

# Managing Remote Teams for Value-Driven Delivery

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# SURVEY

*Please respond to the six survey questions.  
The responses will be used for our  
discussion in the workshop.*



# Coronavirus has removed the WFH stigma. How will that shape the future?

*There is a very big difference between allowing remote working and adopting effective remote working strategies.*

Laurel Farrer, founder of Distribute Consulting and the Remote Work Association, NBC News, May 2020

# What drives digital transformation?

*Digital transformation is more than just remote working. The current need to get familiar with working digitally gives employees the opportunity to focus on streamlining the business as well.*

Charles Towers-Clark, Forbes, March 2020

# Overview

- ▶ Understand the differences between managing a remote team and in-person team
- ▶ Gain tips on how to manage a remote team for value-driven delivery.
  - ▶ Learn how you can improve communication with your remote team

# Why can't I communicate with my team using my current in-person communication style?

Debrief on Pre-workshop survey results

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# 1. Get to know your team personally



What is the  
foundational shared  
value needed?



# The power of trust

*People operate better when they feel they are trusted versus feeling distrusted. Trusted employees say they feel:*

- ▶ *106 percent more work-related energy*
- ▶ *76 percent higher engagement in work tasks*
- ▶ *74 percent less stress about work*
- ▶ *40 percent less burnout*

Ronald Riggio, Psychology Today, May 2020

## 2. Prioritize a process

10

### SOCIAL IMPACT



Self-transcendence

### LIFE CHANGING



Provides hope



Self-actualization



Motivation



Heirloom



Affiliation/belonging

### EMOTIONAL



Reduces anxiety



Rewards me



Nostalgia



Design/aesthetics



Badge value



Wellness



Therapeutic value



Fun/entertainment



Attractiveness

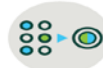


Provides access

### FUNCTIONAL



Saves time



Simplifies



Makes money



Reduces risk



Organizes



Integrates



Connects



Reduces effort



Avoids hassles



Reduces cost



Quality



Variety



Sensory appeal



Informs

Elements of value pyramid.  
Source: Bain and Co. Inc. (2015).  
HBR Sept 2016.

### 3. Default to overcommunicate

Characteristics of coordination mechanisms over time.

Coordination Mode	Early in Program	Late in Program
Group mode of personal coordination	Many scheduled meetings	Many unscheduled meetings
Individual mode of personal coordination		More horizontal coordination
Impersonal mode of coordination	Plan in spreadsheet	Plan in issue tracker

Torgeir Dingsøy, Nils Brede Moe, and Eva Amdahl Seim (2018). Coordinating Knowledge Work in Multiteam Programs: Findings From a Large-Scale Agile Development Program. *Project Management Journal*, 49 (6), 2018, 64-77.

### 3. Default to overcommunicate

1. Match the channel to the message (written or spoken)
2. Have clear subject lines with intention (FYI/FYA/Urgent/etc.) included
3. State clear expectations of roles and tasks, deliverables or outcomes, deadlines in writing. State “what” not “how”
4. Stimulate team discussions – make members’ opinions count

## 4. Provide consistent feedback

*Which leadership style is appropriate for each stage of team formation?  
(Directing / coaching/ delegating/ supporting)*



Tuckman's stages of team formation

# Summary: How can I manage my remote team for value driven delivery?

Leadership behaviors that need to be more pronounced in remote settings as compared to in-person settings:

1. Get to know your team personally
2. Prioritize a process
3. Default to overcommunication
4. Provide feedback on performance and deliverables consistently
5. Share goals and successes
6. Have a dedicated non-work chat channel