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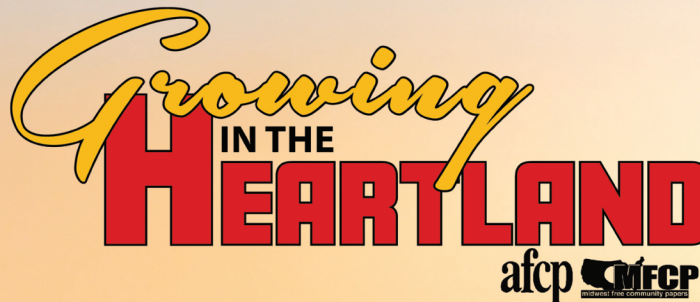
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In Search of the Perfect Headline

by John Foust
Raleigh, NC

Years ago, a keynote speaker at a local Ad Club meeting asked us to put ourselves in a consumer's shoes. "Let's say your name is John Doe," he said. "One day you're turning the pages of the newspaper and see an ad with a headline that reads, 'The truth about John Doe.' Wouldn't you read every word of that ad?" Everyone in the room responded with a resounding "yes."

That was one of the simplest and most dramatic examples of perspective I've ever seen. John Doe doesn't care much about the advertisers in his town (unless he works for one of them). He's not concerned about the profit margins of his local newspaper. And he doesn't worry about the sales commissions of the salespeople who work there.

In other words, it's human nature for John Doe to care primarily about himself. The products which attract his interest are those that can solve a problem or make life easier and more enjoyable for him and his family.

While "The truth about John Doe" is the perfect headline – for John Doe – it's impossible to reach that level of perfection in the real world of advertising. Ad copy can't be personalized to that degree. The best we can do is to address our messages to smaller demographic audiences within a larger readership group.

Once a target audience has been identified, it's important to look for connections between what the audience needs and how the advertiser can meet those needs. To get in step with consumers, focus your attention on their self-interest.

Then think about headlines. A headline can make or break an ad. Research shows that, for every five people who read a headline, only one will read the rest of the copy. This means that the John and Jane Does in your audience rely on headlines to tell them whether to keep reading.

There are some ways to spark headline ideas. One of my favorites is the "how to" formula, because these two words set the stage for a benefit headline. To illustrate, consider book titles. Let's say you want to build a piece of furniture, a rocking chair. You need step-by-step instructions, so you go online and browse through book choices. Woodworking and Woodworking Basics are too general. How to Build Furniture is better, but your interest is in rocking chairs, not other types of furniture. Then you see How to Build a Rocking Chair. That's the most enticing title of all, isn't it? And it promises a specific benefit, without resorting to puffed up claims or exaggerations.

It's the same with ad headlines. Use the words "how to" to put you on the right path. Then with your knowledge of the

> The products which attract his interest are those that can solve a problem or make life easier and more enjoyable for him and his family.

audience and the product or service your client is promoting, fill-in-the--blank to create a selection of benefit headlines. Pick the one you like best and build the ad concept from there.

It's all about giving people a reason to read beyond the headline.

John Foust has conducted training programs for thousands of newspaper advertising professionals. Many ad departments are using his training videos to save time and get quick results from in-house training. E-mail for information: john@johnfoust.com

This Has Been One For The Record Books

As I write this we are in the middle of the 2020 Vision virtual event. We took a pretty big risk switching from an event that we have always had in person to a virtual one. I was looking forward to going to Denver as it's one of my favorite cities. The mountains, the beauty, the breweries. But the threat of infection, both traveling and at the event, was too great to expose you to. We simply weren't and aren't ready to have anyone harmed because of an event.

As a result, conference committee members Shane Goodman and Manuel Karam came up with a way to have all the sessions they had planned in a virtual rather than an on-site formula. We contacted the speakers to see if they would pivot from in-person to virtual. Without exception everyone was happy to make the adjustment. So, what are the results?

The first session was Ryan Dohrn who always educates as well as entertains. We had 83 video streams going at the same time for his presentation. Each of those streams had between 1 and 6 people watching. Then we had Kelly Nolan and Sarah Christ from the creative team of the Genesee Valley Penny Saver instruct on how to take you publication to the next level of creativity. That session had 66 live streams. Amazing.

The next Friday Michael Libbie, a long time successful podcaster, showed us what to buy, how to monetize, and how to prosper with podcasts. We had 41 video streams on that one. Then Shane Goodman of Big Green Umbrella Media gave a presentation on the Myths of Social Media. Shane's session had 63 video streams.

Each of those video streams had several people attending. Some of them were unique to a session as some people wanted to learn about podcasting while others might be more interested in learning about social media myths. The end result is that over 200 different people have attended this virtual event. The real kicker is that we have three more Fridays to go with 6 more sessions.

This is the future of what a conference, publishers summit, or event will look like. IFPA plans on having both on-site and in-person events where you can choose to attend at the venue or virtually via computer, smart phone, tablet, or landline. This opens up a unique opportunity for you to learn from the brightest minds in our industry in a manner that most suits your timetable and wallet. IFPA values you whether you attend in person or virtually. You are important to us.

I love to travel. But in our current environment going to the airport a day ahead of schedule, flying with the "Covid Kid" sitting nearby, staying in a strange hotel, with all the added costs associated with each of those steps just doesn't make as much sense right now. Join us whatever method works for you. See you soon.

The Editor's Letter
By Douglas Fry

You'll Place Your Logo Here
Title This Whatever Works for You

Marketing Messages

5 questions, 5 answers

The world of advertising and marketing is always changing. From social media use to psychological messaging, every day there are new questions. We cover everything from the simple questions to the deep and complicated ones.

1 Why is Apple so profitable compared to its competitors?

Apple's historical record of growing sales is amazing. It recently became the first company to reach a market capitalization of $2 trillion. While market capitalization doesn't tell how profitable Apple is, it does help us to understand why Apple makes the amount of money it does. Apple's hardware business can take advantage of scale to drive down costs. Apple's service businesses (Apple+, Apple Music, App Store) will add significant profit for Apple in the years ahead. The service side of the business doesn't require the same fixed costs as the hardware side, which makes it more profitable.

2 What are some websites that I can advertise on for free?

Facebook Marketplace, Craigslist, or a local classified site are the most popular places to advertise your products for free. Free options on eBay are for a maximum number of listings, then it charges a small fee for additional items. Etsy, a popular marketplace for people who make handmade crafts, charges a small listing fee for each item.

3 What is my traffic source?

Your website analytics has a data point called Traffic Sources. Traffic sources show where your website traffic is coming from. Common traffic sources are display ads, paid search ads, social media, direct search, and organic search. You can analyze how your website traffic behaves from each traffic source to help you understand where to focus your attention and your advertising budget.

4 How to know if an image online is copyrighted?

Most images online are copyrighted. There are a few websites that contain free images, but most of those sites have catches like prohibiting commercial use or linking to paid services. There are software tools now that crawl the internet looking for copyrighted images being illegally used. Normally you'll receive a letter threatening a lawsuit if the image isn't removed from your website. If you use Adobe Creative Cloud, we recommend their Stock photo solution.

5 What is B2B inbound marketing?

B2B means business to business. Inbound marketing is distributing content and running ads in order to drive internet traffic to a website or landing page. The most popular strategy for inbound marketing would be to give away something of value in order to obtain a prospect's information. Then you would try to sell that prospect a premium paid service.

Do you see the page to the left? I'll give you a minute...

Page 8 is just an example of what you'll receive each week beginning this month. Will Thomas and his creative staff are sharing their weekly email with IFPA members. You can personalize the content with your logo, your own marketing messages, and make it your own.

You may have a few questions about this new IFPA member benefit. I'll try to answer them here. But if you have questions or need the personal touch setting things up please email me at douglas@ifpa.com or give me a call at 931.922.4171. I will also be sending out more information via email, texts, and video explanations over the next month.

WHO?

To whom should you send this information? Anyone you want to inform, educate, and impress. That especially applies to your customers, both those that currently run in your publications and those that do not. This information will position you as the experts in marketing, publishing, and technology.

That is not to say that you'll get phone calls by the hundreds as you send out these emails but as with all advertising it is cumulative. When that advertiser thinks of who can help them with their marketing, social media, print ads, etc. they will think of you.

JUST EMAIL?

Do we have to use this information as emails only? No! In addition to emailing your 5 Questions 5 Answers via MailChimp, Constant Contact, or whatever service you use, you are free to use the information in many other ways.

For example: you could create a printed piece with several important topics to be stuffed into your bills or other physical mailings you do. You could post some of the ideas on your social media. You could run a weekly or monthly article in our own publication with this as the sole content. You might consider putting some of this information on your website. There is even possibility of texting a topic once a week to your clients. You are free to use the content any way that will educate, benefit, and position you.

WHEN?

You should already be receiving a weekly email from Exchange Media Group with the content white labeled starting this month. Each week you'll get the 5 Questions 5 Answers information. Count on it.

email me at douglas@ifpa.com or give me a call at 931.922.4171

DO I HAVE TO USE ALL THE CONTENT?

No. Use whatever you feel is useful and pertinent to your company. Use a little or all of it. It's your choice.

WHAT DOES WHITE LABEL MEAN?

White Label means that all the branding has been removed so you don't have to worry about some other company's information showing up. You'll receive a Word document that you can simply paste into a MailChimp, Constant Contact, or other email program template. You can set up your template to look any way you wish, with your own logo, address, links to your website, links to your email address, whatever you want.

HOW LONG?

We have partnered with Exchange Media Group to supply this timely content for the next year. You will not run out of content. Think about it. How much time would it take you to come up with this much information on your own? Do you have that much extra time? Do you have the expertise to answer these questions on your own? Do you know all about the wide variety of topics discussed? If you answered "No" to these questions then you need to plan right now to use this great new benefit.

Are you using this benefit to educate your advertisers and position your publications?

Essential Tips for Managing Remote Employees

By Jason Evanish: Lighthouse a blog about leadership and management

How are you doing managing remote employees?

You may be excited to take on your first remote team members or maybe all your existing employee are going remote, or you were hired to manage a fully distributed team– but are you familiar with the challenges that come with it?

In fact, Pre-COVID, over 4.3 million employees (3.2% of the workforce) were already working from home at least half the time according to Global Workplace Analytics.

That's just the beginning, though. According to Owl Labs State of Remote Work 2019, 42% of remote workers have plans to work remotely more often over the next five years than they do now.

On top of that, 51% of on-site workers said they want to work remotely with 43% of U.S. employers saying they planned on offering more opportunities for remote work next year, according to a Condeco Modern Workplace report, so remote will only continue to grow.

We're here to guide you through this change, especially knowing so many of us have staff working from home during COVID, and may very well want to stay that way after.

Whether you've already hired your first remote employee and need a tune-up, or want to better understand what it's like before you start hiring and managing remote employees who aren't in the same location as you, this article is here to help you avoid rookie mistakes managing remote employees.

THE BENEFITS OF REMOTE WORK

The rise of remote work might be unavoidable, and you should want to take advantage. Allowing remote work can benefit not only your employees, but you as a manager and the organization as a whole.

According to the Owl Labs State of Remote Work in 2019, more remote workers are putting in forty plus hours per week because they enjoy what they do when compared to on-site workers. And it's no surprise why, seeing as how they can reap the benefits of zero commutes and the flexibility to craft their own schedule, as reported in Buffer's State of Remote Work 2020.

Not only do remote workers tend to enjoy what they do more and find remote work less stressful in general, but they're more willing to put in extra hours as a result. However, that's just one of the potential benefits of remote work for employees, managers, and companies alike.

The MIT Sloan School of Management's Executive Education Department reported in their Quality of Life Survey that when an employee has a supervisor that's open to flexible (i.e. partially remote) work, that employee is more likely to stay with the company.

MIT's Dr. Peter Hirst of the same department used those findings as inspiration to pilot a flexible work program, with the goal of changing the way his team perceived remote work. He wanted to see what would happen when the team's perception of remote work was changed from a rare privilege to a common opportunity any on the team could take advantage of.

The results speak for themselves:

• 90% reported their family and personal life improved.

• 85% said that their stress was reduced.

• 80% said that their morale and engagement improved.

• 62% felt more trusted and respected.

• And 93% even believed that collaboration was better than before.

Better perceived morale, engagement, trust, retention, and collaboration all

came as a result of the opportunity to work remotely, in addition to the personal improvements on the employee side.

Add on top of all of those benefits, according to one study by Stanford professor Nicholas Bloom, remote work offers a tangible boost to productivity even when those employees are only partly remote.

Remote work is about more than just the advancement of technology, it's something that has the potential to help improve the way we work, manage, and lead.

It's not all positive, though. Remote work has its own set of challenges.

THE CHALLENGES OF MANAGING REMOTE EMPLOYEES

While there are great potential benefits of allowing remote work on your team, there's a problem: most founders and managers still aren't familiar with the challenges of managing remote employees.

Remote work is different from the typical work structure in a few big ways. And while there are big benefits, there are also new and unique challenges with both hiring and managing remote employees that managers never see coming.

You have probably experienced many of these as your time away from the office stretches out in COVID. According to Buffer's State of Remote Work report, these are the major challenges with remote work in general, even outside of a pandemic.

Without any prior experience working remote, it can be hard anticipating the challenges your remote employees will face.

Here are a few challenges with remote work to help you better understand what your remote workers are going through:

1. LONELINESS AND ISOLATION

Without a doubt, this is one of the top three challenges all remote workers face. Isolation for sure. It can get very easy to get in the zone and forget that life exists outside work. But a healthy balance of working from coffee shops and doing outdoor exercise can keep that at bay.

Regular human interaction can be easy to take for granted, until you don't have an office full of people to be around every day. Socializing and being around others is core to how humans evolved. We're social creatures used to living and working in communities or tribes.

Not surprisingly then, it's a huge health factor that impacts not only our psychology, but even our physical health.

A 2018 Neuroscience report found that when researchers removed mice from their typical highly social structure and put them in isolation away from the group, their brain cells showed signs of social interaction atrophy.

In other words, when they were separated from their social structure, their brain cells started dying off.

Isolation and loneliness in humans are just as detrimental. Prolonged isolation can in extreme cases result in things like anxiety and depression.

As their manager, be aware of this. Do what you can to engage them socially with the rest of the team whenever possible. Also, encourage them to get out of the house, whether going to a coffee shop or co-working space to work, taking a walk with their family, exercising outside, or getting out to go to events or meetups in their area.

2. COMMUNICATION ISSUES DUE TO A LACK OF NON-VERBAL CUES

Communication is an obvious challenge with managing remote employees, but some of those communication-related challenges aren't so obvious. Yes, you lose some of those hallway conversations, and quick in-office chats, but it goes deeper than that.

When you don't have enough face-to-face communication, it can become difficult to sense intent in messages between you and your team members. It's harder to understand a message when it's only text, or you don't know them as well as other, in-office employees.

The philosophical concept Hanlon's razor, coined by author Robert J. Hanlon, says that we should "assume ignorance before malice," when communicating with others.

Unfortunately, our minds tend to do the opposite due to thousands upon thousands of years of primal programming that causes us to assume something is a threat by default for the sake of survival. These natural defense mechanisms are sadly unhelpful and counterproductive in the modern workplace.

When you're messaging an employee, and they lack a lot of context, it's easy for them to assume negative intent when you say something they could take as a "threat" (such as when you offer a critique, feedback, ask a question, etc.), and the same goes for you.

Without any of the non-verbal clues that come from what we see and hear, communication issues can easily arise. Imagine trying to make an important decision with only 7% of the information. Yet, we do that every day with chat and email with your remote team members.

This is why any prolonged conversation on Slack should be turned into a quick phone call. It can save us many misunderstandings and quickly help move forward aligned and understanding one another.

3. FEELING LEFT OUT

The feeling of being left out− of com-

5 Tech Tools to Grow Your Publishing Business

Publishers continue to face new challenges in the evolving industry of print publishing. However, new technologies are now giving publishers opportunities they never had. Here are a few technologies and services that can help you grow your business beyond print.

SiteSwan Website Builder

What is it?
Super easy-to-use platform that lets you build beautiful, fully responsive websites for your advertisers and other local businesses.

How can it help you grow?
Open up a brand new revenue stream by offering affordable web design to your clients. Set your own prices and charge an upfront setup fee followed by a monthly service fee. Clients edit their sites themselves using a site editor branded for you. Sales training and marketing material is included, taking the guesswork out of how to sell digital. You even get your own marketing website to promote your services. Less than 50% of businesses have a website... you can change that and make money all at the same time.

How much does it cost: Plans start at $149/mo
www.siteswan.com

Ideal Directories

What is it?
Turn-key business directory and coupon website that can be branded for your publication and market. Can easily be "bolted-on" to your existing website or run independently.

How can it help you grow?
Offer your advertisers the best of both print and online with a listing on your local directory website. Businesses can even sign up and manage their listing themselves allowing you to generate a monthly revenue stream that is practically hands-off. You can create different pricing plans based on what features you want to offer, and money automatically gets deposited into your bank account.

How much does it cost: Plans start at $99/mo
www.idealdirectories.com
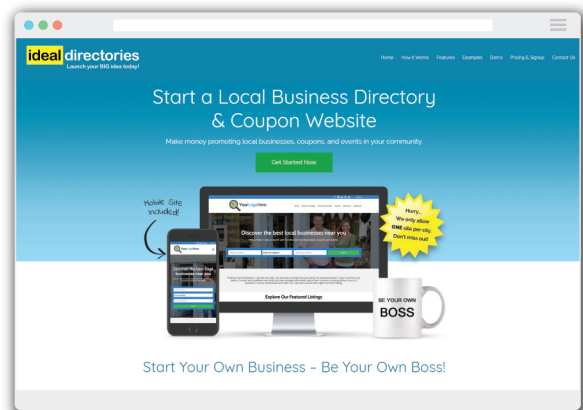
PageFlip Pro

What is it?
A digital publishing platform that transforms your boring PDF's into high-definition, fully responsive interactive Page-Flip Digital Editions.

How can it help you grow?
PageFlip Pro allows your readers to view your publication wherever they are. Now featuring a new responsive design for tablet and mobile viewing with lightning fast page load speeds, your website is always up-to-date with the latest version of your print publication. It's hands-off for you and advertisers love the added exposure the digital edition offers... plus it's all branded for you. You can also extend the shelf life of special sections. Recent updates to the platform include subscription management and banner ad integration.

How much does it cost: Pricing starts at just $1 per page
(based on volume)
www.pageflippro.com

Exchange Classified Ads Platform

What is it?
An incredibly robust, but simple-to-use software platform that powers your publication's website and classifieds system that can instantly boost classified ad sales.

How can it help you grow?
This system will act like an additional classified salesperson! People who place Classified Ads get reminded to renew their ads before they expire and miss the deadline. Automated up-sell opportunities to add a photo to an ad significantly boost average ad cost. Your staff all have separate logins to proof incoming ads and customer credit cards are stored for more efficient renewals and re-orders. Save time, boost efficiencies, and put your publication's website & technology on par with major classified websites without making a huge investment.

How much does it cost: Contact vendor to request pricing
www.classifiedads.software
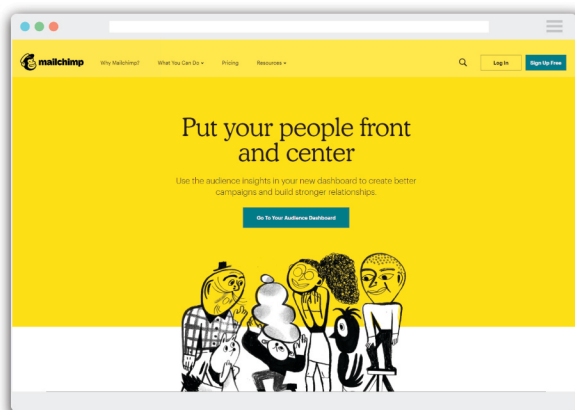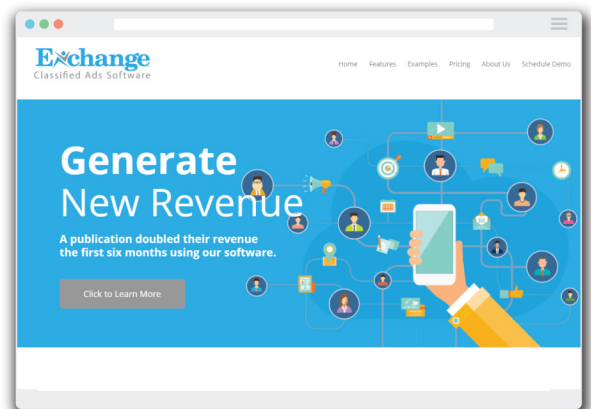
Mailchimp

What is it?
An easy-to-use email marketing system that lets you send out thousands of emails at once.

How can it help you grow?
With a few clicks you can put together great-looking emails and blast them out to your readers and/or advertisers. Announce the latest Digital Edition is online, or feature a seasonal print promotion. You can even sell sponsorships inside of the email blasts!

How much does it cost: Paid Plans starting at $10/mo
(based on subscriber list size)
www.mailchimp.com

pany celebrations, consideration for a promotion, and your opinion in general– is more common among remote employees than those on-site.

When you work remotely, you miss out on so many opportunities to connect with your colleagues and managers, from the small– running into each other in the office– to the bigger– Friday happy hours a block from the office.

More than just that, though, you also feel like your teammates don't hear you the same. You can often feel like leadership doesn't take notice of you the way they do those working in office.

A survey of remote employees by job search site Indeed found that 37% of those surveyed believe that working remotely can lead to reduced visibility and less access to company leadership.

Another study recently shared in the Harvard Business Review found that remote workers feel more left out. Study authors Joseph Grenny and David Maxfield remarked:

"Unless we take extra measures to build trust and connection with [remote] colleagues, we pay dearly for doing so.

A lack of close contact with people inhibits the formation of trust, connection, and mutual purpose – three ingredients of a healthy social system."

As with all of these challenges, managers like you have the power to counter this by taking steps like building trust and rapport with your remote workers by making time to get to know them, and having dedicated, regular 1 on 1s with everyone on your team weekly.

UNDERSTAND THE CHALLENGES WITH MANAGING REMOTE EMPLOYEES

These are just a few of the most common challenges with managing remote teams. Understanding these unique challenges and working through them will improve engagement, productivity, and cohesion across your entire team.

11 ESSENTIAL TIPS FOR MANAGING REMOTE EMPLOYEES

Remote management can feel like a totally different challenge than managing people you work side by side with. Things that work in an office don't always translate exactly to remote employees.

Use these tips to be more conscious of the unique approaches you should take when managing remote employees.

1) MAKE TIME FOR SMALL TALK

When managing remote employees, it's easy to just talk about what needs to get done and jump off your call, end your chat, and get back to executing. And in some cases, that's exactly what you should do; if you're on a tight deadline, fighting a fire, or just having a quick standup meeting, that makes sense.

However, if that's all you do, you're really missing out on a critical part of management.

You must build rapport with *every* member of your team. Rapport is what will help you work through problems each team member has, trust they can come to you with things important to them, and give you the benefit of the doubt when you make a mistake or an unpopular decision.

Rapport does not come from doing and talking about work. Rapport comes from getting to know them as a complete person. Ask them what they're into, about their family, and where they're from. Demonstrating that you care is important to them and essential for you to truly understand their motivations. Taking the time to do this will also make them like working for you more.

Remembering what you do learn about them, especially for people you only see a couple of hours a week on calls, can be hard.

2) USE VIDEO AS MUCH AS YOU CAN

More than half of human communication is nonverbal. When you don't get to see someone in the office every day, having any type of visual clue to what someone is thinking is essential.

Whether you're gauging their reaction to a change in plans, or just trying to judge their overall mood that day, video tells you way more than an audio-only call, or especially chat will ever reveal.

With so many free and inexpensive solutions for video chat (like Skype, Google Hangouts, and Zoom), there's no reason not to switch to video whenever you can.

If you have connectivity issues, fix it. Don't let it be an excuse for more downstream problems. See if your company can help cover the cost of better internet/more bandwidth for your employee, or encourage them to work somewhere they can more reliably take calls.

Most importantly, trust your instincts when you see something might be wrong. Ask in a call, or make time to ask about it. Those non-verbal clues you see on video are your opportunity to fix problems when they're small for your remote employees.

As you build comfort and trust, and for meetings where you're all looking at a document together anyways, you can always cut back on video there. But when you're trying to build bonds, and especially in your 1 on 1s, video is a valuable tool for you as a manager.

3) HAVE LONGER ONE ON ONES

Since you don't have all those moments in the office to build rapport and talk about issues ad hoc, make up for it by setting aside more time for your one on ones with your remote employees.

Your "open door policy" fails when it's, "call me at a time that works... without our time zones conflicting... when I might be at my desk... but you can't see for sure."

If you ever forget to update your availability on Skype, MS Teams, Slack, etc, realize that your remote employees have no idea when your door is actually "open."

The best way to handle this is to give remote employees a full hour every week on your calendar for one on ones. This ensures you can cover a variety of topics and really dive into issues that aren't covered because they're not in the office for ad hoc discussions.

Come with a variety of remote-specific questions. Because of the unique challenges that remote employees face, it's important to have questions on hand that help dive into those issues they uniquely deal with.

Here are some great remote-specific 1 on 1 questions for you to ask:

• What's your favorite part about working remote? (Understand what drives them)

• What's your daily routine like for working?

• Do you feel included in our team decisions? Why/why not?

• How are the tools we use as a team working out for you remotely? (i.e. Are they handicapped by poor audio on hangouts, or struggle using any tools the team uses?)

• Which of your coworkers do you wish you had more of a connection with? How do you think that would help?

• You visit the office X times a year. Do you feel like that's too much, not enough, or just right?

• How could I better support remote staff like you?

And if this is all new to you, because of working from home due to the Coronavirus quarantines, these questions are key to ask:

• How is your morning routine going now that you don't have to go into work?

• What is your workspace setup so you can focus and get things done during the day? Do you need anything to help?

• What are you planning to do to stay connected with the rest of the team and other colleagues at work? I'd encourage you to schedule some extra calls to make up for the lost ad hoc communication from the office.
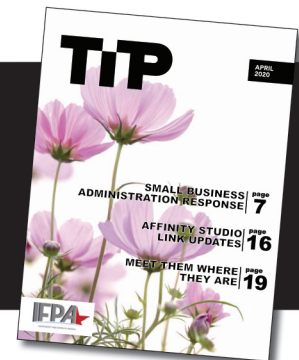
4) NEVER CANCEL A ONE ON ONE

One of the fastest ways to build resentment on your team is regularly canceling one on ones.

They'll probably agree if you ask, but that's more about a power dynamic you have as their manager than they really didn't want to talk. There is always more to talk about even when your team members sit next to you.

Remote employees miss out on a lot of things going on in your office. They also miss out on the kinds of information that would naturally spread across an office related to other parts of the company and brief announcements.

One on ones provide an opportunity to make up for that as well as handle all the little things that build up over the course of a week. With so much to cover, you simply cannot afford to miss one for your remote team members.

Pick a time that always works for you for your remote 1 on 1s and make them sacred on your calendar. If you absolutely have to, reschedule it, but never cancel.

5) USE ANIMATED GIFS AND EMOTICONS TO CONVEY EMOTION

Given that so much of communication is non-verbal, it's hard for words alone to convey how you feel about something. Especially in work, words can come across more aggressive, or not as impactful as you may like.

If someone did great work, or there's a good team win, find a gif at a site like giphy.com and send it with the message praising them (you are reinforcing good behavior, right?).

Watch how much better reaction you get when you do that instead of just emailing, "Good job." You can get a similar effect if you want to diffuse an email by putting an emoticon at the end to show you're not too serious.

6) BALANCE SCHEDULE INCONVENIENCE

Once you start adding remote employees, it won't be long before you have people across many time zones. That can make meeting scheduling a real challenge. Often, you will get one person that always has calls at awkward times for them.

We had a designer in Australia. When it's 8am there, it's 3pm in SF (our main office) and 6pm on the East Coast (where a lot of the team lived). It always made calls challenging since his day was just beginning when many others were anxious to end their day and eat dinner with their families.

As product manager, I tried to schedule some of my calls with our designer for late at night. 10pm here in San Francisco is a nice 3pm in Australia. It had the desired effect of making calls easier to schedule and I know he appreciated not getting asked to wake up early for another call.

You show a lot of solidarity if every once in a while, team members in your main time zones accommodate your outlier. It will help your team remember the sacrifice their teammate is regularly making and help them empathize more

7) REMEMBER THEIR CAREER PATHS, TOO

It's easy to fall into the trap of thinking of your remote team members as mercenaries helping you get things done. If you hire them as employees, treat them like any other employee, not a freelancer/contractor.

Just like the people in your office, your remote employees have goals and aspirations. Ensuring they make progress on their goals for growth and understand the career paths available by being remote avoids confusion or frustration. (Remember: you can grow people without promotions.)

If you follow through on the recommendation to have an hour for one on ones with your remote employees, you will have plenty of time to talk about their career development during that time.

8) BUILD A CULTURE OF ADDING PEOPLE ON CALLS

It's easy to have discussions and pause and say, "Sam should be involved." If Sam is in the office you will likely grab them and bring them into your meeting, but if Sam is remote, that often gets forgotten or quickly passed over as not worth the hassle.

As a leader, set the example. When situations like that arise, you should go out of your way to get the remote person into the meeting. If you would have interrupted someone in the office, then it's worth bringing them in, or waiting until they're available.

Whether you convey that it doesn't matter or that it is important to loop in your remote team members, the rest of your team will follow your lead.

You can make this easier by having the right tools at your disposal (the same software on everyone's computers, hardware in conference rooms, etc) to reduce the friction of looping someone in.

9) SEND SWAG FOR YOUR REMOTE WORKERS AND THEIR WHOLE FAMILY

If you've attended conferences, you can take swag for granted. However, it's easy to forget about how little swag your remote coworkers have as you sit in a sea of t-shirts by your desk.

In my experience, the moment remote coworkers get their swag is a big deal; getting to work for a company that is exciting, cutting edge, and has cool swag is part of what likely convinced them to join your company instead of something locally.

Send whatever swag you have, so that your remote employees have them, too. They'll feel more connected to the team and not forgotten by the main office that may have people on video wearing swag all the time.

Bonus points to send the right sizes for their husbands, wives, and kids. There's a good chance the family will wear them and next thing you know your swag is on their Facebook and Instagram showing off your awesome company.

10) GET TOGETHER FACE TO FACE AT LEAST ONCE A YEAR

Nothing beats getting everyone together face to face. You'll always get at least a few, "wow, you look different than you did on video" and other funny reactions. More importantly, though, you'll build more rapport in a few days of teamwork in person than months of remote efforts.

These gatherings may be pricey at times, but they really pay off long term. The energy from these gatherings is always high and provides a unique opportunity to have big discussions around culture, vision, and the company or team's future that would be difficult to do with people spread around the world. It also allows for team bonding that you just can't create on a video call.

You also find that many companies will have smaller groups (like a cross functional product team kicking off a big new feature design) meet in a convenient city. This keeps your costs more manageable, while bringing back some of the benefits of being in an office together.

11) MAKE WHITEBOARDING AND IDEATING REMOTE-FRIENDLY

A final remote best practice is to shift brainstorming of all kinds to being digital.

Think about the spaces, the conversations (often unscheduled– see what Steve Jobs called "Collisions"), and the processes typically involved in ideating within a typical office. Now, imagine how you can create a similar environment online.

Remote employees are at a clear disadvantage when it comes to sharing and bouncing ideas off their team members. However, there are things you can do to make this easier.

TOOLS FOR TAKING BRAINSTORMING ONLINE

Digital tools for whiteboarding and ideating have a long way to go, but there are several that are effective replacements– or additions– to your brainstorming process.

Google docs was a common suggestion mentioned for its simplicity, reliability, and familiarity. If you're budget-conscious, the best part then is that your company probably already has access to it if you use Google Apps for email. Zoom also has a Whiteboard function.

And if you want to go lower tech, these can also be worth trying, though your results may vary depending on camera quality: Draw on paper and hold it up to a camera, Get a second webcam and point it at the whiteboard, or iPad pro with screen sharing.

Whatever you decide to use, keep in mind that extra effort needs to be made on your part as a manager to help improve the quality of your brainstorming sessions.

By investing in improving your partially remote team's whiteboarding, ideating, and other brainstorming processes, you're able to improve the flow of innovation by removing that key challenge of not having your remote team members in the office.

KEYS FOR WORKING FROM HOME DURING CORONAVIRUS

You may be scrambling to learn how to be an effective manager remotely. The fact that you're looking for tips is a great sign, as your instincts are spot on: managing remotely is very different from managing in person.

With much of the world being asked to work from home as we try to beat COVID-19, suddenly managers and employees alike are scrambling to be productive and work well from their homes.

To help your team do their best in this situation, keep these tips in mind:

1) HELP THEM FIGHT CABIN FEVER AND ISOLATION

Many long time remote workers like to go to coffee shops, have a desk at a co-working space, or another place they can work outside their home. Unfortunately, with COVID, we're all forced to work from home.

Whether you're a bachelor (or bachelorette) living in a tiny studio apartment in a big city, or live in a quiet suburban neighborhood, it can be difficult to spend 24 hours a day in one place.

To combat this, encourage your team members to take a daily walk. There are many cardiovascular benefits to this, and it gets them out of their home without too much risk of infection.

If there's a call they only need to listen into, or you need to talk about something that does not involve screen sharing, encourage them to take a safe walk outside while taking the call (practicing safe distancing of course).

2) MAKE SURE THEIR WORK SPACE IS SET UP WELL

If you work from home all the time, you'll set up a great desk, some monitors, and everything else you need. Meanwhile, if you're in a government mandated quarantine, you may have none of that.

Whether you have budget for them to purchase anything, they could take some of their equipment home from the office, or they need to get creative at home, make sure they set up a dedicated place to get work done.

Especially if there are tight quarters like a studio apartment, or they have a spouse, partner, or significant other in quarantine with them, it can be hard to find a working space. This also can be hard if they have kids.

Remote work starts out fun, then instantly turns into the hunger games once you and your spouse have conflicting video calls and only one "professional" space.

This is where your creativity comes into play. A few ideas I've heard that helped:

• A couple with kids takes shifts taking care of them: One person works 9am to 3pm, then the other parent works 3pm to 9pm.

• Bookshelf standing desk: In tight quarters, a bookshelf standing desk is a better alternative to sitting on your bed or couch non-stop.

• Amazon Prime to the rescue: After a few days of discomfort, some people have bought inexpensive office furniture for themselves and thanks to Amazon Prime, it arrived in a couple days.

These are unusual times, so "done beats perfect" when it comes to work spaces. Encourage your team members to try a variety of things and keep what works.

3) INCREASE YOUR 1 ON 1 LENGTH & FREQUENCY

There is A LOT going on right now that can cause stress, anxiety, and frustration for you and your team. Your 1 on 1s are the best place to help support your team through all of this.

Before this crisis, you and your team did not have to worry about:

• How they'd get work done from home.

• A sudden, double-digit plummet in global GDP.

• Business closures all over the world, and downstream impacts of those changes.

• Concerns about isolation and loneliness on the job.

• Figuring out how to hit your numbers / complete your work with the storm

cloud of recession and potential layoffs hanging over everything.

Helping your team be successful in this new normal will pay massive dividends, and your 1 on 1s are likely your only real time to solely focus on them.

Your team needs this kind of pressure relief valve more than ever. In your 1 on 1s you'll find out how they're really doing, can keep them up to date on changes happening in your company, and answer their questions.

TIPS FOR MOTIVATING REMOTE EMPLOYEES

Whether you want to motivate or congratulate a team member, if they're on-site all you need to do is walk over to their desk and let them know how awesome they are.

However, for remote workers, it's a little more difficult– and way less effective– to express the same kind of praise or motivational message through a one-line message in chat or email.

While motivating your remote team members is more difficult, there are things you can do– outside of regular one on ones– to let them know what a good job they're doing and motivate them to do their best.

Here are a few tips for motivating your remote employees:

1. USE THE POWER OF GIFS

As we talked about earlier, chat robs us of important auditory and visual cues that help us draw meaning from communication with another person. That makes chat the worst for effective communication.

Unfortunately, while you might have regular one on ones, your main form of communication for your remote team members is probably chat.

Fortunately, your friend and visual communication tool the gif is here to help; gifs are an amazing and energizing

way to communicate virtually any emotion you'd like.

If you communicate primarily over Slack, you can use their Giphy integration to make it easy to drop a quick gif in when you want to praise, congratulate, or spark some other emotion.

The right emoji can turn a simple "good job" into an enthusiastic singing of their praises that makes them smile and feel good the rest of the day.

2. GET CREATIVE WITH GROUP GATHERINGS

It's hard, if not impossible, to replace group gatherings for remote employees. However, if you get creative, there are things you can do to help them feel more included.

Recently a friend shared with me something he did at his last company to make remote employees feel included:

"When the office went out for drinks to celebrate… every other satellite office/remote person was given a celebratory budget and practically forced to go out/stop working at the same time."

Similarly, you could try a synchronous pizza party or similar celebration where each person joins from their computer at the same time and gives a toast.

Ultimately, it's up to your creativity. Experiment with what you think fits your culture and engage your team for ideas and feedback on what they like and don't like.

There are more ways to connect remotely than ever before and all it really takes is a small effort now and then to show your remote team members that you care.

3. SET UP EMPLOYEE DEVELOPMENT PLANS

One of the best ways to offer consistent encouragement and motivation for your remote team members is to set up development plans with them during your regular one on ones.

Research by Deloitte found that a key driver of retention for Millennials is mentorship:

"Those intending to stay with their organization for more than five years are twice as likely to have a mentor (68%) than not (32%)."

Keep in mind, you do not need to be the mentor for your own team. Instead, use this as an opportunity for them to get to know some of their peers.

When someone wants to learn about an area of your business or build a new skill, ask yourself who at your company is an expert in that area. Connect them for a call, and while your work is largely done, they'll just be starting a new, healthy relationship with another person at your company.

Meanwhile, beyond mentorship, Millennials want training and development opportunities more than anything else.

As Mary Meeker's Internet Trends report found, growth opportunities is even more important to them than flexible hours or cash bonuses.

HOW TO IDENTIFY GOOD REMOTE EMPLOYEES

If you've come this far, you are pretty committed to the idea of being great at managing remote employees. The next step is thinking about how to hire great ones.

Chances are, your first remote employee is an existing team member that's asked to transition to partly or full-time remote, whether due to preference or some personal life event. If this hasn't happened yet, it probably will soon; many are predicting that some working remotely during COVID will not want to return to the office when things are over.

On the other hand, you may already be making new hires remotely, or you're a

founder building your first remote company.

However, as you become more remote friendly, you may find that your first remote employee leads to a cascade of requests from other members of your team to work partly or even fully remote, too.

So far, we've touched on nearly a dozen tips you can use to better manage your remote employees. The truth is, though… remote work isn't a good fit for everyone.

REMOTE DOESN'T WORK FOR EVERYONE.

Many people believe they'd be more productive if they had the freedom to work from home. FlexJobs' 6th Annual Work Flex Super Survey found that 76% of employees believe they can get more done remotely due to the frequent distractions in their office.

However, the truth is, some people need the structure of the office to keep focused. According to Avast's 2018 Mobile Workforce Report, 46% of respondents say the greatest downside of working remotely are the distractions. So then, how can you know if someone is a fit for remote work, whether it's a current team member, or new hire?

There are a few things you can do to gauge how fit for remote work someone is, or to establish the kind of culture where remote work is more dependable.

1. USE TASK RELEVANT MATURITY TO JUDGE THEIR ABILITIES AND YOUR COMMUNICATION NEEDS

Working remotely requires a degree of trust that working in an office does not. In an office you:

• Can turn to someone and ask for help instantly.

• Know when someone arrives at work and when they leave.

• See if they look visibly happy, frustrated, tired, sick, or excited.

While you may plan to apply all the lessons we wrote here today to be a successful manager of remote employees, it's still on the employee to do their part.

As you work to build skills in managing remote workers, it's very helpful if the first few people working remote are very skilled in their primary work. This means that their Task Relevant Maturity is high for the tasks you're assigning.

By giving them tasks you already trust them to do well, their transition to working remotely can go much smoother:

• They'll need less hands on coaching and assistance.

• You can check in much less frequently, while still getting quality work.

This gives you and your team member more time to get acclimated to working remotely, without compounding it by them struggling with the tasks they have been asked to do.

Then, as trust builds over time, and you work out any problems with your remote work management habits, you can let them work on lower Task Relevant Maturity tasks; at that point, you'll have established how to communicate and check in together, while supporting their unique needs due to working remotely.

Meanwhile, if an employee wants to work remotely and they're taking on a lot of new responsibilities and tasks, it would be wise to ask them to postpone until they start to develop some mastery in those areas first.

2. LOOK FOR TRUST SIGNALS WITH NEW HIRES

When hiring a new remote employee, look for signals that suggest they're trustworthy. Small actions can help show whether they're a good fit for remote work:

• Did they show up on time for the interview? (Whether in person, or on time for the call)

• How did they communicate throughout the process? Did you have to followup or were they sending notes, too?

• Did you ask for anything during the interview? Did they send it?

• How are their communication skills?

• Have they worked remotely before? What did they learn?

3. ESTABLISH A CULTURE OF OWNERSHIP AND ACCOUNTABILITY FOR MANAGING REMOTE TEAMS

If existing team members are shifting to remote, trial projects and identifying trust signals may not help. Instead, you need to make sure you invest in establishing a culture of ownership and accountability.

When you say you're going to do something, do you come through? Do you trust them to get the job done, assuming they're prepared to handle it on their own? Do you hold them accountable for the results?

The best place to start here is always with you. You're the example that your team will look to emulate. The better you work to live and exemplify this culture of ownership, the more accountable your team members will be as well.

Most importantly, if someone is not particularly reliable in your office, there's very little chance that improves remotely. Instead, as the report from Avast showed, they'll be one of the people struggling working remotely.

When you consider people for remote work, be sure you have full confidence in their accountability, work ethic, and skills. Focus on hiring or granting transitions to remote for people you trust can handle it.

Remote is the future − Are you ready?

There's a lot about managing remote employees that's exactly the same as managing those on-location. However, it's a mistake to assume that a remote employee is the same as one working in the same office as you.

Remote employees are faced with unique challenges and you have to understand those challenges to effectively manage them as part of your team.

Implementing these tips is an investment in not only your team, but in you as a manager. The better you understand the needs and challenges of managing remote employees, the better manager you'll become− and the better prepared you'll be for a world where remote work is quickly becoming the norm.
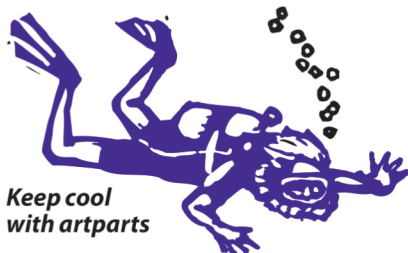
Graphic Hooks

By Ellen Hanrahan

Ads on a page do not exist by themselves. Small ads were the backbone of our publications. Here are some thoughts on use in the paper, and how appropriately, I have some fish tales… or at least one that I can actually deal with. To the right you see three ads that *A&E Charters* have placed over the years. All of them work, yet all could be just a bit better. The size of these ads are typical, a 2 column by three inch space (scaled here to 70% to fit better so they are a bit smaller than their original size).

We tend to work within the space that we have but the truth is that there will be many other ads—quite a few the same size—on our pages and we do not always know where these ads will be placed. Sometimes our customers request an ad to be reversed so that it stands out. But other advertisers do the same, and as a result, our page could be filled with a ton of reversed ads. The ad that will dominate visually will be the one that is different.

Anyway, on to the ads: **Ad A** and **Ad B** have a similar approach… same art, pretty much the same placement. However, there isn't much space between the headline text and the border in **Ad A**. Your eye tends to drift into the border, so leave more space to keep your eye focused on the information within that border. Another concern for this ad is the number of changes in the font—almost every line is different in style, weight or size, sometimes all three! This can easily create visual separation within the text itself. Being consistent can help unify the information and make reader retention easier. **Ad B** does a better job of keeping the eye within the border, but the use of the reverse strip across the top tends to separate that information a bit. Again, try for more consistency in type size. Changing size in every line diminishes the consistency, although similar information is grouped together for better understanding.
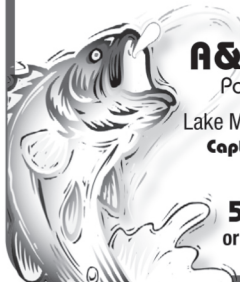
Ad C eliminates all artwork and relies just on the text to get the message across. I'm not sure that is totally effective because the target audience may miss the point. Next month I will fix that omission.

While all of these ads will do, the point I would like to make is that thinking beyond the ad space also has to be a part of the design process, or at least the realization

Keep cool with artparts

Ad A

Ad B

Ad C

that the small ad **will not be** the only ad on the page. I have seen advertisers make a number of changes to their small ads only to find out later that the ad itself was overshadowed by other, more dominant ads on the page, for whatever reason.

So not only do you have to consider what is being presented within the space allowed but be aware of the placement on the page—which you have no control over. Consistency and proximity (placing like information together) goes a long way in helping to unify an ad.

I'm not fishing now…

Over the years, I have accumulated a lot of books. And thanks to COVID 19, I seem to have a lot more time on my hands, I am getting rid of my "old" technology books… you know, those books from last year… outdated because of a new version of the software program(s). Paperless society? Get real. Anyway, long ago I discovered a series of "cookbooks" from *O'Reilly Media, Inc.* that were quite interesting and still useful.

The concept was to provide a "recipe" of sorts for use in blending modes, photo effects, and various filter effects: *Photoshop Blending Modes Cookbook, Photoshop Photo Effects Cookbook, Photoshop Fine Art Effects Cookbook, Photoshop Retouching Cookbook*, and the *Photoshop Filter Effects Encyclopedia*. There was also an *InDesign Production Cookbook*, packed with pertinent information which started my cookbook mania.

These books have withstood the test of time, for me, and I still refer to them, even though they started with *Adobe CS2*.

Unfortunately, I can't find them today, however, there are still books that can help you with the current changes in our software. To learn more go to **www.oreilly.com**. So I have the books, now I need to test the "recipes."

Scuba art…

And as long as you're on the web, you may want to check out **www.ronandjoe.com**. The SCUBA artwork is one of theirs. You will encounter a short video that gives an overview of their work… a little offbeat…slightly off-kilter. Their artwork is distinctive— a "scratch board" type effect—and I have been a fan and used their art since I discovered them in the mid 1990s—yes, I am that old!

You can still purchase their artwork, but the video sends you to **shutterstock.com** for purchase… but watch the video!

Final thoughts…

Next month I'll re-do the ads on this page with attention paid to some of the suggestions I made. (I wrote this article for IFPA in 2006… so let's just call this repurposed, with updates!). I have been writing for the *Independent Free Papers of America's* publication TIP, since 1995.

Lots of changes since then, but the design aspect has stayed the same.

Again, just stay safe and healthy and my wish is for you all to be creating effective advertising soon!

Until next time…

IFPA Board Meeting Minutes

IFPA BOARD MEETING 9.17.2020

Members in attendance: Joe Nicastro, Deborah Phillips, Joyce Frericks, Manuel Karam, Shane Goodman, Jane Quarioli, Rick Wamre and Executive Director, Douglas Fry

Rick called the meeting to order at 10:02am EST

Minutes- Joe made a motion to approve the minutes of the last meeting. Deborah seconded it. All in favor. Minutes passed

Treasurer's Report- Deborah: Organization is financially solid. $159k in MoneyMarket account and $104k in Checking account. For the year: CADNET up $45k, TIP on target, Event revenue down $31k and Member dues down $4k. Joe made a motion to approve the treasurer's report. Jane seconded it. All in favor. Treasurer's report approved.

Recap of 2020 vision event - Douglas, Manuel and Shane: Numbers look good after the first session. More in attendance virtually than in person sessions. All great, positive feedback. Looking forward to the rest of the sessions.

IFPA/AFCP Unification efforts- Rick: Rick and Joyce have had multiple meetings with John and Charlie and the pro bono attorneys. It has been determined that there is a path to do it if the will of the members is there and how we could do it. The three pressing, remaining issues are:

New name? Suggestions have been put out to a vote.

WHO will lead the organization and HOW would it be lead? and

How much money would we spend doing it?

Some board thoughts:

Staffing is the number one issue

Need to make one NEW organization not just put two together.

We prefer to have ONE person in charge. We need to have an interview process with both boards and a formal voting process for a Executive Director search. Both boards would have to be willing to accept the results of the search.

"The purpose of the merger is to make one strong organization that's going to lead all of our publications into the future. If that is not our purpose then we should stop right now." -Joyce

Rick and Joyce will prepare a letter for the Unification Committee.

Old Business- None

New Business- Regarding Douglas' HR7640 email. Manuel had sent a letter to their NY Congressman but his advisor was not as concerned. Douglas suggested that it was just a reminder to Congress to "not forget free papers in the bill." Joe sent a letter and received an email back from his NJ Congressman stating he was going to flag it and send it back to the committee for review. Douglas has sent it to other organizations across the country in hopes that they get it out to their members as well.

Joe made a motion to adjourn. Jane seconded it. All in favor. Meeting adjourned at 11:00am