.

ASSESSMENT AND COMPLETION

Pass mark: 80%

The score takes into account your answers to the practice scenarios, your commitment and, where relevant, any additional learning activities. Passing requires a commitment and a score of at least 80%.

METHODS & MODELS

- Speaking adult to adult to express how you feel, inspired by transactional analysis (the Adult ego state, Eric Berne) and Nonviolent Communication (Marshall Rosenberg)
- Afthonios method: taking an active role in your own inclusion
- Afthonios method for making your work visible (sharing progress, speaking up early, using office days strategically, volunteering for cross-team projects)

SOURCES & REFERENCES

- Live Data Technologies (2023, nearly two million employees), analysis discussed by Nicholas Bloom (Stanford): fully remote employees were promoted 31% less often than their colleagues in the office or on a hybrid schedule
- HR Executive: 71% of senior HR leaders and 62% of senior business leaders acknowledge that employees who work on site benefit from proximity bias
- Bloom, Han & Liang, Nature (2024) – trial on hybrid working, job satisfaction, and retention
- Shore et al. (2011) – inclusion, belonging, and uniqueness in teams