

BUILDING TRUST REMOTELY

YOUR FIRST 90 DAYS
AS A NEW LEAD

Hi! I'm Sadhana.



- Engineering manager for 7 years at same company
- When pandemic hit, we moved to our homes and continued working, without missing a beat
- Moved to a dev manager role at new company



I REALISED:



Starting remotely **!=** Moving to remote work,
After establishing trust

WHAT CHANGES?



You need to be more intentional about building relationships



Synchronous and asynchronous medium become equally important



Assume positive intent, while trust takes root



You are represented only through your active voice

90-DAY ACTION PLAN



STAGE 1

Design the wider
environment



STAGE 2

Design the team
environment



STAGE 3

Design
yourself

YOUR FIRST 30 DAYS

Your success depends on:

How much time you spend designing your new way of working

ORGANIZATION/GROUP LEVEL

Study the building

Setup the *right* tools

Go Wide, Go Deep

Build Relationships

YOUR FIRST 30 DAYS

Your success depends on:

How much time you spend designing your new way of working

ORGANISATIONAL / CROSS-TEAM LEVEL

Cross-org pairing sessions

1:1s with people across teams

Peer/study group sessions

Documentation/Videos

YOUR FIRST 60 DAYS

Your success depends on:

Your ability to build engagement in your team



Use async for productivity, sync for engagement



Design a mix of deep focus and deep connect timezones



Create and encourage the discipline to



Do not take sync touchpoints for granted



Foster discipline to capture intent in words

Trust is built with continued display of intentionality behind your asks

Keep the Human Touch



Meet IRL at least once per quarter



Create strong team bonding rituals:







- ➔ Lunch-‘n-learn sessions
- ➔ Gaming sessions
- ➔ A mix of fun and insightful retros

(to build psychological safety within your team)

YOUR FIRST 90 DAYS

Your success depends on:

Your ability to be aware of your mental strength

-  Don't be "Always On"
-  Acknowledge loneliness & FOMO (& design accordingly)
-  Find a kindred spirit!
-  Collect feedback and learn to trust the process
-  Make mistakes, learn, and iterate
-  Be patient and enjoy!

RECAP:



Remote != Doing the same things on Google Meet



You need to design your work with a lot more intentionality



Async for productivity, sync for connection



When done right, remoting can be a rich & rewarding experience



Be kind to yourself, stay in the now and BREATHE!



YOUR FIRST 90 DAYS

Your success depends on:
Your ability to be aware of your mental strength

Change is hard

Fight the loneliness

Emotional self-awareness

Remember to *enjoy it*

COMMUNICATION

- Overshare and over-communicate
- Make yourself available

ACTIVE RITUALS THAT WORK FOR ME

TEAM LEVEL:

- Meet IRL - ideally, it would be at least once a quarter
- Team game time, “Lunch ‘n learn” sessions
- Pair on different tasks the team is working on

HOW IS TRUST BUILT IRL?

ACTIVE

- Actions, words & outcomes
- Evidence of skills which help solve teams' problems

PASSIVE

- Observing team interactions
- Reading non-verbal cues and body language
- Informal coffee-corner conversations

MAINTAINING SHARED CONTEXT

Shared context ==

Be intentional about designing and testing rituals with your team:

- Don't be afraid to try new things
- Create a mix of individual, team, and company-wide rituals

STATS:

16% of companies are 100% remote

56% of companies allow some kind of remote work

85% of managers believe remote teams will be the norm

47% of company leaders will allow teams to WFH full-time

77% of remote workers say they're more productive at home

74% of workers say remote options make them stay at a company

YOUR FIRST 60 DAYS

Your success depends on:
Your ability to build engagement in your team

Understand people's drivers

Create shared vision

Over-communicate

Omni-channel touchpoints

Passive rituals

- Discuss with your group to create clear focus times/ no

At a wider org/cross-team level

- Pairing sessions with different parts of the org across a mix of functions so you can get a wider context of what other teams/functions are working on and how they operate
- Peer group/study group sessions - which are usually focused on a particular area of expertise and help support people in improving their craft
- Demos



How is Trust built IRL?

- IRL Trust is built two ways
 - Active
 - By your actions and words and outcomes
 - By exhibition of demonstrable skills which help solve team's problems
 - Passive
 - Observing how the team interacts
 - Reading non-verbal cues and body language
 - Informal coffee-corner conversations

-