MAKING REMOTE WORK

An Organizational Design Community Podcast

Hosted by Skills for Mars


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.

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

Making Remote Work #12 – Liam Martin (TimeDoctor): A Practioner’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?
- 00:19:29 – 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