



# **Driving Engagement and Productivity with Distributed Teams**

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## My experience in distributed teams

 zapier

/LiveRamp

knoetic

**FOR DISCUSSION**

**What is the current  
distribution of your teams?**

**Fully in-office,  
considering  
remote**

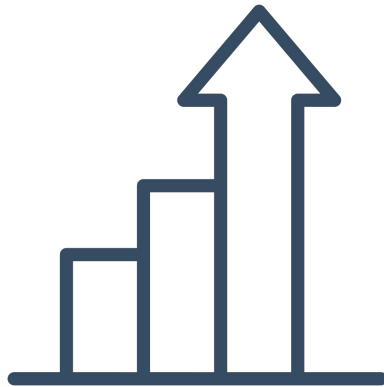
**Hybrid**

**Fully remote**

**COME OFF MUTE OR COMMENT IN THE CHAT**

# What are signs that a distributed team is a good strategy for your company, and that you're ready to build one?

**Increase the talent pool available to your organization**



**Staffing around the clock**



**Rethinking and retooling your processes and culture**



***Distributed teams often still need localized capabilities***

# What are the challenges that distributed work presents?

## Back-end global operations challenges

### Workers in different jurisdictions

The good news is, there have never been more third parties tools to outsource the hassle for distributed orgs.

## Front-end challenges

Talent development

Coordination

Belonging & experience

Team effectiveness

Knowledge access + management

# What kind of companies or teams is distributed work right for (and not right for)?

Distributed staffing models are appropriate for a lot of teams, but there are some especially challenging scenarios:



Anyone in the business of making physical goods



Organizations that rely on a high ratio of early-career talent



Organizations that are pre-product-market fit



If you're in unfamiliar territory, in-person may be more important

***Ask what the change philosophy/maturity level of the team is***

# What goals might you have for engagement on a distributed team? How do you measure engagement for a distributed team?

## Focus

A clear, customer-oriented mission in which progress can be measured.

## Purpose

A clear sense that one's work matters for our customers or personally—ideally both.



## Belonging

A feeling of being seen and recognized for who you are, as part of a broader team.

# How do you measure productivity for a distributed team?

**Set goals (it can be more art than science)**



For some teams, you might have to try and test goals and deliverables to measure from each unit of the team

**Managers need to be transparent**



Explain why you use your KPIs and why the targets are where they are. Be transparent and humble.

**If you're in unfamiliar territory, create an interim method of evaluation**



A tentative metric provides something for workers to measure themselves against and you can adjust as needed.

**Don't be afraid to set high goals**



If you set high goals, you'll have more misses but that doesn't mean your team is less productive.



# What is “quiet quitting” and how can you identify and prevent it?

*Quiet quitting is when an employee remains at a company and does the bare minimum, but isn't 100% engaged*

Quiet quitting can be symptomatic of a goal-setting issue

## Preventative measures:

Incentivizing performance above the bare minimum

Use stay interviews to identify disengagement

Align on performance standards and measurement

Remember, quiet quitting isn't *only* a problem in a distributed set-up

# Should you deploy keystroke or productivity monitoring tools? What are the potential unintended consequences?



**In general, don't use productivity monitoring tools to evaluate employees**



**These tools can be useful, but only if they're deployed transparently and provide real value to employees**

# How can you help make internal communications and meetings work for a distributed or global team?



**Alternating timing of core meetings**



**Employ a range of recording features**



**Reduce your use of idioms**



**Check for understanding after important communications**

# What role can technology play in your distributed team? What tools should you look to use?

## Tooling matters

1

Access

Intranet

2

Engagement

Blogging  
Tool

Messaging  
Tool

3

Accessibility

Conferencing  
Tool

Document  
Tool

Common  
Tech  
Tools

 zapier

 zoom

 Notion

 slack

 Google Drive

# How do you deal with a distributed team where some members are in the office and others are remote?



**Foster belonging for the remote team**



**Document important in-office conversations for the remote team**



**Be really clear about the implications of working remotely**

# How should you onboard new employees into a distributed workplace?



**Make the onboarding experience reflect your mission, customers, and culture**



**Use a new-hire buddy system**



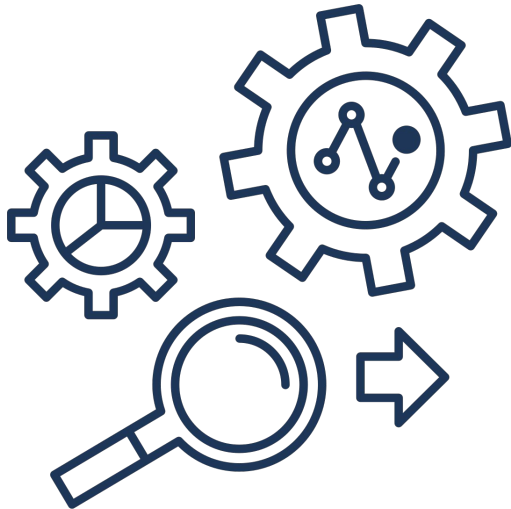
**Remote training allows you to modularize training**



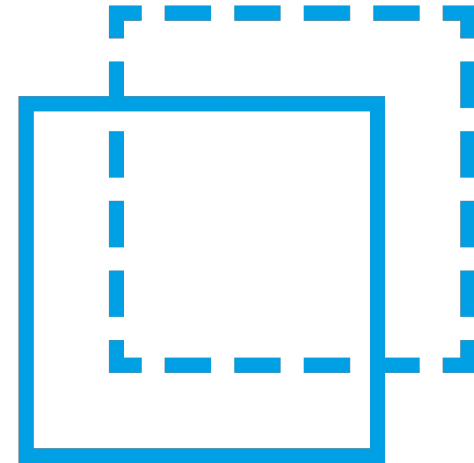
**Consider investing to get new grads together in-person**

# What are the most important pieces to get right?

**Be clear about your operating model and align on purpose**



**Be transparent**





# Questions