

Introduction

The world has changed — in just a few short months, the global coronavirus pandemic has fundamentally changed the ways that we live and work. While working from home is by no means a new concept, it's one that we've all had to suddenly come to terms with.

Of course, not everyone embraces the change. While some find remote working hugely beneficial, others find it rather problematic. For some, it's the lack of structure or personal interaction that they typically find at the office, while for others, it's simply the availability of suitable working spaces at home (or perhaps lack thereof).

Yet, suddenly, in these challenging times, we find ourselves needing to adapt to new ways of working, whether we like it or not. That's why we've compiled this guide, containing all our essential tips and strategies to help you and your team be effective, productive homeworkers.

We may not know yet what the future holds, but together, we can make a success of it.



Who are you?

Success strategies for every type of remote worker

The Workaholic

What to do when you can't switch off



No commute, no coffee or lunch breaks, and minimal human interaction can be a dangerous combination for workaholics heading towards burnout.

Here's how to redefine the lines between work and home life.

Create a dedicated workspace

Setting up a dedicated zone for your working day creates a physical boundary between you and work. If you have an office at home, make sure to shut the door once you've finished for the day or, if your kitchen table has become your office desk, make sure you put away your laptop at the end of the day to avoid the temptation to log back on.

Get into a routine

It's not always easy to replicate the schedule you had in the office, but a little structure can make a big difference to getting your work/life balance right. Try sticking to the same start and finish times each day. Incorporating daily exercise can also help to keep you motivated and alert.

Get your priorities in order

Start each day by planning your tasks for the day ahead in priority order. Incorporate when and where you'll do each task, as well as considering the challenges you may face to help keep your to-do list achievable.

Take regular breaks

You don't spend every second in the office at your desk and it shouldn't be any different at home. Take regular breaks throughout the day to make a coffee or get some air. This will reset your mind and body and keep you motivated throughout the day.

Keep in contact with colleagues

It can be hard to recognise when you're pushing yourself too hard, especially when there's no one around to witness your late nights and early morning starts. It can be tempting to duck out of a team call or resist offers of a virtual coffee when you feel overloaded, but these social interactions are key to maintaining a sense of perspective and positive mental wellbeing so try to embrace rather than avoid them.

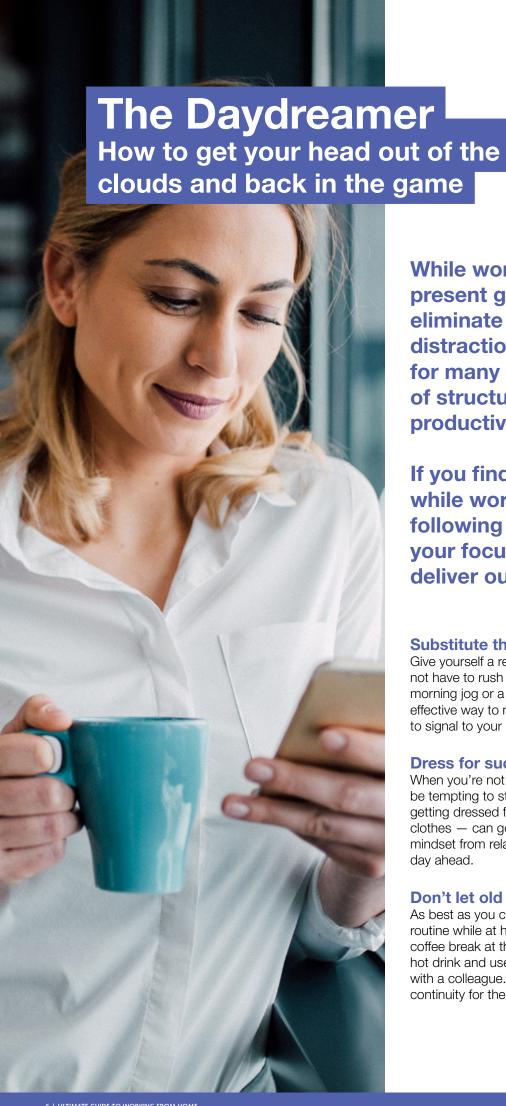
End the day with an event

Schedule an activity that you enjoy for the end of your working day to act as a signal for switching off. Whether you go for a walk, do some yoga or pick up a book, make sure you're out of your workspace and ready for some much-needed relaxation.

Suggested daily schedule

Struggling to switch off? Sticking to a daily routine can help you allocate enough time for work, rest and play. Adapt this recommended schedule to suit your needs.

7:00	Wake up
7.15	Try out some yoga or light exercise
7.45	Shower and get dressed
8.15	Have breakfast and catch up on your emails
8:45	Set out your daily tasks in priority order
9:00	Start work
11:00	Make a coffee or healthy snack and have a catch-up with someone from your team
11:45	Back to work
13.00	Lunch break – get up and get away from your working area. If it's safe to do so, go outside for some fresh air; otherwise, stay indoors and read, prepare a nutritious lunch or work on a hobby. Take a full 30-60 minutes to give your brain and body a chance to recharge
14:00	Back to work
15:30	Take a tea break, message a colleague or take a few minutes to load the dishwasher or fold laundry
15:45	Back to work
16.30	Start to wind down for the day. Avoid starting a new task if it's likely to be complicated or take a long time to complete
17:30	Flag any new emails for actioning in the morning
18:00	Finish work – put your laptop away or shut your study door. Go for a walk, switch on the TV or play a game to unwind



While working from home can present great opportunities to eliminate some of the typical distractions we face at the office. for many people, the sudden lack of structure actually inhibits their productivity.

If you find yourself adrift while working from home, the following tips can help you find your focus and get motivated to deliver outstanding work.

Substitute the commute

Give yourself a reason to get out of bed. While you may not have to rush to catch your train, committing to a quick morning jog or a living-room pilates session can be an effective way to not only get your blood pumping, but also to signal to your brain that it's time to get to work.

Dress for success

When you're not seeing anyone during the day, it can be tempting to stay in your pyjamas or loungewear. But getting dressed for work — even if only into smart casual clothes - can go a long way in helping switch your mindset from relaxation to work and prepare you for the day ahead.

Don't let old habits die

As best as you can, try to keep up your normal office routine while at home. If you typically take a mid-morning coffee break at the office, do it at home — fix yourself a hot drink and use the time to have a brief online catch-up with a colleague. Maintaining even minor daily rituals create continuity for the days when you're working from home.

The deafening silence

If you're used to working in a busy office, you may find the sudden lack of noise and buzz oddly distracting. Playing some music or a news broadcast softly in the background may help cut through the silence of your workspace and help you focus on your work. Just avoid anything that's likely to cause further distraction, like upbeat pop music or a podcast that you like.

Set objectives for yourself

If you find the hours getting away from you, setting personal objectives for what you want to achieve during the day can help keep you on track. You may find it useful to set twice-daily objectives — one set to complete by lunchtime, and another to complete by the end of the

working day. This minimises your risk of procrastinating and enables you to prioritise more important tasks for the start of the day.

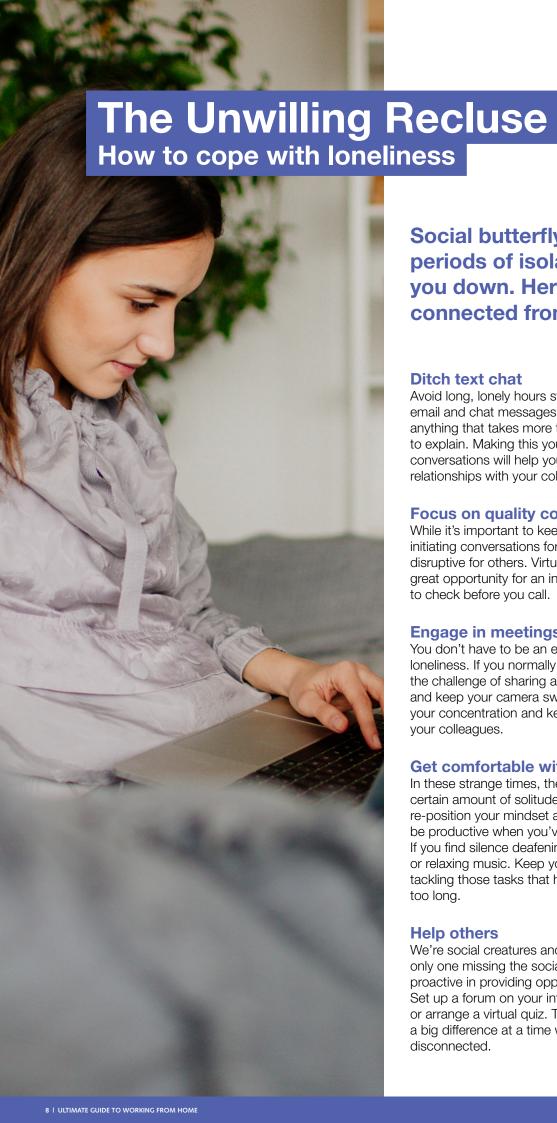
Respect other people's time

Just because you're at home doesn't mean there aren't people relying on you to pull your weight. Working from home requires a great deal of trust between colleagues, and one way to earn that trust is by respecting other people's time. Remember that your colleagues and customers have objectives too, and waiting on you to respond to their emails or complete your part of a project impacts their ability to do their work.

Suggested daily plan

If you find it difficult to focus while working at home, you'll need to construct a daily schedule that gives you structure while allowing for time to step away and re-focus throughout the day. Below is an example timetable that you can adapt to suit your particular situation.

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7:00	Wake up
7:15	Have breakfast and check your emails or catch up on the news
7:45	Exercise
8:15	Shower and get dressed
8:45	Start work — set out your daily objectives and categorise them by urgency or importance. Highlight any tasks or deadlines that you absolutely cannot miss
10:30	Make a coffee or healthy snack and have a catch-up with someone from your team
10:45	Back to work
12:15	Take a step back – Revisit your daily objectives and assess your progress. If you've gotten off track, adjust your afternoon schedule to get yourself back on track
12:30	Lunch break – get up and get away from your working area. If it's safe to do so, go outside for some fresh air; otherwise, stay indoors and read, prepare a nutritious lunch or work on a hobby. Take a full 30-60 minutes to give your brain and body a chance to recharge
13:30	Back to work
15:30	Time for a break — make a cup of tea and get up to stretch your legs. If you've been using a computer all day, try not to look at any screens, including your mobile phone
15:45	Back to work — the final stretch! Revisit your daily objectives to assess your progress. Focus on getting your most urgent tasks done before the end of the day
17:15	Start to wind down for the day. Finish off any remaining urgent tasks, and perhaps look at re-prioritising any uncompleted tasks for the following day
18:00	Log off and shut down your computer (or, at the very least, your work emails). By giving your workday a definitive end, you can help improve your focus during the day and avoid working late into the night to finish tasks you should have completed during normal business hours



Social butterfly or not, long periods of isolation can bring you down. Here's how to keep connected from a distance.

Ditch text chat

Avoid long, lonely hours staring at a screen by ditching email and chat messages for video and phone calls for anything that takes more than a couple of messages to explain. Making this your default method for longer conversations will help you to maintain meaningful relationships with your colleagues.

Focus on quality communication

While it's important to keep conversations flowing, avoid initiating conversations for the sake of it as these can be disruptive for others. Virtual coffee breaks can provide a great opportunity for an informal catch up, just make sure to check before you call.

Engage in meetings

You don't have to be an extrovert to be impacted by loneliness. If you normally stay muted on calls, set yourself the challenge of sharing a thought or offering a suggestion, and keep your camera switched on. This will help to boost your concentration and keep you feeling connected with your colleagues.

Get comfortable with quiet

In these strange times, there's no getting away from a certain amount of solitude. Embracing it can help you to re-position your mindset and help you find opportunities to be productive when you've just got yourself for company. If you find silence deafening, put on some white noise or relaxing music. Keep your phone out of reach and try tackling those tasks that have been on your to-do list for too long.

Help others

We're social creatures and you're definitely not the only one missing the social interactions of office life. Be proactive in providing opportunities for others to engage. Set up a forum on your intranet to get colleagues talking or arrange a virtual quiz. These small actions can make a big difference at a time when many of us are feeling disconnected.

Advice for managers

Giving your team the space and structure they need to succeed

As a manager, you need to provide both leadership and support to your team members, especially in challenging circumstances.

Of course, working from home makes this more complicated. Take some time to think about the different types of personalities you have in your team. Who are the workaholics and who are the daydreamers? Are any of your team members perhaps struggling with working from home? Considering the way your team works will help you to cater your management style, allowing you to better motivate and support them to deliver.

Agree clear expectations and deadlines

When you work side-by-side with your team, it's often quite easy to see how they're progressing with their work — whether they're overloaded or have some room to take on extra assignments. When we're not physically together, it can be more difficult to get a sense of workloads and stress levels, so be clear about what's expected from everyone and set unambiguous deadlines for when projects and tasks need to be completed.

Get in the huddle

Regularly catching up as a team is just as important as one-to-ones, especially during stressful times. A morning team call, preferably where you can see one another, is a useful tool for keeping up morale. For workaholics, it can also help force a break in their day, while for daydreamers, it can provide much-needed structure. Moreover, it gives everyone a chance to share what they're working on and encourages collaboration among team members.

Support, don't smother

When your entire team is working apart from one another, communication is key. That said, trying to manage from afar can sometimes lead to micromanaging behaviours, even if that's not what you intended. While you should make it clear that you're available to support or answer questions, constantly checking in or asking for updates comes across as nagging — it may give your team members the impression that you don't trust them to get their work done. Instead, by setting clear expectations and deadlines, and holding regularly scheduled catch-ups (both individually and as a team), you can empower your team members to work independently while still ensuring that everyone's targets and deadlines are met.

Managing upwards Tips and tricks for making your manager's life (and yours) easier

Good managers spend a lot of time and energy understanding their team members — for example, what kind of support they need and how to get the best out of them.

In return, good team members should similarly try to understand their managers and understand how to get the best out of them, as well. This 'managing upwards' can help strengthen your working relationship and build trust with your manager.

Discover your manager's working style

Finding out what makes your manager tick can go a long way towards building a successful working relationship. By understanding how your manager prefers to communicate, how they like to receive feedback, or what their biggest pet peeves are, you can adjust your own behaviour to make life a bit easier for both of you. Your manager will appreciate you making the accommodation, and you'll enjoy the benefits of a more positive relationship with your manager.

Share more than you typically would

It's always a good idea to be visible to your manager, but when working from home, it's even more important. This isn't about spamming your manager's inbox with messages and updates (a sort of reverse micromanagement) — indeed, by discovering their working style, you should understand the levels of communication that they prefer. Nevertheless, by keeping your manager informed about your progress, they won't need to chase you for an update and thus have one less thing to worry about.



Build trust through your actions

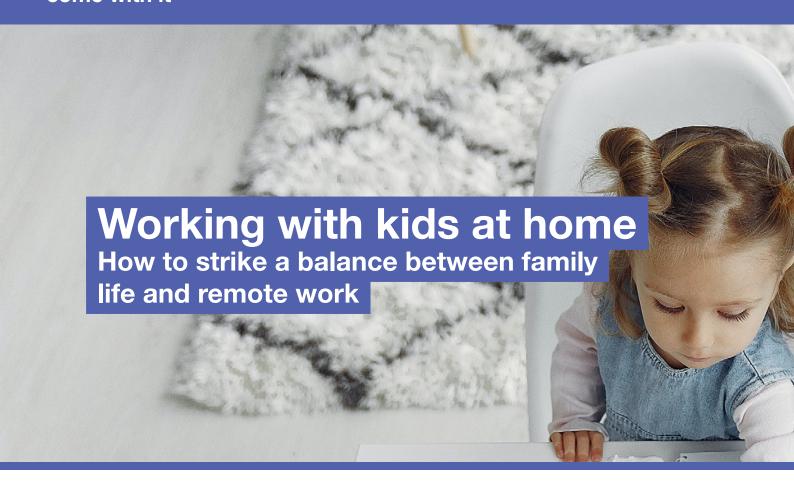
Building trust is all about integrity. No one is perfect all the time, but doing what you say is one of the things that managers value the most. By delivering your work on time, or being on hand to help with additional projects, you can establish yourself as an independent worker who doesn't need to be micro-managed. After all, micro-management is often the result of a manager's belief that you won't complete your work without them checking up on you.

Remember to disagree

Your manager isn't a mind-reader. If you disagree with a decision being made, or if you have a suggestion for how something might be improved, it's up to you to make yourself heard. While you want to avoid coming across as complaintive, find a proper time and place for voicing reasonable and respectful disagreements. Doing so shows that you care, and a good manager will respect and welcome alternative points of view — perhaps because your perspective had simply not occurred to him or her before.

The new normal

How to adjust to a new working environment and the challenges that come with it



With schools out across the globe, many working parents are now juggling work commitments with a full-on family life. Whether you've got teeny toddlers or tetchy teens, it's a tough challenge, but following these steps can help you to maintain your productivity while at home.

Make space

If you can, dedicate a workspace in your home, ideally somewhere you can shut the door. This will make it easier to create a boundary between your home and work. If a separate room isn't an option, make a desk space wherever works best for you, whether it's on your kitchen or coffee table.

If you have young children, creating a mini desk stocked with arts and crafts supplies or setting up a play pen will give them reassurance that you're nearby.

Establish a routine

Structure gives adults and kids alike reassurance and is especially important when you're trying to find a balance between work and home life.

Your schedule doesn't need to be strict but simply sticking to the same mealtimes, and ensuring you have enough time for exercise and play can help kids from becoming frustrated and parents feeling frazzled. Set small, realistic goals for each day to keep your family motivated and aim for a daily dose of fresh air where you can.



Set boundaries

If you have older children, establishing clear rules can help you get some much-needed focus time. Explain that a closed door means they must knock first and a "do not disturb" sign is a signal for when you're really busy and they should slide a note under the door instead. Also, let them know that you'll check on them when you've finished what you're doing, but they need to wait for you first.

Make the most of nap time

Give yourself flexibility to work around naps and bedtimes. This quiet time can be useful for focusing on the tasks that require the most concentration. However, this time can also provide an opportunity for self-care. Although it can be tempting to jump straight back into work or catch up on chores as soon as the kids are asleep, not giving yourself time to breathe will result in high stress levels and low productivity.

Be realistic about what's possible

Being honest with yourself, your manager and your colleagues about what is going on will help you manage expectations and lower your anxiety.

Once you've established a schedule that works, don't be afraid to discuss it with your manager so you can find a way that works for you both.

Ditch your guilt

There's never been a more important time to stay positive. So, enjoy your time with your family. In these unprecedented and uncertain times, some days will undoubtedly be more productive than others, so don't put too much pressure on yourself. Keep iterating until you find the balance that works for you.



For many young professionals, the reality of working from home often means working in a shared living space with other people, all of whom have their own work schedules and responsibilities.

Establish the ground rules

It's a good idea to establish some rules for working alongside cohabitants. You might consider making decisions on:

- Which areas can be used for what kind of work
 For example, you might agree that the area with the
 best internet connection or phone signal is designated
 for important calls and videoconferences, or that
 all phone calls need to be made in your respective
 bedrooms so as not to disturb others.
- Assigning domestic duties

Normally, household chores and cooking may be done by whomever is available, but while everyone is confined indoors, it's important to share the responsibility and ensure that no one person is burdened with keeping the house in order.

Be a considerate cohabitant

It may seem simple enough, but when people are suddenly forced to spend a great deal of time together, tensions can easily rise and conflicts may erupt from even the smallest annoyance. That's why it's more important than ever to be considerate of those you live with — don't hog the communal spaces, clean up after yourself (and clean yourself!), and try to keep unnecessary noise to a minimum during the workday. While you're at it, if you're making a cup of tea, why not get a round in?

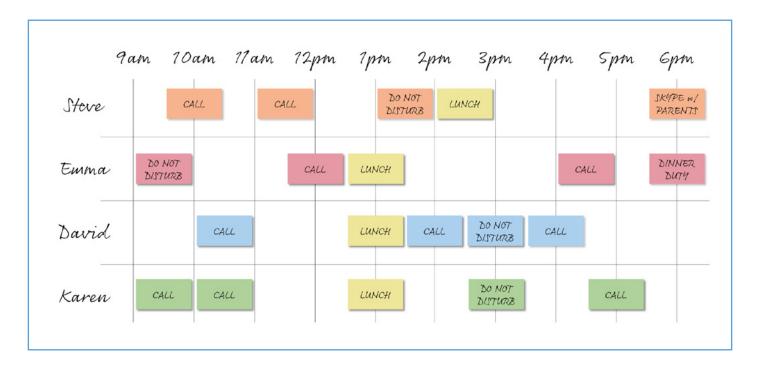
Enjoy the company

At a time when many are feeling shut off and disconnected, one benefit for those in shared living spaces is the access to regular interaction with other people. Take advantage of this opportunity to enjoy one another's company — use the long evenings to make meals together and socialise or play games. This not only strengthens the bonds of friendship, but creates a positive mood in your home that will last throughout the workday, as well.



Have a morning round-up

You might choose to have a morning round-up with your cohabitants, especially if there are many of you. During the round-up, you can discuss your daily schedules, including any important calls or videoconferences during which you need quiet, or any pressing deadlines that mean you don't want to be disturbed. Try building a simple household planner using sticky notes to make everyone aware when you are and aren't available, removing any ambiguity and avoiding conflicts.



Advice for managers

How to adapt your management style to a new context

Focus on achievements, not activity

The Covid-19 virus has disrupted and displaced workforces across the globe at breath-taking speed. As we adjust to the new way of work, managers need to reset expectations accordingly. Don't sweat about the hours being worked, keep focused on what's being accomplished.

Listen closely

When you're not face to face, you miss the normal visual cues that signal what someone's really thinking and feeling. So, try to read between the lines and ask questions to make sure you fully understand your employee's situation. Most importantly, ask how you can help them to stay happy and productive.

Check in regularly

When you're not seeing someone day-to-day you lose the context in which they're working, so it's important to use your one-to-ones as an opportunity to check in as well as discuss tasks. Make time for small talk. Sharing the 'small' stuff can offer some much-needed relief and help to build trust

Offer flexibility

Setting goals is important for maintaining motivation and productivity. But, consult your team members on what's realistic, and work together to agree working hours, projects and deadlines. Review short-term goals regularly and adjust as you go. If some team members can't carry out their normal tasks, consider how their skills can be utilised to support other team projects.



Brave new world Adapting to new ways of working



Own your space

Regain a sense of control by making positive changes to your environment. Tidy your house, do the dishes and implement a routine for the beginning and end of your working day.

Focus on one thing at a time

Switching between tasks is likely to lead to lower productivity as it prevents you from getting into the flow and engaging deep thinking. Take on one task at a time and incorporate small breaks between them to keep you feeling fresh.

Eat that frog

It can be tempting to get easy tasks out of the way first to gain an instant sense of satisfaction, but this can make it harder to focus on more challenging tasks later in the day. Start each day by "eating that frog", or in other words, completing your most difficult and important task of the day. You'll find that this leads to greater levels of motivation and productivity for the rest of the day.

Beware of virtual presenteeism

People often feel a need to provide proof to their colleagues that they're working and can overcompensate by responding to messages within seconds. This is counterproductive as it breaks your concentration.

We need to trust one another and remember that it's about what we produce, not when we're present.

Incorporate exercise

Countless studies have shown that regular exercise is good for our minds and bodies. While the gym is closed, there's plenty of other ways you can work some physical activity into your day, from an early morning walk to online yoga classes.

Accept the unexpected

Whether it's attention-seeking cats, crying toddlers or a struggling broadband, there will be some new challenges to face as you adapt to long-term remote working. Be kind to yourself as you learn to adapt. After all, today's struggles will inform tomorrow's learnings.

Try something new

Whether you want to learn a new skill or try optimising an existing process, working outside your normal routine can be a great opportunity to create and innovate. It also helps to keep your mind active and engaged.

Advice for managers

How to manage your team during rapid change

Respect employees' work hours

While normal office hours are on hold, you need to understand and respect your employees' different work schedules. Make sure to arrange team meetings or workshops at times that suit everyone. It might not be easy, but keeping the team connected is crucial at this time

Keep the conversation flowing

In these uncertain times your team members are likely to be feeling more stressed and anxious, so take this into account when writing emails or talking in calls. Make sure to communicate regularly, and, give an update even if it's just to say not much has changed. Being transparent in a crisis will earn mutual trust.

Trust your team

Talking of trust...it is the foundation to any successful manager-employee relationship, so make sure you give it freely. Managing by performance rather than presenteeism also provides a far more accurate gauge of effectiveness.

Utilise tech tools

From Microsoft Teams to Zoom and Skype, there's plenty of tools available to keep your team talking and collaborating. Think about how you can reflect on what is and isn't working so you can find the tools that work best.

Spread optimism

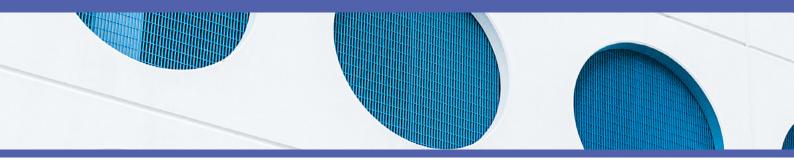
Anxiety, uncertainty and fear disable productivity and dampen even the most creative spirits. As a leader, your team will look to you for guidance. Demonstrate confidence in the future and look for opportunities to inspire innovation. Encourage your team to use their new environments for some outside-the-box ideas.

Keep experimenting

None of us have this new way of working completely cracked, so don't be afraid to adopt a trial and error method. Evaluate regularly, share your learnings and encourage others to do the same. Together, you'll make it work.

Tools of the trade

Technology and tools you can't do without



Whether the challenge working from home brings is lack of focus, over-isolating or being unable to resist working 24/7, emerging tech can help you be both productive and happy.

Tom Lakin, senior innovation manager at Resource Solutions, our recruitment process outsourcing business, shares his top tech picks.

Supersize your screen

Many of us in finance and professional services are used to the luxury of large and often multiple PC screens allowing us to seamlessly flit between screens and easily navigate even the most complex of spreadsheets. The lockdown following the Covid-19 outbreak resulted in an almost-immediate homeworking tech stack being implemented. For many, this means now working on a 'compact' 11-inch screen. An easy (and cheap) solution to this is to connect your laptop to your home TV using a mini DP to DMI cable.

Tech tip: This 1.8m cable has flawless audio and is a favourite amongst Robert Walters Group homeworkers

Recommended for: The Daydreamer, The Workaholic, The Unwilling Recluse, Managers

Your dog is cute, but his bark is less so....

Even the most tech-resistant have been getting on board with video calls using Zoom and Microsoft Teams during quarantine, but our home offices are exactly that – our home – so background noises can be an issue from noisy children to pining pooches. Noise-cancelling apps can detect what is non-human noise and strip it out from your video call leaving you with just the clear human voice.

Tech tip: Krisp.ai is hard to beat with even its free package boasting iPhone and iPad speaker and microphone muting.

Recommended for: The Daydreamer, The Workaholic, The Unwilling Recluse, Managers

Share your knowledge in seconds

One of the joys for subject-matter-experts during quarantine is not being constantly interrupted at your desk by colleagues requesting to "pick your brains for a minute". The downside of this is that chances are, you are seeing an influx of meeting requests for video demos and tutorials. Creating simple screen capture videos is a great way to speedily share your knowledge and can be reused to avoid duplication, however, whilst Microsoft Windows 10 does have a screen record feature, it is hidden within the Xbox Game Bar in Windows 10. PowerPoint has a very easy to use screen record feature (and you can use the video anywhere afterwards or embed it in your presentation). It's worth checking out the free Chrome Extensions that include useful extras such as recording only a certain section of your screen or drawing tools.

Tech tips: Nimbus is one of the highest rated apps in the Chrome Store and soon becomes part of your how-did-I-ever-live-without-this toolkit. PowerPoint has a screen recording function, which is super-easy to use. Instructions are here.

Recommended for: Managers



Limit the numbers of hours each day you spend watching cat videos

The internet provides a wealth of informative and educational material to enrich our working lives. However, given that there were 55 million Google searches for cat videos last year alone, it's safe to say that the internet can also be distracting. There is now a booming market for anti-distraction apps that work with your phone, tablet or computer to block certain sites or types of sites for a set period of time. If you have a passion for sport, celebrities or shopping or find that internet dating starts eating into your work day, these apps are worth checking out. Likewise, if you find you can't stop working, you can use these apps to block access to work-related sites between certain times to help your work/life balance.

Tech tip: <u>Freedom.to</u> allows you to restrict access to distracting sites easily. It's beautifully designed and simple to use.

Recommended for: The Daydreamer, The Workaholic

Stop procrastinating and track your time

In some professions, such as law, tracking time is just part of the job but for many of us, we can only estimate how our worktime is spent. If you struggle to manage your time, the Pomodoro Technique is a useful starting point as it uses a timer to break down work into intervals, traditionally 25 minutes in length, separated by short breaks. Using this approach used to involve a physical timer and a notebook but apps now exist to track and record your time and output. If you work for multiple clients, it allows you to track work against each too.

Tech tip: Focus Booster is an easy way to track and record work and if you are new to working from home and get distracted (or are working too much), this app will quickly get you out of bad habits.

Recommended for: The Daydreamer, The Workaholic

Look after your mental health

It may seem obvious to look after our physical health and in quarantine it's never been easier to do exercises (with a little help from Joe Wicks). However, we need to look after ourselves mentally too, particularly as several studies show that being in quarantine makes us more likely to experience anger and anxiety. Mindfulness apps (such as headspace.com) can provide a useful introduction to meditation but it is the emergence of cognitive behavioural therapy chatbots that I have found most useful during this crazy time.

Tech tip: Woebot is an artificially intelligent chatbot that is designed to help people cope with feelings of depression and anxiety. It may feel odd being honest with a chatbot, but bear with it!

Recommended for: The Daydreamer, The Workaholic, The Unwilling Recluse, Managers

You are what you eat

One common finding of working from home is that it makes us a little greedier than we are in an office. There is a great deal of research to suggest that our eating behaviour changes when we are stressed and that typically, rather than pining for a healthy quinoa salad, we crave high-calorie, high-sugar foods. I rely on 'smart scales' which link to a smartphone and track weight, BMI and body fat but standalone apps can be useful here too to track the number of calories we're eating versus how many we actually need.

Tech tip: <u>1by1Wellness scales</u> require a regular checkin and can be linked to your smartphone in seconds. If you are looking for a standalone calorie counter, try <u>MyFitnessPal</u> from Under Armour.

Recommended for: The Daydreamer, The Workaholic, The Unwilling Recluse, Managers

Most organisations will have processes and policies for downloading additional software and purchasing hardware so do check with your company's Data Security & Technology team.

Survival Checklist

Top tips to make your homeworking a success



Designate your work zone

Study, kitchen table, garden shed – and make it yours



Get into a routine

Prioritise, schedule and take regular breaks



Don't forget to check in

With yourself and others



Strike a balance

Create boundaries between work and home life



Turn on your video

See faces, hear voices and contribute to the conversation



Make time for small talk

It can really make a difference to your wellbeing and productivity



Exercise regularly

Release those endorphins to boost your mood



Try something new

Get your creative juices flowing for a fresh mind



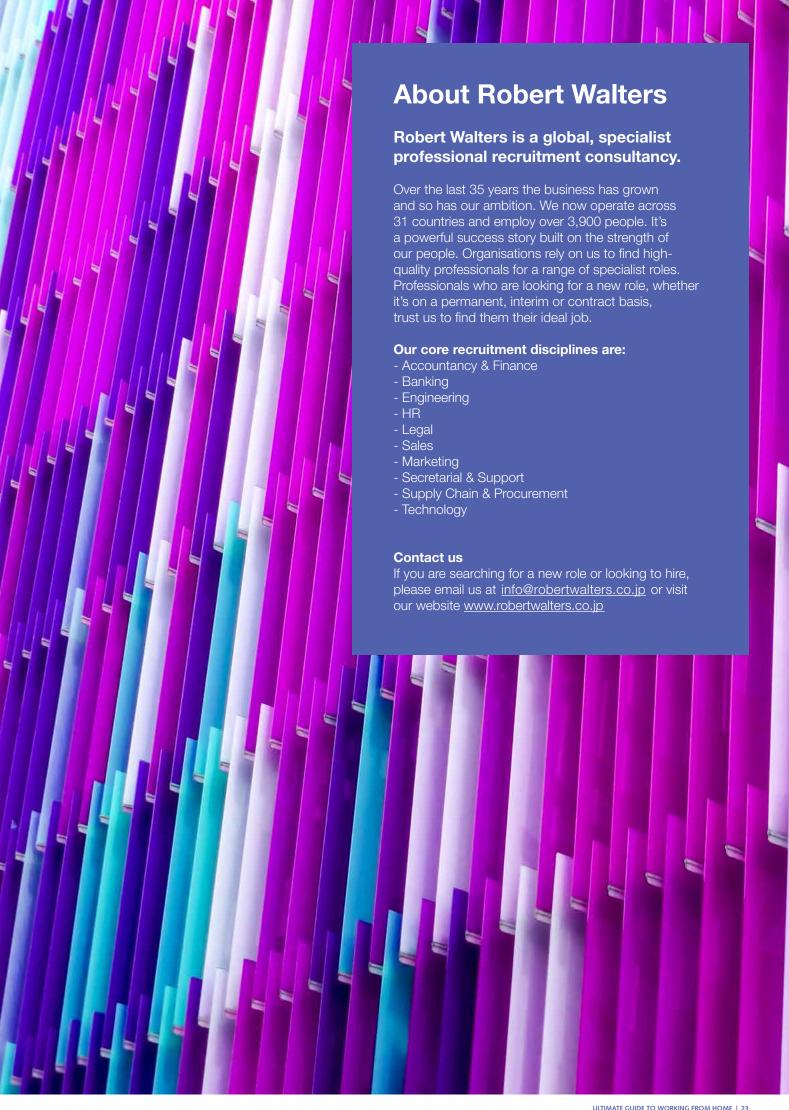
Keep iterating

Share and learn, learn and share



Reward your hard work

You've earned it!



AUSTRALIA BELGIUM BRAZIL CANADA CHILE CZECH REPUBLIC FRANCE GERMANY HONG KONG INDIA INDONESIA IRELAND JAPAN LUXEMBOURG MAINLAND CHINA MALAYSIA MEXICO NETHERLANDS NEW ZEALAND PHILIPPINES PORTUGAL SINGAPORE SOUTH AFRICA SOUTH KOREA

TAIWAN

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USA

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