

Leading Virtual Teams

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Digital & Agile Transformation

New Ways of Working

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Hello!

I'm a geek at heart and curious about what makes us tick.

In 2007 I was working for a global consultancy when I was asked if I would be interested in helping out a team in the UK for a few months... 13 years later, I'm still here!

Between then and now I moved from Telecoms to Technology roles and have delivered mobile apps, e-commerce solutions, chat platforms and AI assistants.

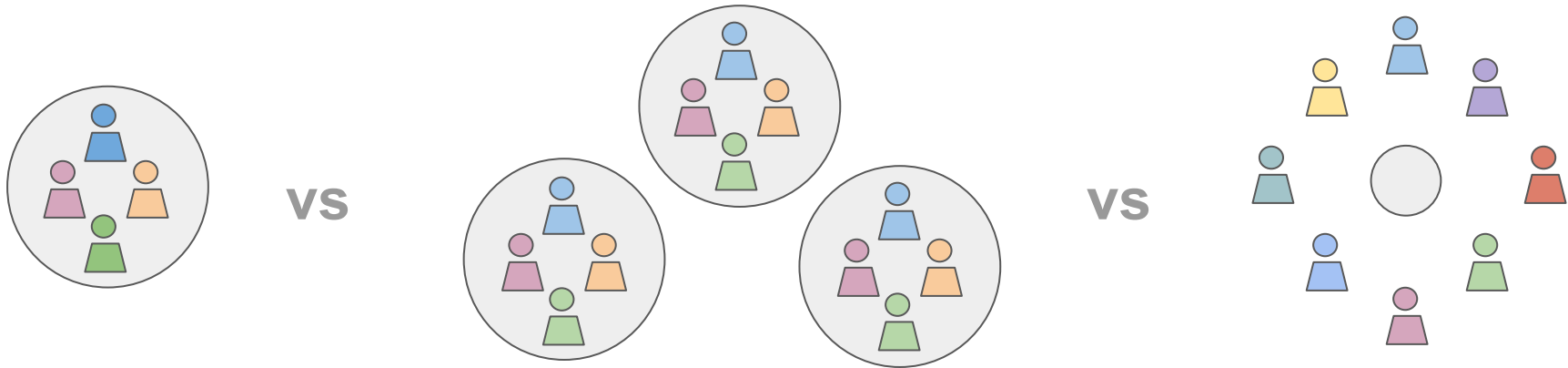
My super skill is problem solving. I don't believe anything is impossible to achieve, just haven't found a way to do it yet!



Co-Located vs Distributed vs Virtual Teams

“to become the absolute best place to work, communication and collaboration will be important, so we need to be working side-by-side. That is why it is critical that we are all present in our offices.”

Marissa Mayer, Yahoo, 2013



“has been amazing for the company in that we can attract and retain the best talent without them having to be in New York or San Francisco or one of the traditional tech enters.”

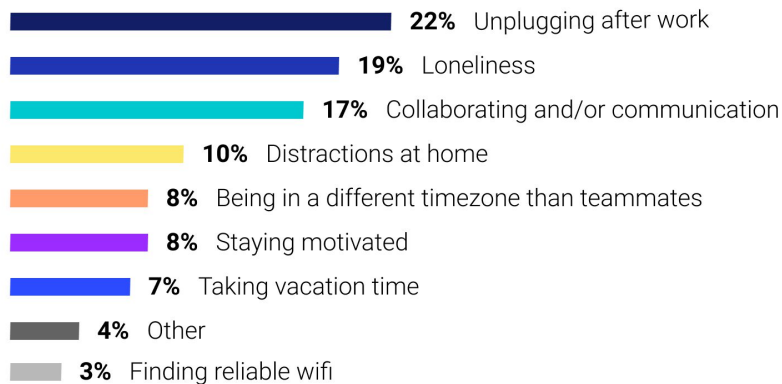
Matt Mullenweg, WordPress & Automattic, 2019

Co-Located Teams



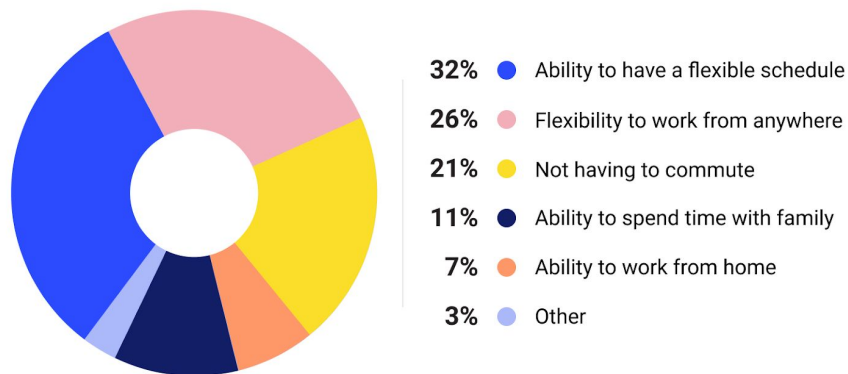
Distributed & Virtual Teams

What's your biggest struggle with working remotely?



State of Remote Report / 2019
buffer.com/state-of-remote-2019

What's the biggest benefit you see to working remotely?

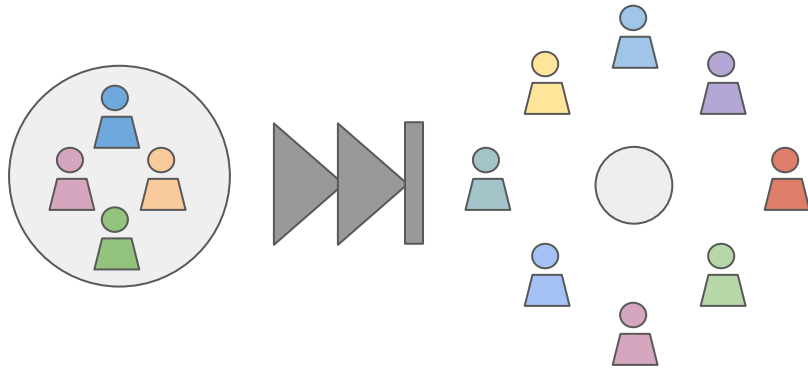


State of Remote Report 2020
buffer.com/state-of-remote-2020



Virtual Teams Covid-19 version

Covid-19 changed teams from co-location to 100% virtual within days!



Lack of clarity on how to continue performing the role
(tools & procedures)

Not the same as flexible working from home

Balancing work commitments and home schooling

Isolation

Overwhelm and anxiety

Job uncertainty

What have we learned so far?

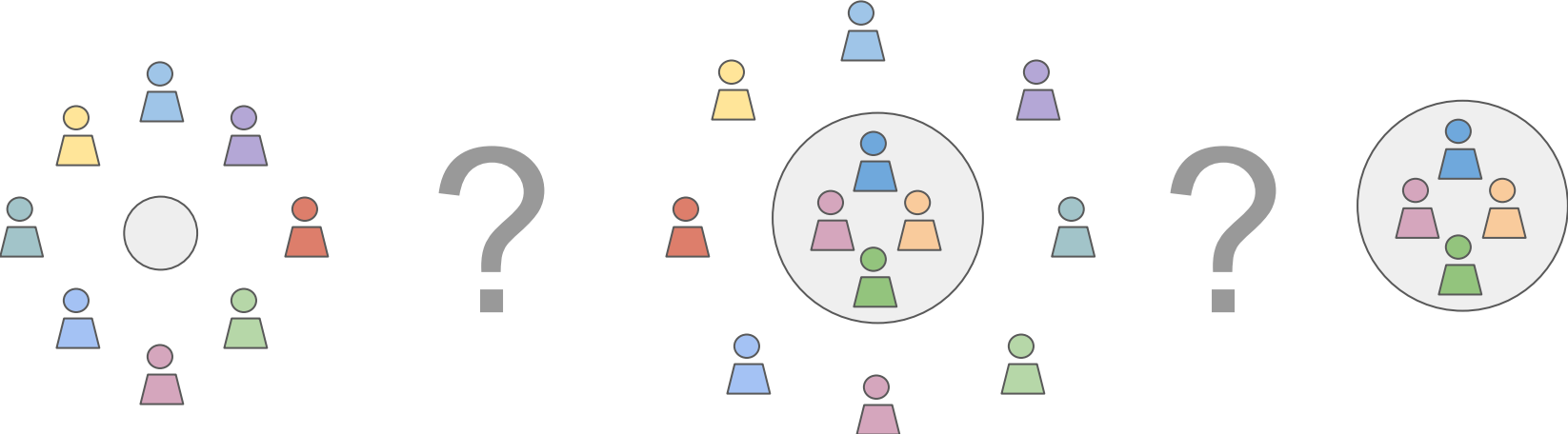
Change is hard on everyone. Especially if it's not your choice.

You need a degree in cinematography to successfully setup a Zoom background!

It's harder to avoid misunderstandings and to create meaningful relationships online, with limited or totally absent cues from body language.

The challenges of balancing 'work life' with 'personal life' have been redefined for everyone.

Teams Post Covid-19



Leading Virtual Teams - People

What matters most are “individuals and interactions over processes and tools”.
(Agile Manifesto Core Value #1)

Be mindful: Written communication can be misinterpreted and the same can happen on a voice call. Assume the best intentions and ask for clarification. And not everyone is comfortable with video.

Define the team (communication) charter: How will the individuals engage with each other to communicate and work effectively? Where are the boundaries? Conference calls vs video calls?

Agree on a rhythm: When are you meeting as a team and overall individual availability?

Make space for fun: Time to foster personal relationships between team members. Turn the kitchen chat virtual. Play quizzes and other games.

Foster culture: Talk openly about the team culture. Do the behaviours align to the culture?

Leading Virtual Teams - Flow of Work

Transparent decision making: Agree how decisions are made and communicated.

Clarify roles: Everyone in the team need to know which role they play and what is expected from them.

Maximise tasks: Tasks should be broken down to the minimum size/complexity so that they can be completed by a single individual. This is especially relevant with teams in different timezones.

Track commitments: Can the teams and the individuals track what commitments are due when and their role in achieving those? Are dependencies and impact clear?

Technology: Are the tools you were using, or have recently started using, future proof for your business? Is the team engaging with the tools and supporting their productivity? Do they have the right audio/video equipment? Do they have access to good quality broadband?

Leading Virtual Teams - Future

*“(..) a constraint is a limitation, imposed by outside circumstances or by ourselves (...).
By making a constraint beautiful, we mean seeing it as an opportunity, not a punitive restriction, and
using it as a stimulus to see a new or better way of achieving our ambition.”*

A Beautiful Constraint, Adam Morgan & Mark Barden

What did you believe wasn't possible to happen in your business/organisation that is now a reality?

Would your people be happier, and your business more effective, if everyone works remotely?

What would you tell your self of 3 months ago?

You can choose how you go back to “normal”. And you are not alone.

Experiment! And then inspect and adapt!

Thank you!

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