

# MAKING REMOTE WORK

An [Organizational Design Community](#) Podcast

Hosted by [Skills for Mars](#)

## Making Remote Work #01 - Marco Minervini (INSEAD): Covid-19 Remote Working Survey

- [00:01:12](#) – Marco Minervini introduction
- [00:03:04](#) – Covid-19 remote working productivity survey
- [00:12:24](#) – Are we ready to transition to remote work?
- [00:17:18](#) – What makes us productive when we work remotely?
- [00:38:03](#) – What are the most utilized tools for coordinating remotely?
- [00:40:59](#) – How do companies deal with remote coordination?
- [00:48:40](#) – How can managers intervene to ease the organizational transition to remote working?

## Making Remote Work #02 - Mark Mortensen (INSEAD): Leading Remote Teams

- [00:00:42](#) – Mark Mortensen introduction
- [00:02:10](#) – Insights on remote work during the early days of the Covid-19 pandemic
- [00:07:32](#) – How do we define modern teams?
- [00:10:32](#) – What makes virtual teams effective? The impact of shared knowledge and shared identity
- [00:15:01](#) – The importance of values & personality when running remote
- [00:17:17](#) – How to lead effectively when remote
- [00:19:00](#) – Tips on providing feedback remotely
- [00:22:56](#) – Building trust in remote a remote set-up – how predictability & regularity can help
- [00:30:45](#) – How to deal with multiple-team-membership in a remote setting
- [00:36:09](#) – The future of distributed work
- [00:39:37](#) – New areas of research, on remote work, driven by the Covid-19 pandemic

## Making Remote Work #03 - Ravi Gajendran (FIU): Remote Work & Job Performance

- [00:00:50](#) – Ravi Gajendran introduction & research
- [00:05:32](#) – Moving remote at the start of the Covid-19 pandemic
- [00:09:20](#) – Forced to work remotely vs wanting to work remotely
- [00:12:08](#) – Remote Work – a favour to the employee or an organizational choice to enhance productivity & performance?
- [00:15:30](#) – Balancing office & remote work
- [00:17:24](#) – Which are the types of jobs where performance is increased when working remotely?
- [00:18:20](#) – How do peer & boss relationships affect the effectiveness of remote work?
- [00:19:47](#) – Organizations as enablers of effective remote work
- [00:20:56](#) – Research-driven tips & tricks to be more productive remotely
- [00:26:02](#) – Leading with trust when remote
- [00:30:14](#) – Dealing with feelings of power and control loss, as leaders in remote settings
- [00:35:20](#) – Communicating when remote
- [00:38:42](#) – Re-evaluating work in the context of the Covid-19 pandemic
- [00:42:31](#) – How to deal with e-mail overload
- [00:51:22](#) – How HR can enable focus and productivity for their leaders and employees
- [00:57:25](#) – Final thoughts on remote work

## **Making Remote Work #04 - Mark Frein (Lambda School): Hiring, leading, and building trust when remote**

- [00:00:50](#) – Mark Frein introduction & history of remote working experience
- [00:04:37](#) – Remote work during the Covid-19 pandemic
- [00:08:02](#) – Best practices to support working remotely
- [00:13:18](#) – What promotes social interaction in remote-first companies
- [00:18:51](#) – Transparency when remote
- [00:20:52](#) – Hiring leaders when remote
- [00:26:14](#) – Coaching remote leaders
- [00:30:46](#) – Collaborating remotely, a practitioner’s view
- [00:37:15](#) – Miscommunication when remote
- [00:43:27](#) – Asynchronous work & diversity when remote
- [00:49:37](#) – Dealing with customers remotely
- [00:53:00](#) – In-person vs. remote work

## **Making Remote Work #05 – Raj Choudhury (HBS): Working from Anywhere**

- [00:00:52](#) – Prithwiraj ‘Raj’ Choudhury introduction
- [00:02:07](#) – Insights into Work from Home during Covid-19
- [00:10:07](#) – Work from Home vs Work from Anywhere (the US Patent Office case study)
- [00:13:59](#) – Remote work after the pandemic
- [00:16:20](#) – Where to start the move to remote work
- [00:20:33](#) – The cost of coordinating when remote
- [00:22:56](#) – Handbook first approach (the GitLab case study)
- [00:29:14](#) – Innovation & knowledge sharing in remote settings
- [00:35:39](#) – Off-shore organizations
- [00:40:36](#) – The consequences of working remotely
- [00:43:22](#) – The talent advantage of remote-first organizations
- [00:46:20](#) – The importance of hiring a “Head of Remote”
- [00:47:34](#) – Routines while working from home

## **Making Remote Work #06 – Srikanth Kannan (OSU): Coordinating While Working Remote**

- [00:00:56](#) – Srikanth Kannan introduction
- [00:01:44](#) – Working remote via off-shoring
- [00:03:17](#) – Job interdependency and collaboration when working remotely
- [00:09:08](#) – Modularization as a way of coordination and the impact on socialization
- [00:14:08](#) – Working from home during Covid-19
- [00:19:16](#) – The power of tacit-asynchronous coordination when remote
- [00:27:06](#) – Ongoing coordination when remote
- [00:32:15](#) – Modularization vs ongoing coordination vs tacit coordination
- [00:36:27](#) – Co-located vs virtual communication
- [00:42:08](#) – Diversity & team performance when remote
- [00:46:00](#) – Takeaways on coordination when remote

## **Making Remote Work #07 – Sujin Jang (INSEAD): Distributed Teams – Cultural and Temporal Brokerage**

- [00:00:55](#) – Sujin Jang – introduction
- [00:02:09](#) – Multicultural teams – positives and negatives
- [00:04:50](#) – Cultural & Temporal Brokerage – an introduction
- [00:07:53](#) – Cultural Brokerage – facilitating cross-cultural interactions
- [00:22:13](#) – Cultural Brokerage – effects on performance and attrition
- [00:40:40](#) – Temporal Brokerage in global teams
- [00:42:43](#) – Temporal Brokerage – why does it matter?
- [00:47:06](#) – Temporal Brokerage – outcomes for individuals that broker time
- [00:56:55](#) – Temporal Brokerage – effects on team performance
- [00:58:31](#) – Cultural and Temporal diversity in remote-first companies

## **Making Remote Work #08 – Darren Murph (GitLab): On Transparency, Values & Leadership when All-Remote**

- [00:01:00](#) – Darren Murph – what does the Head of Remote at GitLab do?
- [00:05:00](#) – What makes a “good” Head of Remote?
- [00:08:09](#) – The value of transparency in a remote work setting
- [00:12:53](#) – Transparency in compensation & benefits
- [00:13:55](#) – When and how to be transparent?
- [00:14:54](#) – How to enable & empower employees to embrace a new way of working?
- [00:19:09](#) – Which are the leaders that thrive in remote settings?
- [00:21:36](#) – How to support leaders new to the organization make the transition to remote
- [00:24:42](#) – How to build remote teams by aligning to the values
- [00:27:25](#) – Hiring for values
- [00:28:44](#) – Where does Remote fail?
- [00:31:20](#) – The importance of one single source of truth when working remotely
- [00:32:34](#) – How to start remote – documentation & communication
- [00:37:05](#) – Solving day-to-day problems by documenting and linking back to values
- [00:40:15](#) – Gaging employee experience when remote
- [00:41:33](#) – The competitive advantage of running remote
- [00:44:02](#) – What is the Future of Remote?
- [00:51:42](#) – What would GitLab research about remote? How empathy & values impact the bottom line.

## **Making Remote Work #09 – Sumita Raghuram (JSU): Remote Work History, Future & Individual Differences**

- [00:00:00](#) – Sumita Raghuram introduction
- [00:02:53](#) – The history of remote work
- [00:06:12](#) – Measuring productivity & employee satisfaction for remote workers
- [00:09:08](#) – Gender differences in remote work adoption
- [00:11:30](#) – Individual differences in adapting to remote work
- [00:13:47](#) – Building organizational identity when remote
- [00:19:55](#) – Creating knowledge in remote set-ups
- [00:22:17](#) – The importance of communication in remote set-ups
- [00:23:09](#) – Integrating work & life when remote
- [00:25:17](#) – Levels of remote working – segmentors & integrators
- [00:28:44](#) – How companies can facilitate the move to remote
- [00:31:40](#) – Insights on remote work under the pandemic
- [00:33:07](#) – The Future of Remote Work
- [00:37:09](#) – Where could remote fail?
- [00:39:12](#) – Final thoughts on remote work

## **Making Remote Work #10 – Mark van Vugt (VU): Evolutionary Psychology and Remote Work**

- [00:00:53](#) Introduction Professor Mark van Vugt
- [00:04:56](#) Did evolution prepare us for virtual work?
- [00:07:25](#) Will remote last?
- [00:11:03](#) The shift towards digital, cognitive work
- [00:15:20](#) Empathy in the virtual environment
- [00:18:00](#) How can leaders build loyalty, cohesion, trust, and engagement remotely?
- [00:23:15](#) Laughing as a collective experience
- [00:24:23](#) Social cues in a virtual set-up
- [00:27:45](#) What makes a good leader in a crisis?
- [00:34:40](#) Changing behaviours during a pandemic
- [00:38:24](#) Competition, innovation, learning, creativity during an economic crisis
- [00:45:35](#) Final thoughts

### **Making Remote Work #11 – Roderick Swaab (INSEAD): How to Negotiate in a Remote Set-up**

- [00:00:53](#) – Roderick Swaab introduction
- [00:03:30](#) – Virtual vs. face-to-face negotiation
- [00:10:32](#) – When virtual negotiation works better than face-to-face negotiation
- [00:23:11](#) – How mastery of technology influences the success of virtual negotiations
- [00:25:12](#) – Individual differences in choosing negotiation strategies
- [00:27:40](#) – Win-win negotiations in remote set-ups
- [00:38:48](#) – Non-verbal communication in virtual negotiations
- [00:41:57](#) – Influencing the majority in remote negotiations

### **Making Remote Work #12 – Liam Martin (TimeDoctor): A Practitioner's View on Remote Work**

- [00:00:55](#) – Liam Martin – Why Remote Work
- [00:04:00](#) – The Economic Advantages of Working Remotely
- [00:04:52](#) – All Remote vs Hybrid
- [00:07:13](#) – Political issues when Hybrid
- [00:11:11](#) – Documenting when remote, the GitLab Handbook case
- [00:13:13](#) – Where could Remote fail?
- [00:23:53](#) – Is Remote Work here to stay? The value of value of hiring talent remotely
- [00:28:45](#) – Compensation & Benefits when Remote – Time Doctor case
- [00:36:25](#) – What will the jobs and careers of the future look like considering the move remote
- [00:42:30](#) – Final thoughts on Remote

### **Making Remote Work #13 – Greg Miller (Faethm): Using AI to explain workforce trends during COVID-19**

- [00:00:50](#) – Introduction: Greg Miller & Faethm
- [00:02:30](#) – How does Faethm AI work?
- [00:05:10](#) – What do Accounting & Cybersecurity have in common?
- [00:07:40](#) – Who uses Faethm AI?
- [00:11:15](#) – Faethm & MIT: COVID-19 Workforce Study – Remote Work, Automation, Augmentation
- [00:19:29](#) – How did the COVID-19 pandemic reshape the thinking on the Evolution of Work?
- [00:23:05](#) – What will be the prevalence of AI & Robotics post COVID-19?
- [00:26:22](#) – The Evolution of Work for the jobs displaced by AI & Robotics. The case of Retail Workers and Drivers
- [00:30:34](#) – What are the industries that are growing and can be a focus for a career shift?
- [00:33:53](#) – The role HR plays in transitioning jobs that will be displaced by AI & Robotics
- [00:35:50](#) – How can Faethm data be made available for HR professionals to inform their workforce decisions
- [00:39:08](#) – What is the Future of Remote Work?

## **Making Remote Work #14 – Julien Clement (Stanford): Esports & Remote Work (tasks, routines, agility)**

- [00:01:20](#) – Julien Clement introduction
- [00:10:14](#) – What are Esports?
- [00:12:14](#) – Organizational adaptation & team dynamics in Esports
- [00:15:08](#) - Esports & remote work
- [00:18:42](#) – The importance of routines in team performance
- [00:21:40](#) – Forming routines in remote teams
- [00:25:29](#) – The importance of designing interactions in remote teams
- [00:27:41](#) – Experimenting with team and organizational design
- [00:32:40](#) – Change management when moving remote
- [00:35:10](#) – Using formal and informal networks to support organizational change
- [00:41:49](#) – Agile in remote
- [00:44:57](#) – The future of remote work
- [00:47:03](#) – Future area of research

## **Making Remote Work #15 – People Group GitLab: Managing 1300 people remote across 65 countries**

- [00:01:20](#) – What is the role of the People Function in GitLab?
- [00:02:14](#) – Managing day-to-day people activities remote vs co-located
- [00:06:30](#) – The importance of planning when collaborating remotely
- [00:09:00](#) – How GitLab keeps track of work progress
- [00:10:50](#) – The GitLab Employee Assistance Program
- [00:12:44](#) – Hiring Remotely @GitLab
- [00:21:32](#) – Total Rewards @GitLab
- [00:24:33](#) – Performance & Productivity @GitLab
- [00:27:05](#) – Autonomy & Responsibility @GitLab
- [00:30:23](#) – The “CEO Shadow Program” @GitLab
- [00:35:25](#) – Values @GitLab
- [00:38:57](#) – The Value of Transparency
- [00:40:15](#) – The “Priceless” Value of Remote Working
- [00:41:45](#) – The Iteration Process @GitLab
- [00:44:10](#) – What is “impossible” when remotely?
- [00:46:10](#) – What is the Future of Remote?

## **Making Remote Work #16 – Borge Obel: Designing Remote Organizations**

- [00:01:07](#) – Borge Obel - Introduction
- [00:05:00](#) – Virtual vs Distributed vs Remote Work
- [00:11:10](#) – Is remote work here to stay?
- [00:14:40](#) – Organizational design for remote work
- [00:18:28](#) – Remote work and its effect on team coherence
- [00:21:35](#) – Opportunism and cheating when working remotely
- [00:24:35](#) – Are matrix or functional organizations suitable for remote work?
- [00:28:18](#) – Designing better remote organizations with the use of data
- [00:34:20](#) – Designing incentives for remote organizations
- [00:36:40](#) – Power and promotions when remote: “the virtual rat race”
- [00:39:57](#) – Insights on all-remote companies from an organizational design perspective
- [00:46:13](#) – Organizational design advice for companies moving or starting remote
- [00:49:38](#) – Future organizational design research areas that are driven by the Covid-19 pandemic
- [00:55:24](#) – Final thoughts on remote work

## **Making Remote Work #17 – Luca Parmitano: Working & Leading Remote from Space**

- [00:00:45](#) – The importance of training & planning to successful remote working
- [00:04:26](#) – Coordinating remotely using voice-driven tools
- [00:05:51](#) – Dealing with ambiguity coming from various inputs
- [00:09:58](#) – Motivating & engaging a crew of different nationalities with different values and views
- [00:12:17](#) – Leading a team of great minds to solve the toughest issues in space
- [00:14:38](#) – Team conflict in confined space
- [00:17:27](#) – Maintaining psychological wellbeing in space
- [00:19:06](#) – Autonomy when working on the International Space Station
- [00:22:03](#) – Remote work as a driver of education in underserved communities
- [00:24:46](#) – Can Covid-19 create opportunities in rural areas through the increase in broadband communication?
- [00:27:10](#) – A view on global unrest and ecological change

## **Making Remote Work #18 – Sheryl Bishop: The psychological effects of isolation & confinement**

- [00:00:50](#) – Sheryl Bishop introduction
- [00:03:50](#) – Isolation & confinement during the Covid-19 pandemic
- [00:06:25](#) – How does a new lockdown affect us psychologically?
- [00:12:32](#) – Depression during Covid-19
- [00:17:14](#) – How to recognize the effects of isolation & confinement
- [00:20:12](#) – The long-term psychological effects of the pandemic
- [00:23:14](#) – Quick tips to deal with isolation & confinement
- [00:27:32](#) – Applying the research in extreme environments in organizations
- [00:30:20](#) – Building better “work from home” environments
- [00:35:48](#) – Work-family balance when working from home
- [00:43:04](#) – Building resilience for similar future situations
- [00:46:43](#) – Mindfulness & meditation to deal with stress
- [00:49:00](#) – Final thoughts

## **Making Remote Work #19 - Tammy Allen & Jay Narayanan: Mindfulness & Work-Family Balance when Remote**

- [00:01:09](#) – Tammy Allen introduction
- [00:03:28](#) – Jayanth 'Jay' Narayanan introduction
- [00:05:30](#) – Mindfulness & meditation – what they are and what they are not
- [00:08:55](#) – Mindfulness and flow
- [00:10:30](#) – Covid-19 effects on work-family balance
- [00:15:35](#) – Domestic violence during the pandemic
- [00:17:06](#) – Using mindfulness to avoid work-family conflict
- [00:25:28](#) – Mindfulness in the workplace
- [00:29:00](#) – The effects of mindful leaders on team performance
- [00:31:58](#) – increasing the prevalence of mindfulness in the workplace
- [00:34:58](#) – When mindfulness is harmful
- [00:37:42](#) – Cultivating mindfulness
- [00:43:23](#) – Recommendations of activities and apps to build mindfulness

## **Making Remote Work #20 - Naomi Stanford, Milan Guenther, Matthew Skelton: (Re)Designing Remote Work**

- [00:01:20](#) – Introductions
- [00:06:18](#) – Organizational issues surfaced by Covid-19
- [00:15:00](#) – Organizational design for remote work
- [00:26:30](#) – Purpose vs Values vs Culture
- [00:29:54](#) – Organizational (re)design for companies moving remote
- [00:37:00](#) – Innovation & transformation by design in remote set-ups
- [00:41:50](#) – The successful organization of the future
- [00:51:09](#) – Reaching out/ contacts