

*“I never wrote anything  
in the office,”*

**David Ogilvy**

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**Ogilvy on ‘Managed Remote Working’**

*Building a sustainable way of working.*

Ogilvy

# Foreword from Rory

**David Ogilvy never wrote anything in the office. “Too many distractions,” he explained.**

Eventually he even adopted the practice of working from home permanently. Admittedly the home was a 50-roomed 12<sup>th</sup> Century Chateau on the banks of the Vienne, but my point still stands: in an ideas business, location needn't matter much. From deep in rural France, David continued to send forth a constant stream of wisdom and inspiration to offices all over the world. (Such was the volume of his correspondence that his local postman received a promotion and a brand new van from *La Poste*.)

As many of you know, and as my colleagues have found to their irritation, I have always thought we should work from home more. I think our work is highly bifurcated: our best ideas emerge either from high energy collaboration or from long, uninterrupted periods of relative isolation. Up until today, I always thought the ratio was too skewed towards the former “Too many distractions”. Now, for a few months at least, you will find it heavily skewed the other way.

In times like this, it is incumbent on us to make this work. It is essential that those of us who *can* work remotely *do* work remotely - leaving the public realm less crowded for those who need it more. The talent of the advertising industry lies in finding hidden strengths: in turning a weakness into a strength.

“Good things come to those who wait.” Or, in the words of Salman Rushdie before he inexplicably left Ogilvy to try to make it as a novelist: “Fresh Cream Cakes – Naughty but Nice”.

We should do exactly the same with this damned bug. Turn it into a feature.

First of all, if you have an idea for anything – a slogan, a rule of thumb, an entertainment, an app, a design idea that might help, an inventive use of data – pass it to us. If it's good enough, we'll pass it to No. 10.

Secondly, do the same for your clients. As many have shown, this is an opportunity for brands to reveal their own best selves. If you can think of a way your client's brand can shine, say it loud. Just because you are self-isolating doesn't mean you have to be shy.

Third, do something for your colleagues. Keep in touch. Keep each others' spirits up. If anyone has a problem, share it. Stay connected. Today we have had several brainstorms over Zoom. Is it as good or as fun as a face-to-face meeting? No, but it's 90% as good.

If you need more tech, say so.

Fourth, do something for your neighbours. Join [nextdoo.co.uk](https://nextdoo.co.uk) or a local networking site. Keep an eye out for anyone in distress.

Finally do something for yourself. Something you've been meaning to do for ages, but have never had the time to do. Write. Lose weight (my own personal goal). Read Proust. Learn Spanish. You'll never have this chance again.

It will be grim. But it isn't all bad. When this is over, we can build a better, saner commercial world and a finer society. We are hardly an anti-capitalist business: but most of us I think have had the inkling that, for the last decade or so, business and government priorities have been over-optimised along the wrong lines. This is an opportunity for everyone to start afresh with something better.

And take a shower. No, we can't smell you, but you can smell yourself. A bit of self-respect never hurts.

**Then, when you've done that, read the following pages for more inspiration.**

**Rory Sutherland**  
Vice Chairman,  
Ogilvy UK



*Staying healthy, happy & productive  
during managed remote working & social distancing*

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Healthy

Maintaining the best of health  
while working remotely.

Happy

Keeping happy, energised and  
connected with each other.

Productive

Getting the most from the time  
we spend working.

Healthy

# Healthy

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Humans are social beings. Interaction is incredibly important as it helps to keep our mental and physical health in peak condition, and boosts our immune system. When direct contact is hard, we need to consciously maintain social connection through any means available. Similarly, with a breakdown in routine and traditional structure, it's important we don't forget the healthy behaviours we already have.

## *Old Habits*

Where you can, do your best to maintain existing routines.

### ***Give yourself a commute***

Give yourself a “*commute*” – take a 15-20 minute morning walk, listen to music, read a book, or schedule exercise before or after work.

## *Work & Life*

Try to separate work and life, in both environment and time.

### ***Designated Work Area***

Do your best to separate work and home life so that home can continue to be a place of restoration. Try not to work in bed (this is for sleeping!).

## *Stay Connected*

Social interaction is good for the brain and the body.

### ***Follow the “2 hour rule”***

If it's been longer than 2 hours since you connected with someone, find a colleague to bounce ideas with or a friend to reach out to.

## *But Take a Break...*

A multi-channel lifestyle removes barriers that might otherwise protect us.

### ***Offline time.***

Back-to-back video calls and Whatsapp threads can be exhausting. Make sure you plan for 'offline time' to focus and recharge.

## *Check-in*

...with yourself and others.

Check-in with others regularly to share how you are feeling. Expressing gratitude for what you have, can boost empathy, psychological and physical health.

## *Talk BIG & small*

Sometimes the 'small' is most valuable.

Make time for small talk – it's important we don't forget the benefits of casual and spontaneous connection – the 'chit' in the 'chat'.

## *Unleash the Hounds*

Animals heal.

If you have a dog, share it 😊  
Interacting with animals has been shown to decrease stress and lower blood pressure and generally boost our mental health.

## *New Tricks*

A time to start something.

Learning new things helps break out of our normal patterns. Challenge yourself to learn a skill or work on an existing talent - this all helps to keep the brain fresh!

## Give Yourself a Commute



Where you can, do your best to maintain existing routines.

## Unleash the Hounds



Animals generally boost our mental health.

## New Tricks



Keep the brain fresh and learn something new!

# Team 'Check-in' Guide

## Morning

1. Your form score
2. Your focus for the day
3. Any support needed
4. Gratitude statement

### What's your form today?

- 10 Lifetime peak form
- 9 Exceptional form
- 8 Very good form
- 7 Good form
- 6 Average form
- 5 Low form
- 4 Very low form
- 3 Extremely low form
- 2 I am struggling and need help
- 1 Crisis, seek help now

## Afternoon

1. Your form score
2. Surprise of the day
3. Thank you to someone

Happy



# Happiness

Our happiness relies on looking after ourselves and our home, as well as maintaining meaningful relationships with others. Make sure to give enough time to Work, Rest and especially, Play 😊

## *Unsocial Media*

Connect meaningfully as often as possible to maintain close relationships.

### **See faces and hear voices.**

Our brains react positively when seeing the faces of others, and it facilitates more meaningful conversations. Make video calling and phone calling your default means of communicating rather than text or social media.

## *Mix it Up*

The brain craves novelty. When possible, mix it up.

### **Where in the world?**

With the options now available on Zoom, it's easy to mix it up and have some fun when speaking to colleagues.

*Where are you dialing in from?*

## *Think Green*

Embrace Biophilia in your home.

### **Surround yourself with nature**

Biophilia is the innate connection we feel with nature. Even short exposure to plants and nature boosts our mood. So bring the outside inside. Get yourself some plants to look after and they will look after you.

## *Get Physical*

Exercise releases endorphins in our brains that makes us feel good.

### **Get moving together**

Create your own home workout from the hundreds of home exercises available and share it with others, or find a digital training partner and workout out together.

## *Sensory Connection*

Increase your *sensory* connections.

### **Share your environments with each other.**

Whether it's an hour long Zoom DJ session, or a joint virtual coffee break, share your environments virtually, to bring you closer together.

## *'Own' your Space*

Take charge of your home space and create a daily routine.

Make small positive changes to your environment to help you feel more in control. Start by making your bed each morning, tidy the house, engage in a normal pre-work routine. Pack your office bag at close of play and take it away from your living area.

## *Help Others*

"Happiness is amazing. It's so amazing it doesn't matter if it's yours or not."

### **Find a way to help others**

As social creatures making others happy makes us happy. Set aside time in your day to think about how you can help others. Ask those you see or speak to, about how you can help them in any small way, or get involved volunteering.

## *A Happy Stomach*

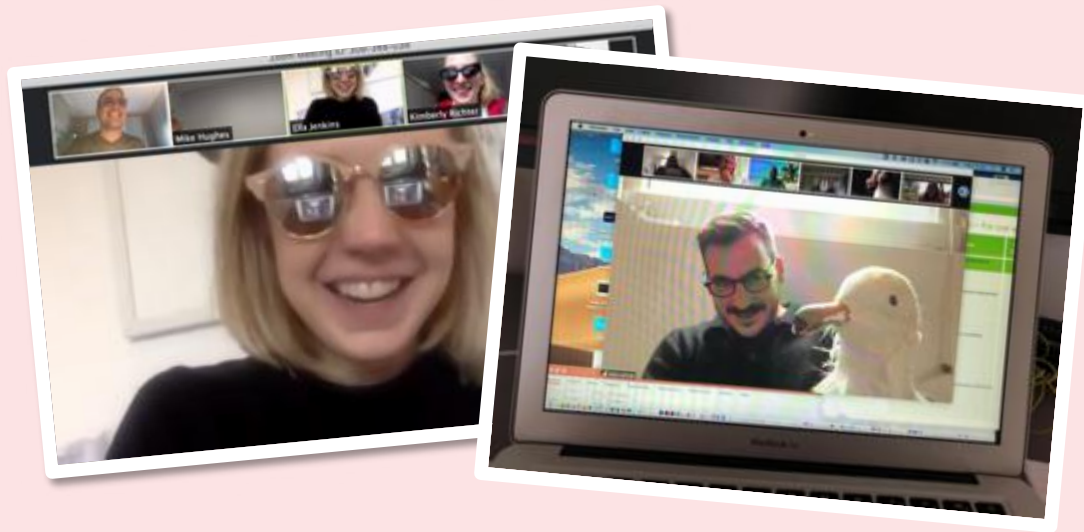
Our brains draw parallels between food and emotion.

### **Take the time to eat the food that makes you happy.**

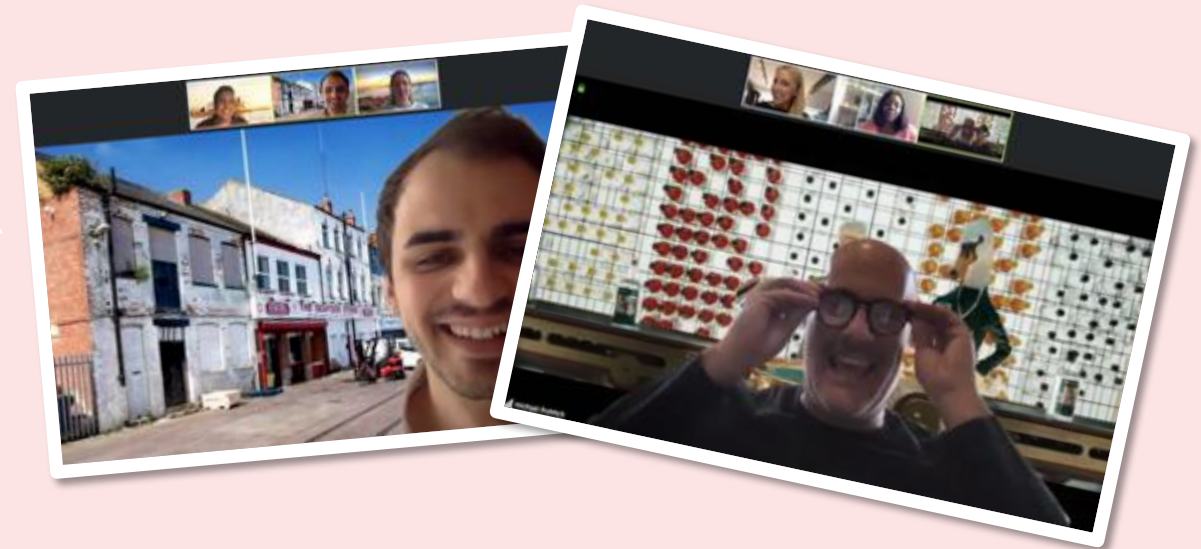
By eating foods that remind us of specific times, we symbolically *consume* past happiness. Our consumption affects us on both a physiological and psychological level.

# Mix it up

The brain craves novelty.  
When possible, mix it up.



Item Challenge



Where in the world?

<https://support.zoom.us/hc/en-us/articles/204674889-Zoom-Rooms-Customized-Background>

# Productive

# Productive



Remote working provides many opportunities to allow ‘**deep work**’ to happen more readily, but only if we create the right conditions collectively. Keeping up momentum and morale at home will ensure we all still feel productive and continue to get satisfaction from our work.

## *Get into ‘Flow’*

Reduce the temptation to task switch.

### ***One thing at a time***

Try not to task switch between work activities as you’ll reduce your chance of getting into flow and doing your ***deep thinking***.

## *Bleeps and Dings*

Beware of ‘virtual presenteeism’.

### ***It’s not the fastest finger first***

Don’t feel an increased need to show your colleagues that you’re working. We need to trust each other, and be accountable for our output and not for responding within the minute.

## *Set Expectations*

Be clear on what will happen, when.

### ***Agree response times.***

In the office we **see** that the other person is busy or stressed, and we accept longer response times. With home working we are less likely to spot this, so need to over communicate.

## *Engage in Meetings*

Don’t become a passive passenger.

### ***Don’t hold back on camera***

Don’t be a ‘muted ninja’, share your gift and keep yourself in the game. It can be a new arena to gain confidence talking in, just remember we’re all in the same boat figuring it out together.

## *Have an Agenda*

Give structure to virtual meetings.

### ***Video Call Agenda***

Don’t busk them. Have an agenda as you would for a face to face meeting. Ensure you build in the opportunity for everybody to input.

## *Eat the Frog*

Avoid starting with the ‘easy stuff’.

### ***Important before Easy***

It’s tempting to do the easy stuff first, and feed our ‘instant gratification monkey’ but that makes your working day harder. Do the important stuff *first*.

## *Plan your Day*

Think through the requirements of your day.

### ***Implementation Intentions***

As well as planning what you’ll do, plan when and where you’re going to do each task. Consider how you’ll overcome the obstacles you’ll encounter.

## *Keep Iterating*

Let a good idea come from anywhere.

### ***Continual development***

None of us have this cracked, but if we learn from each other and share our thinking we will be better. Treat this as an experiment where you test, learn and share your findings.

## *Trust Each Other*



Keep doing your great work, don't worry about replying within seconds to show you're working.

## *Keep Experimenting*



Nobody has all the answers, but we'll figure it out together.

## *Don't Go Quiet*



Engage in a virtual meeting like you would a face to face one, don't sit quietly on mute!

# Leading

## Remote Teams

# *Leading* Remote Teams

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During testing times, strong leadership is more important than ever.  
Managed Remote Working means doing our normal jobs, within our core hours.

## **Meetings in the morning set the tone**

Start each day with a virtual huddle.  
Be mindful that team members will be juggling family and personal obligations, especially whilst we are unable to rely on grandparents or other carers who may be immuno-compromised. Pick a time that works for everyone.

## **Continue moving forwards**

We can't forget about career paths.  
Progression is still important to your people.  
Book in longer 'one to one' sessions. These are more important now than ever.

## **Set clear expectations and culture**

Make yourself readily available to remove roadblocks or field questions. Build a culture of *adding* people to a Skype/Zoom meeting, just as you would in the office – have the tech and ability to loop people in as needed.

## **Never assume...**

You can never over-communicate.  
Recognise the tough times.  
Remember to celebrate the good stuff.  
Together we will make it work.



# *Let's learn* **together.**

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We hope that some of these insights can help you work remotely in a healthy, happy and productive way. But the learning has only just started. If you have any additional solutions or remote working 'hacks' to add to this, please let us know and we may share them shortly.

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