

A photograph of a mountain range at night, illuminated by the green light of the aurora borealis. The sky is dark with many stars, and the aurora is a bright green band of light that curves across the sky. The mountains are dark and rugged, with some snow visible on the peaks.

Managing and Leading Distributed Teams

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Agenda

- Teleworking Mindset
- Remote vs. Distributed
- Leading change: People, Process, and Technology
- Summary



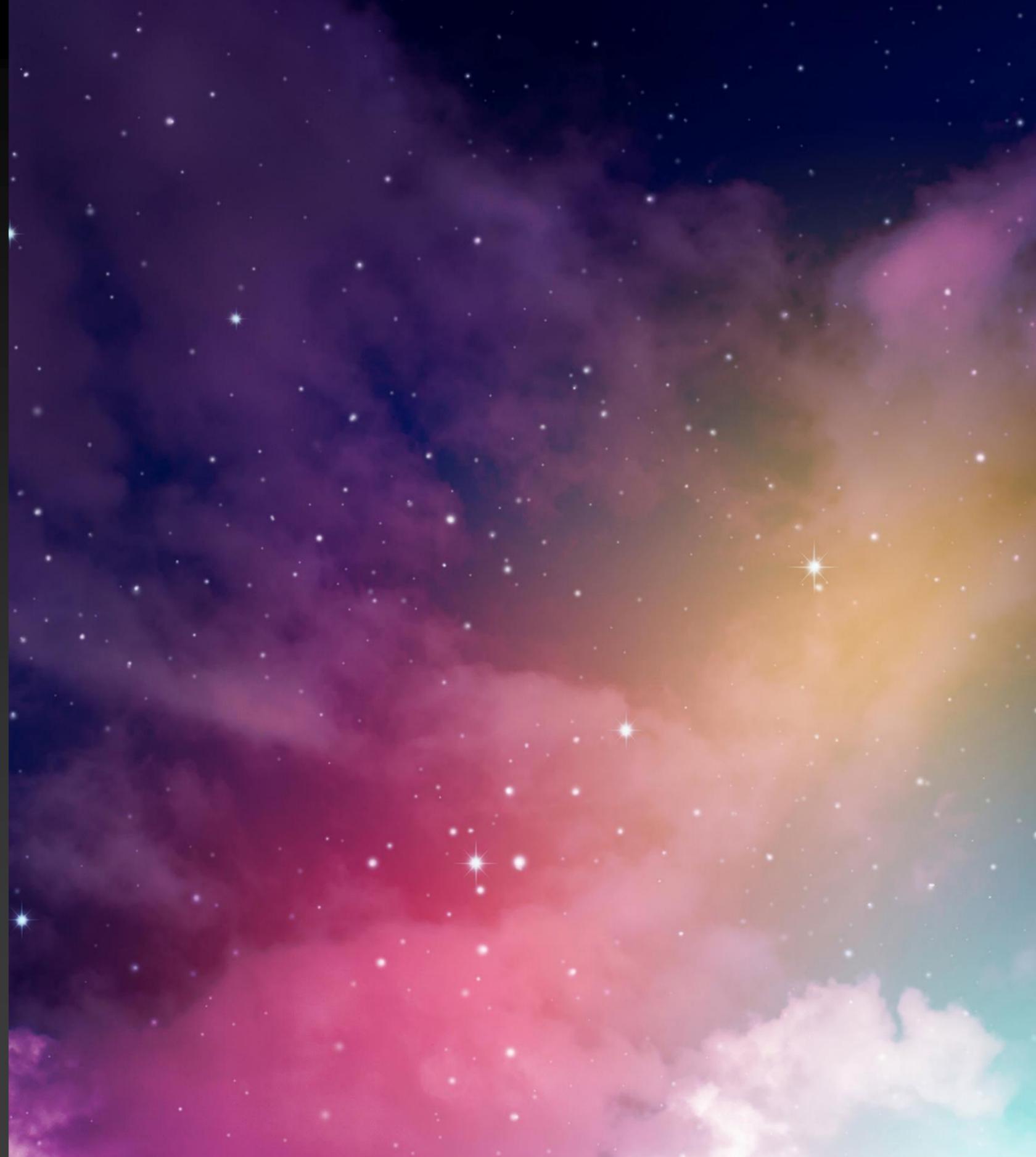
Teleworking Mindset

Changes, Challenges, and Solutions

Teleworking is a major change

1. Acknowledge - it happens
2. Anticipate - prepare
3. Adapt - enjoy the new
4. Change - move with the 

From "Who Moved My Cheese?"



Overcoming the Obstacles

- Challenge: Teleworking is an inconvenience
 - Reality: teleworking offers talent, cost, and personal benefits
- Challenge: Facetime is a requirement for employees
 - Reality: Contact is required, babysitting is not
- Challenge: Demonstrating productivity
 - Reality: New tools and processes will be required

Distributed Work

It's here to stay

Pandemic changes: inelastic PP&E investment, modified business processes and new distributed tools, and cultural acceptance

Recognize personal and business benefit increases: productivity, time with family, and access to geographically disbursed talent

- Find ways to blend in-person and distributed work
 - In-person events
 - Allow for non-work time in meetings
 - Include virtual team leadership as a skill development goal
 - Utilize feedback mechanisms
 - Allow time for change

Remote vs. Distributed

Why do the words matter?

Remote

- *“Distant, having little or no connection/relationship, unlikely to occur, aloof”*
- Primary/secondary relationship (in-office vs. remote)
- Not a great interpersonal approach!
- Leads to inefficient processes and costlier tech
- *“Include every member, independent*

Distributed

- *nodes linked by a network”*
- Independent but equal relationship
- Requires new approaches to managing people, business process, and technology tools

Mindset matters! Facilitate the shift to distributed teams & tools.

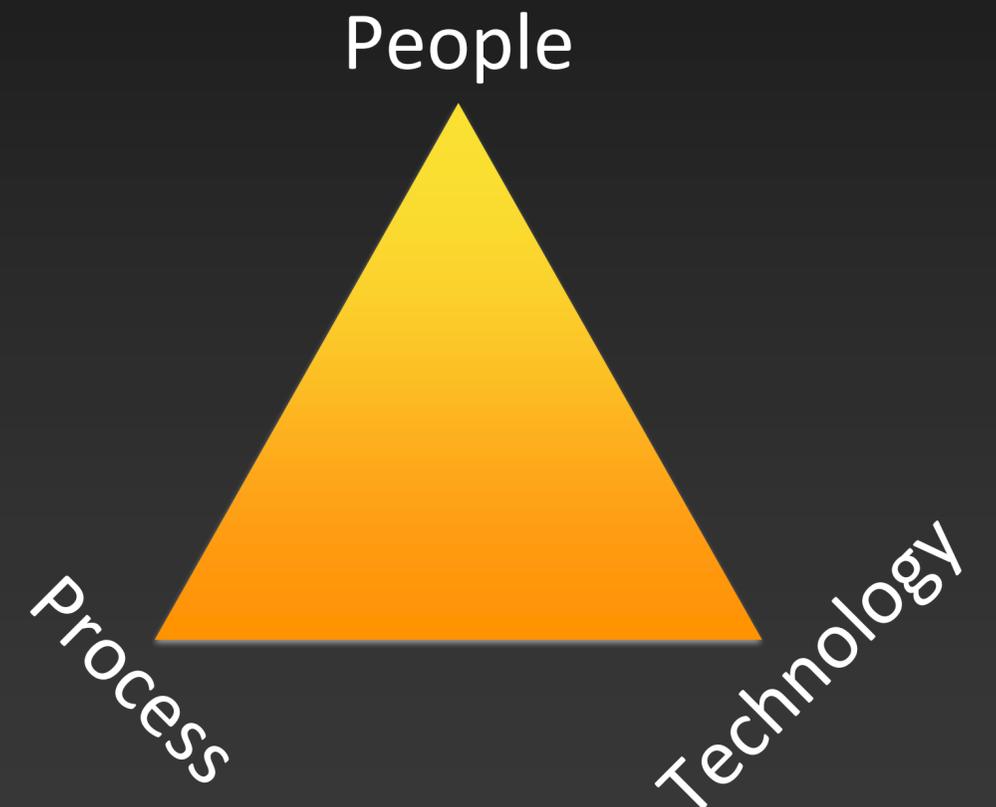
Leading Change

The Golden Triangle

Leading Through Change

The Golden Triangle

- Framework designed to facilitate organizational change
- Useful for:
 - Identifying drivers/impacts of change
 - Anticipating pushback
 - Developing successful change management strategies

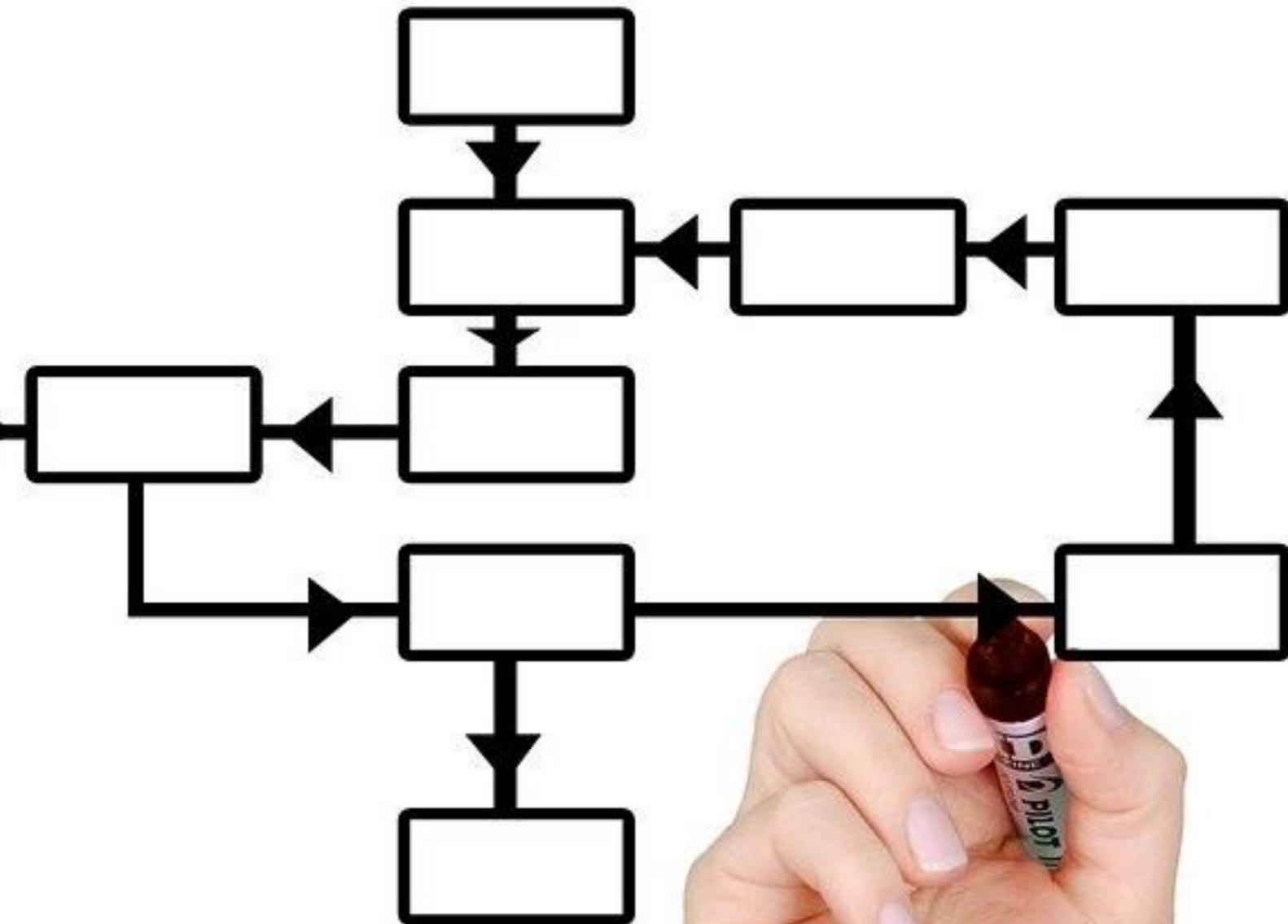


People

- Lead with empathy
- Offset impacts like loss of casual conversation (-) with increased transparency in chat apps (+)
- Define rules & expectations and train
- Facilitate routine in-person meetings - annual retreat, team offsites, etc.
- Shift mindset so distributed/remote workers feel like first class team members
 - Default to include remote meeting links
 - Share info by recording meetings



Process



- Change is hard. Fail to plan for and manage it and you're unlikely to succeed.
 - Changing people's routines is uncomfortable
- Distributed work requires adapting processes for asynchronous communication, like switching from team meetings to a ticketing tool for decision making

Technology

- Bi-directional impact of process changes and tech tools
 - Sharing knowledge via wikis increases availability, but is a new way of consuming information (visual vs. auditory)
- Always identify process needs & requirements first
 - Include compliance needs
- Beware of technology overload



Summary

- Telework and distributed teams are a new fact of life
- Change is a reality of this shift
- Build new skills and capabilities via training
- Identify a framework to analyze, estimate, and manage the change



Questions???

Feel free to reach out!
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