

# Distributed, Yet Focused

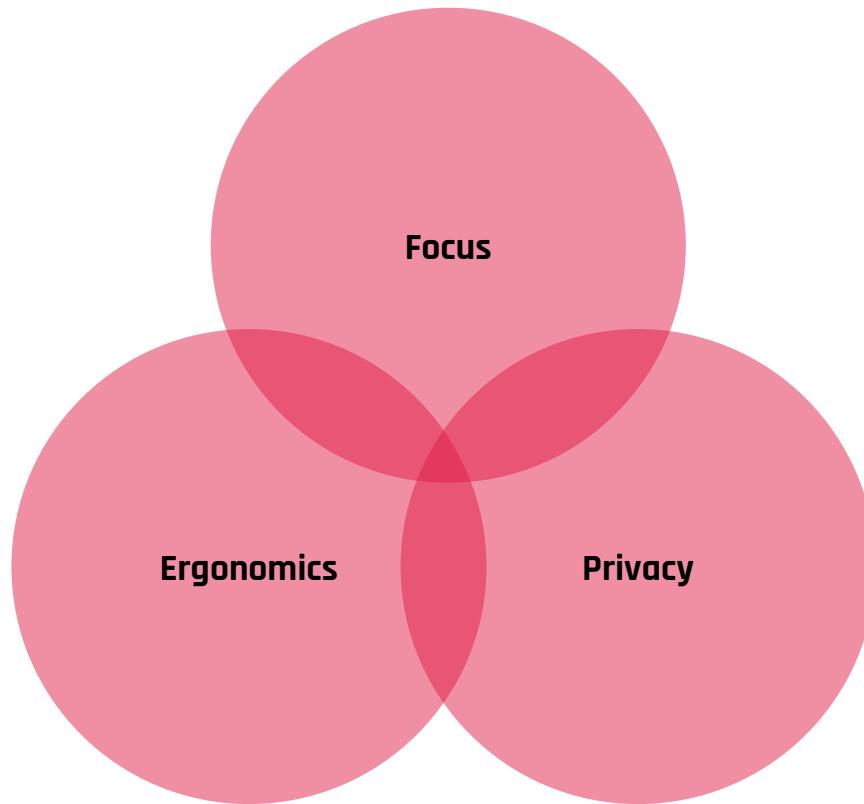
High-Impact Remote Teams

# Working from Home



**Working from Home: Expectation vs. Reality**

# Working from Home



**Remote Work ≠ Home Office**

# Why Remote?

**Lower Costs,  
Higher Satisfaction.**

**No Commute,  
More Time.**

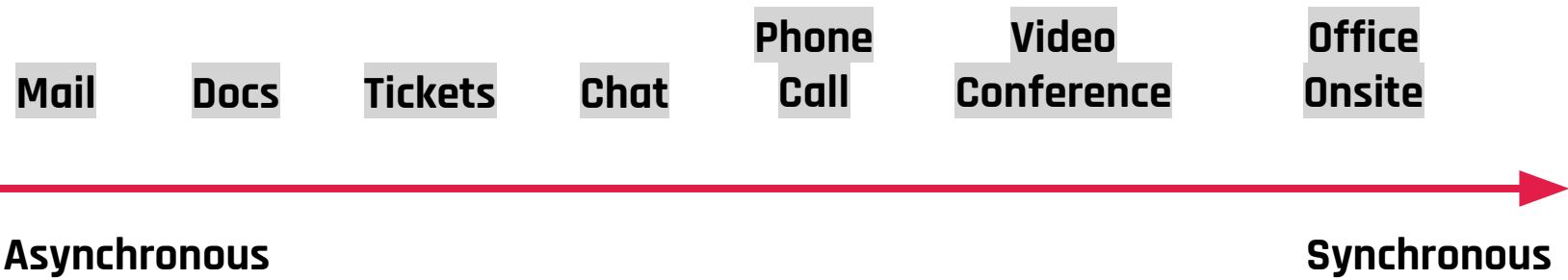
**Access to Talent,  
Global and Diverse.**

**Productivity,  
Focus and Flexibility.**

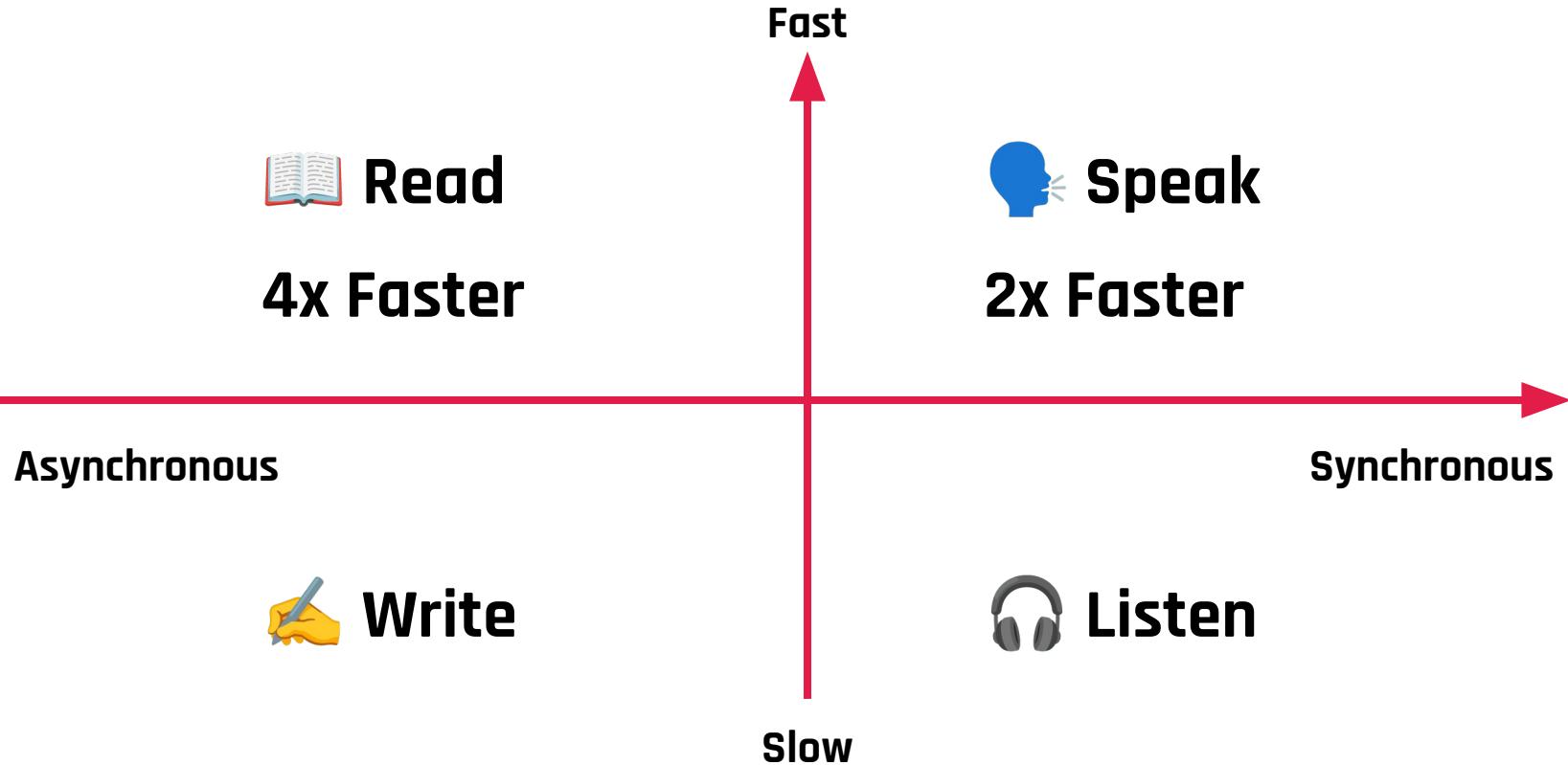
**Employer Brand,  
Modern Culture.**

# Intentional Communication

# Spectrum of Communication



# Spectrum of Communication



# **Async: Impact-Focused**

**Deep Work,  
Real Contributions.**

# **Sync: Alignment-Focused**

**Fast Clarity,  
Structured Interaction.**

**Living Artifacts  
Measure Results  
Planned Social Interactions  
Intentionally Built Culture**

**Remote - Engage - Produce - Loop**

# Living Artifacts

A woman with long blonde hair, wearing a light-colored top, looks off-camera with a wide-eyed, slightly open-mouthed expression of surprise or excitement. She is positioned in front of a dark, patterned curtain.

**When You Find Out Work Gossip and Can't  
Wait to Tell Your Coworkers**

**Information Spreads Naturally**

Office

**Knowledge Must Be Spread  
Intentionally**

Remote

# Set Up an Operating System & Document Your Rituals

Format	When	Who	Owner
 Weekly Checkout	Thursdays 11:00	Full	Rotating
 Retro	After Initiative and / or after cooldown	Full	Rotating
 Team Days	on demand	Full	@Klaus Breyer
 Daily	Daily 11:30	Building (in cycle) Product (out cycle)	Rotating
 Shaping	Between Cycles	Building (only 1 tech)	

# Asynchronous Request for Comments

Name	Yes   Yes, if ..	Date
@Klaus Breyer	Yes, if .. we have agreed and documented the open questions	Mar 12, 2025
	✓	Mar 18, 2025
	✓	Mar 14, 2025
	✓	Mar 14, 2025

# Agree on Your Communication Expectations

Tool	Purpose / Use	Expected Response-Time	Responsible for Accounts
MS Teams	<ul style="list-style-type: none"><li>• Default to transparency @mentioning</li><li>• Quick Ideas</li></ul>	<ul style="list-style-type: none"><li>• multiple times a day</li><li>• latest: within a working day</li></ul>	IT Service Desk
E-Mail	<ul style="list-style-type: none"><li>• Customer facing collaboration</li></ul>		IT Service Desk
Message (SMS / WhatsApp / etc.)	<ul style="list-style-type: none"><li>• Only for high urgency topics</li><li>• Production related Issues</li></ul>	<ul style="list-style-type: none"><li>• Within working hours</li><li>• Within: 2h</li></ul>	
Phone Call	<ul style="list-style-type: none"><li>• Production related Issues</li><li>• Emergency / Last resort</li></ul>		
Miro	<ul style="list-style-type: none"><li>• Product Development</li><li>•  Miro - Structure</li></ul>	<ul style="list-style-type: none"><li>• Nobody expects that Miro is monitored</li><li>• Used for collaboration</li></ul>	IT Service Desk

# Asynchronous Rolling Agenda

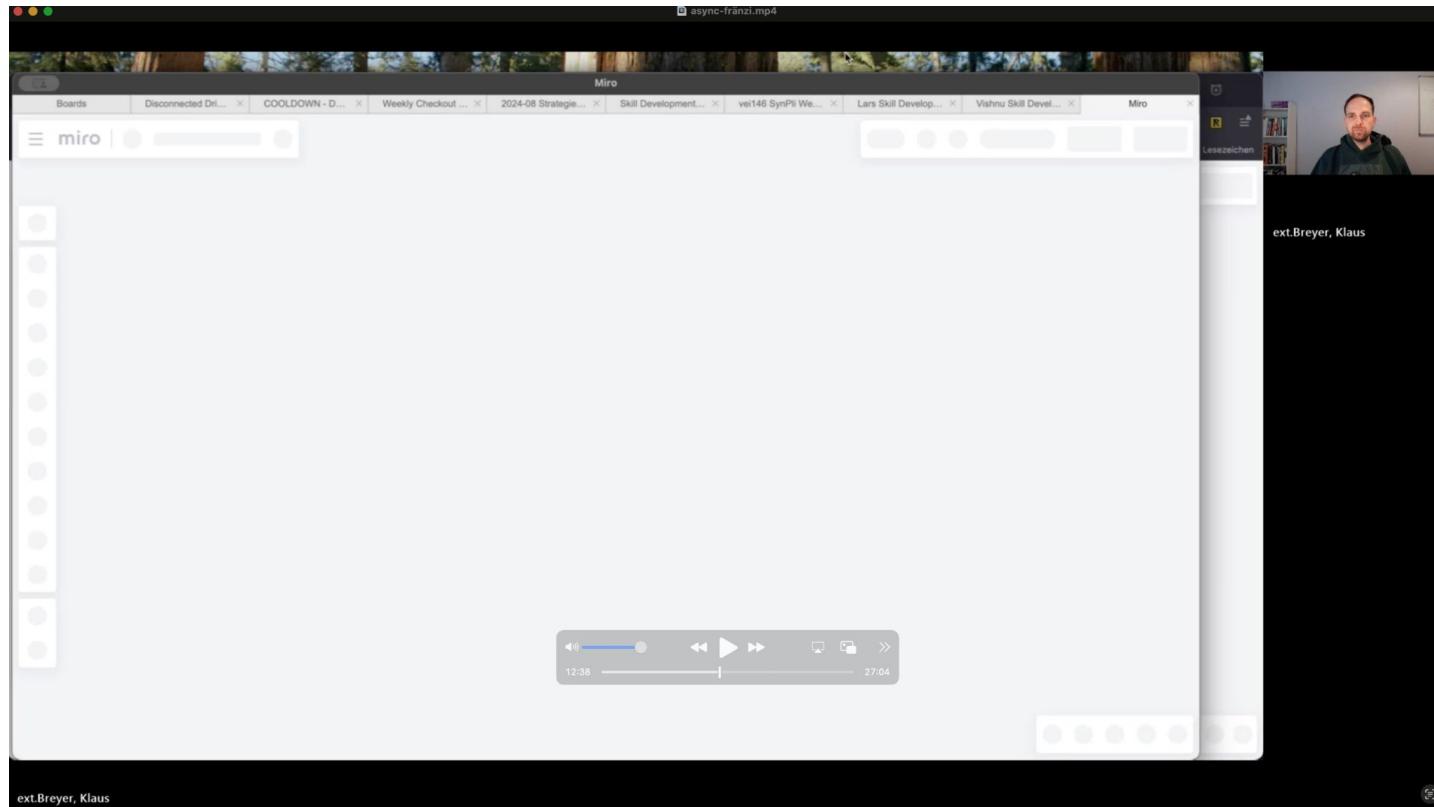
## Inbox

- **@Klaus Breyer** Follow up of actions from  [Async Collaboration Retro Style](#)
- **@Klaus Breyer** Future of Retro?
- Timezone

2024-03-13

- **@Klaus Breyer** Front Page  [easycheck](#)
- **@Klaus Breyer** Rollout?
  - Today: Removing Featureflags, edding account
  - Monday: Rest of the users

# Record a Video Instead of Having a Meeting



**Work Like You Code:  
Leave an Audit Trail**

# **Approach Async Work with Eventual Consistency**

# Measure Results



**Shut Up and Measure only Outcomes!**

**Productivity = Butts in Seats**

Office

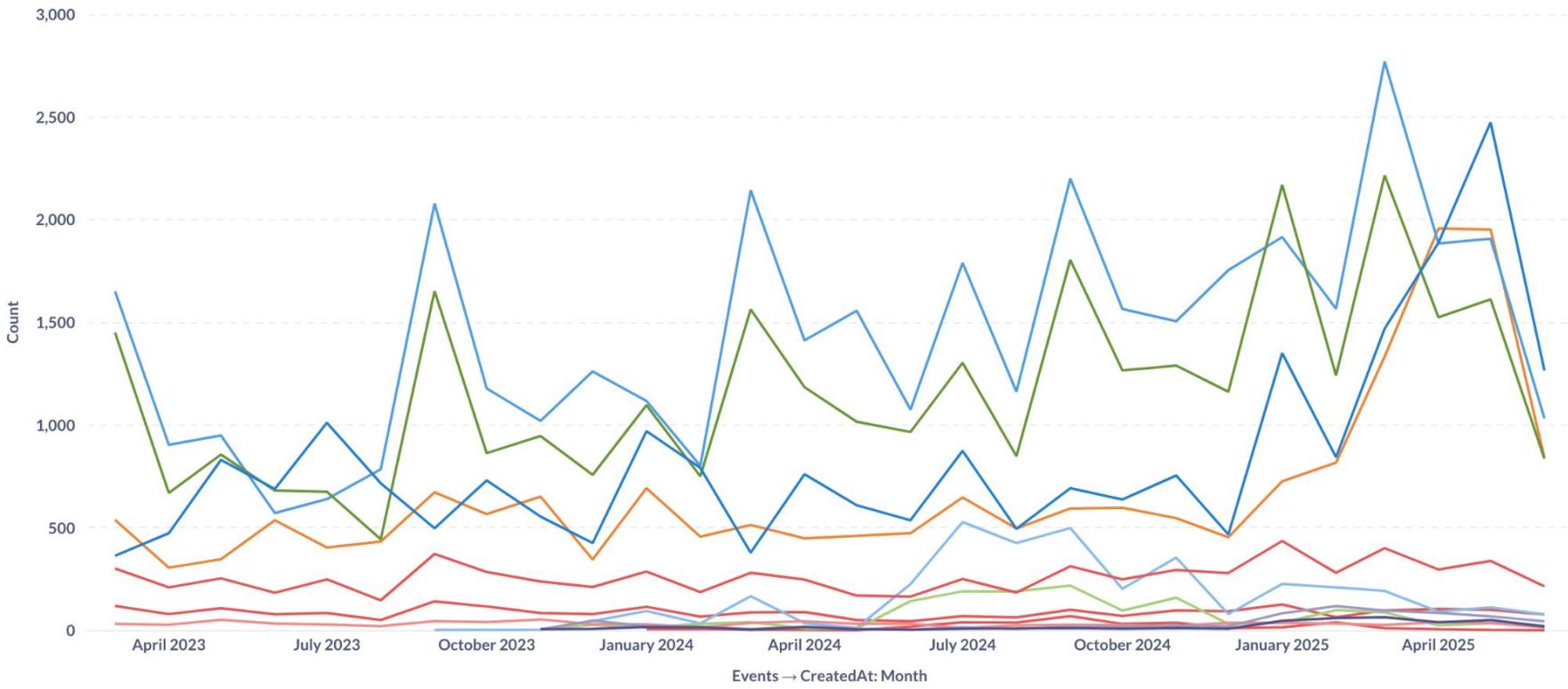
**Productivity = Outcomes**

Remote

# KPI

	<b>May 8th</b>	<b>May 1st</b>	<b>Apr 24th</b>	<b>Apr 17th</b>	<b>Apr 10th</b>	<b>Apr 3rd</b>
↑ 	16 876	16 573	16 343	16 271	16 220	16 118
↑ 	12 553	12 550	12 453	12 534	12 512	12 481
↑ 	326	262	90	45	153	155
▼ 	21	25	37	36	53	63
↑ 	0	1	0	0	0	0
↑ 	658	574	597	502	640	579
▼ 	3	3	5	8	10	4
▼ 	14	18	23	17	28	18
↑ 	323	333	293	325	394	384
↳ ↲ 	15% (49)	15% (51)	13% (38)	12% (40)	15% (58)	14% (53)
↳ ↲ 	84% (274)	86% (282)	87% (255)	87% (285)	85% (336)	86% (331)
↳ ↲ 	87	135	100	109	129	128
↳ ↲ 	35% (31)	54% (72)	44%	51% (56)	50% (65)	42% (55)
↳ ↲ 	65% (56)	46% (63)	56%	48% (53)	50% (64)	58% (73)

# Dashboards



# Heartbeat

Heartbeat 2025#19

Updated May 09



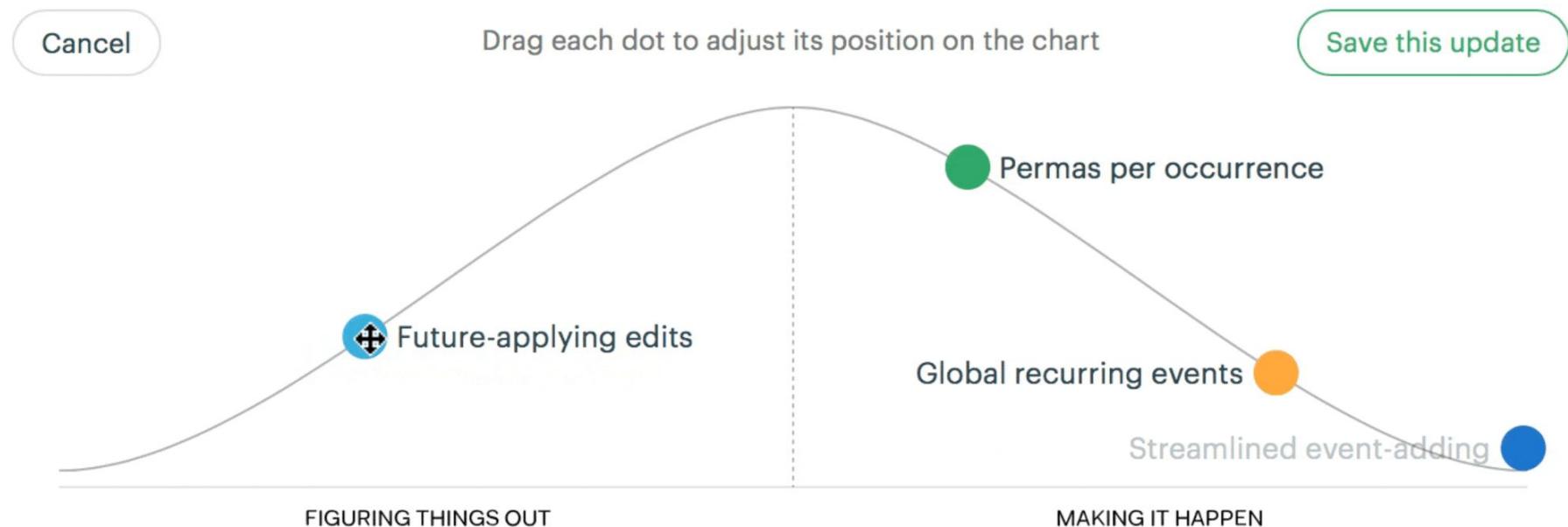
Edit

Share

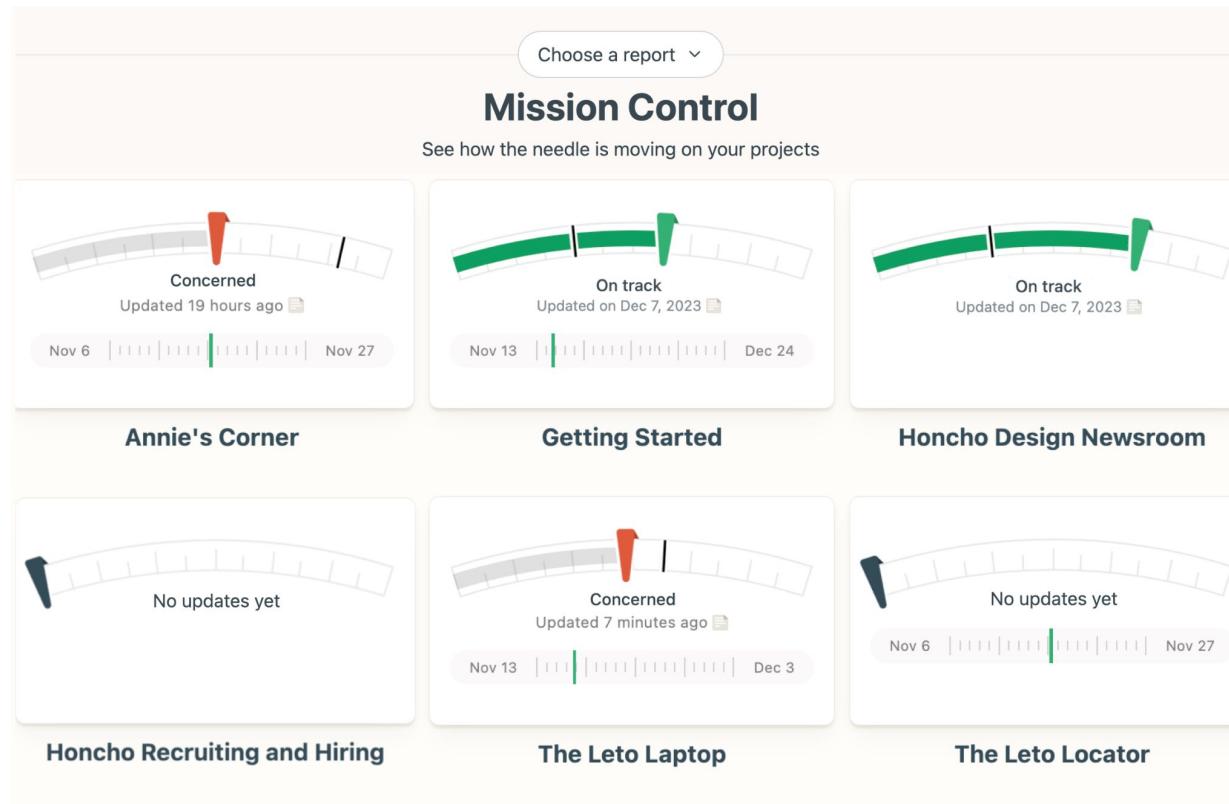


	Progress	Problems	Plans
Product	<ul style="list-style-type: none"><li>Calls with [redacted] regarding [redacted]</li><li><a href="#">Documented Feedback</a> received via email regarding [redacted]</li><li>FAQ [redacted] gen eas</li><li>[redacted] Update [redacted] still pending with [redacted]</li></ul>	<ul style="list-style-type: none"><li>Calendar Tetris</li><li>Still 10 <a href="#">Flagged issues</a> in Reactive Work</li></ul>	<ul style="list-style-type: none"><li>Prep the frames for the next cycle &amp; road mapping session</li><li>Customer Communication for [redacted] Initiative</li><li>Call next week with [redacted] on API &amp; departments</li></ul>
Engineering	<ul style="list-style-type: none"><li>Working on Reactive tasks and preparing for prioritization</li></ul>	<ul style="list-style-type: none"><li>webapp env vars [redacted]</li></ul>	<ul style="list-style-type: none"><li>Prioritization on Monday</li></ul>

# Hill Charts

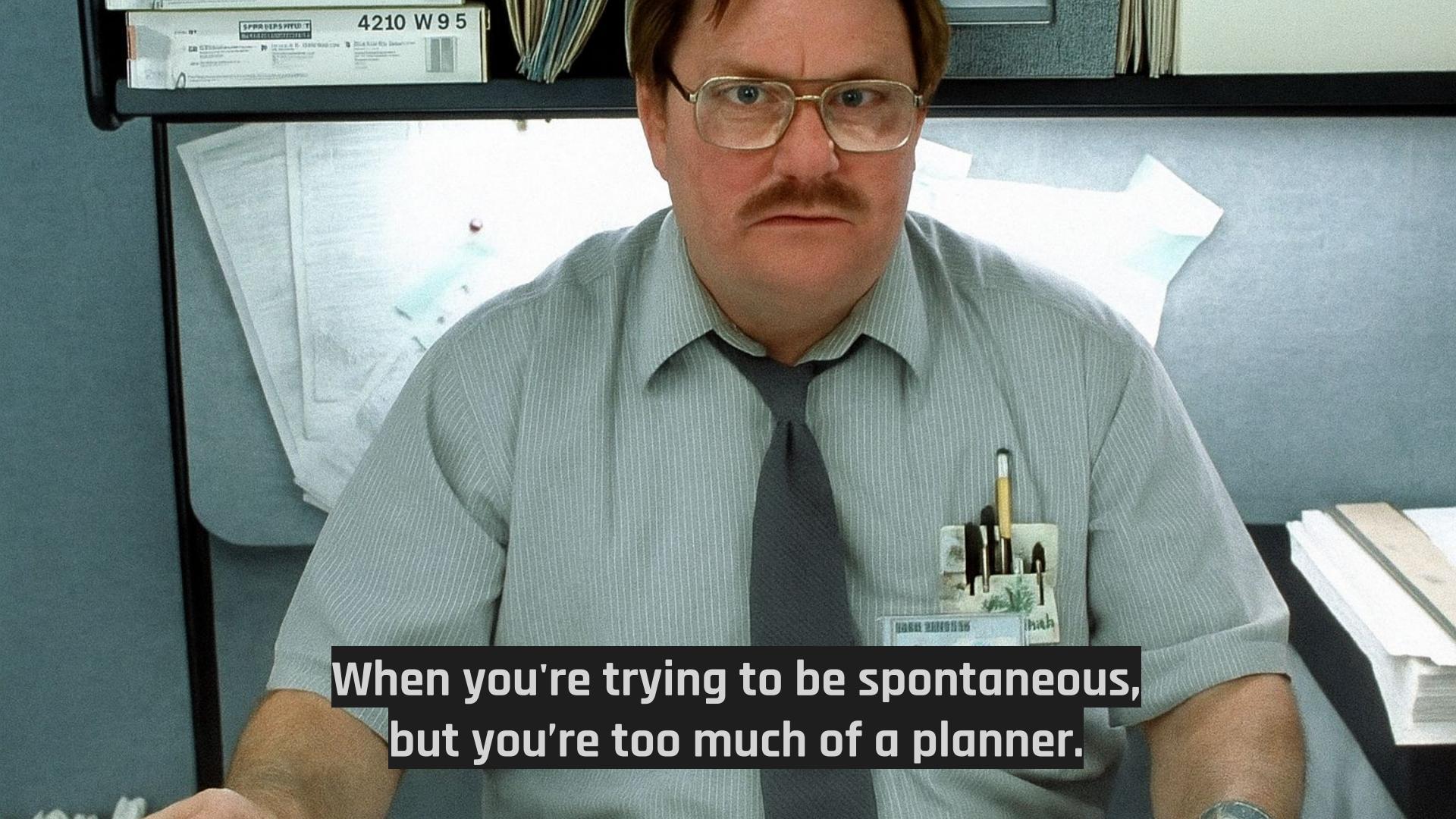


# Moving the Needle



# **Reinforce Behavior Through Reporting Structure**

# **Planned Social Interactions**



**When you're trying to be spontaneous,  
but you're too much of a planner.**

## **Spontaneous Social Flow**

Office

## **Planned Social Interactions**

Remote

# Timer: Structured Time in Meetings



Timer

**15 mins**

**Start**

This block contains a timer icon, the text "Timer", and a large bold "15 mins" followed by a blue "Start" button.

Timer

**2 mins**

**Start**

This block contains a timer icon, the text "Timer", and a large bold "2 mins" followed by a blue "Start" button.

# **Rotating Moderator: Reinforced Flows & new Perspectives**

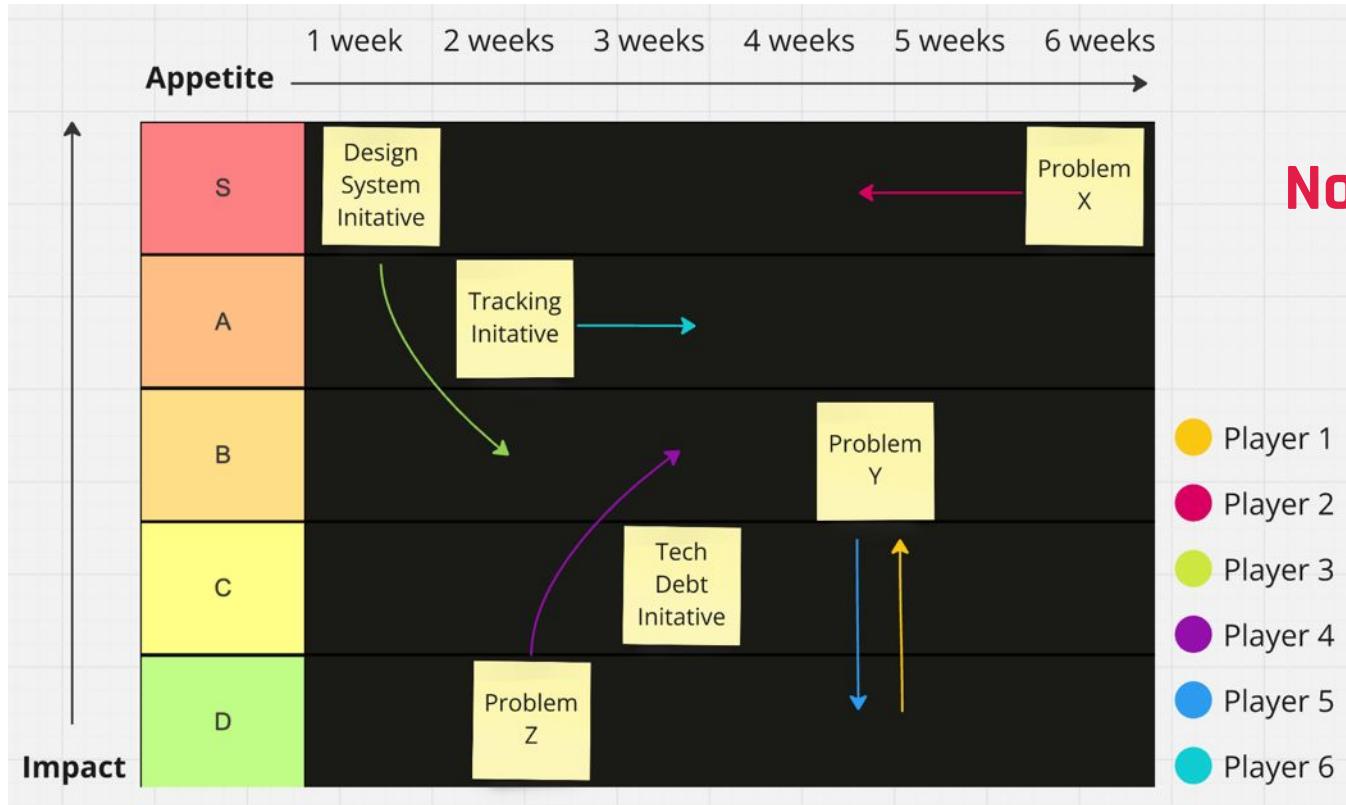


## Moderator Rotation

Klaus



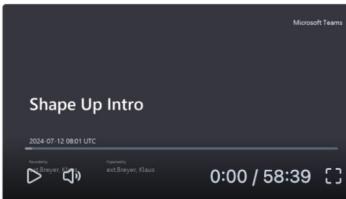
# Round Robin: Make Sure Everyone Is Heard



No Interruptions!

# Continuous Onboarding Curriculum

## How to work together

Topic	Resources	Completed?
Access to all tooling	 Tools	@ @
Meetings & Rituals	 Rituals	@ @
Vacation Calendar	 Vacation Process	@ @
Development Process	 Development	@ @
Team - add yourself!	 Team	@ @
Shape Up Intro		@ @

Then: Meeting!

 2024-07-04 Shape Up Intro for edding easycheck.pdf

What the App Does and  
What Users Do With It

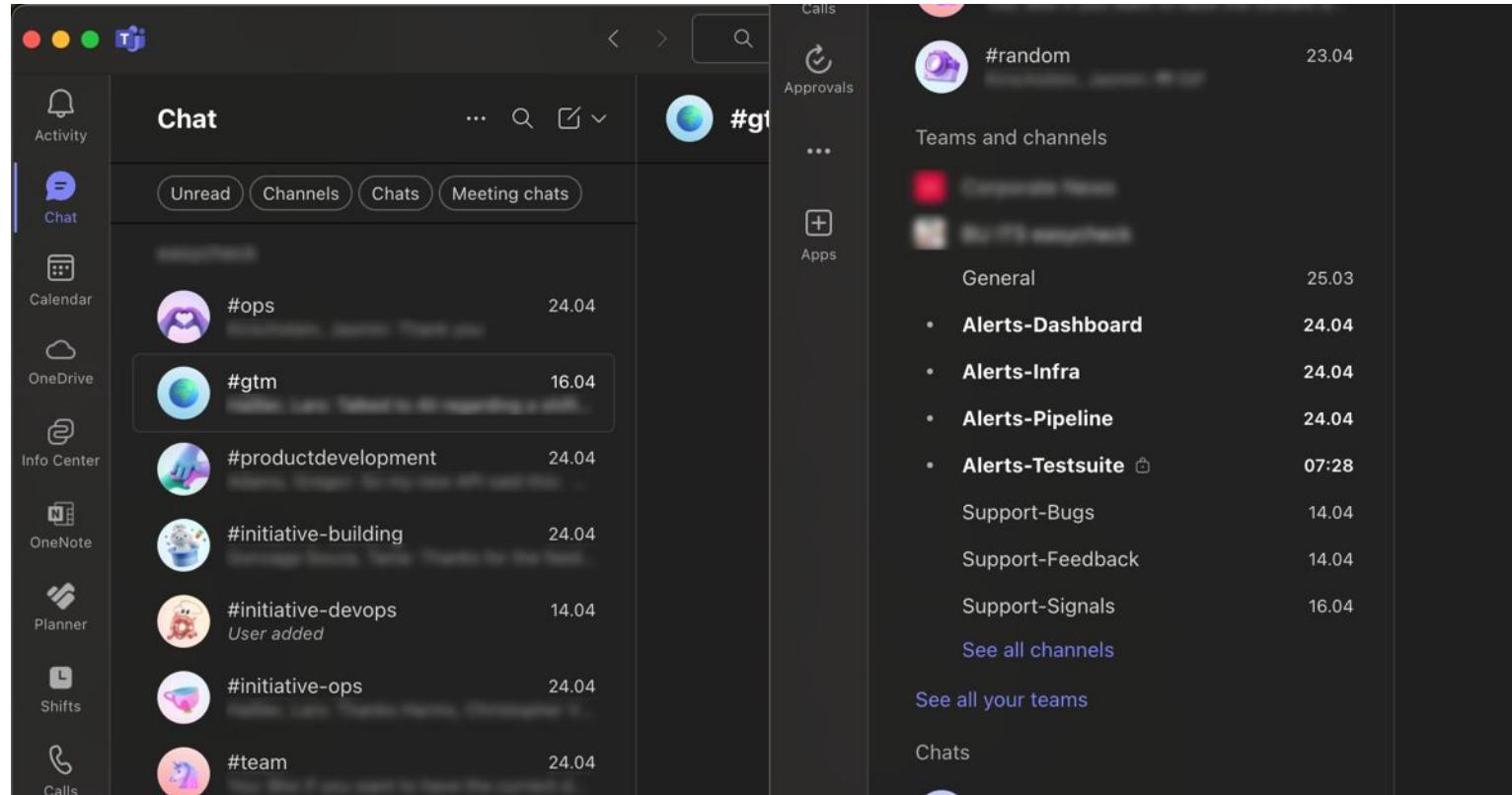
How to Work Together

Ecosystem

Codebase +  
Architecture

How to Deploy

# Make MS Teams Actually Usable (by Emulating Slack)



# Have A Proper Channel Setup

## Team Channels

#team-search, #team-payments, #team-checkout-daily, #team-login-tech, #team-suche-support

## Product Area Channels

#product-checkout, #product-login, #product-feedback, #product-ideas

## Guild & Tech Channels

#guild-frontend, #guild-devops, #guild-ux, #tech-decision-log, #infra-status, #incident-response, #releases

## Leadership & Transparency Channels

#leadership, #product-leads, #engineering-leads, #all-hands, #company-news, #strategy

## Culture & Social Channels

#random, #fun, #coffee-chat, #shoutouts, #memes, #kudos, #thanks, #onboarding

**Management as  
„Connective Tissue“.**

# Intentionally Built Culture

I've Ordered the Pre-Waffle Party Egg Bar Social for Everyone!



**Sense of belonging (automatic)**

Office

**Intentionally Built Culture**

Remote

# Identify & Enforce Memes!



# #random

 ext.Breyer, Klaus 11.03 18:10 

 ↗ Leni reposted  Patrick @audiohymn  ...

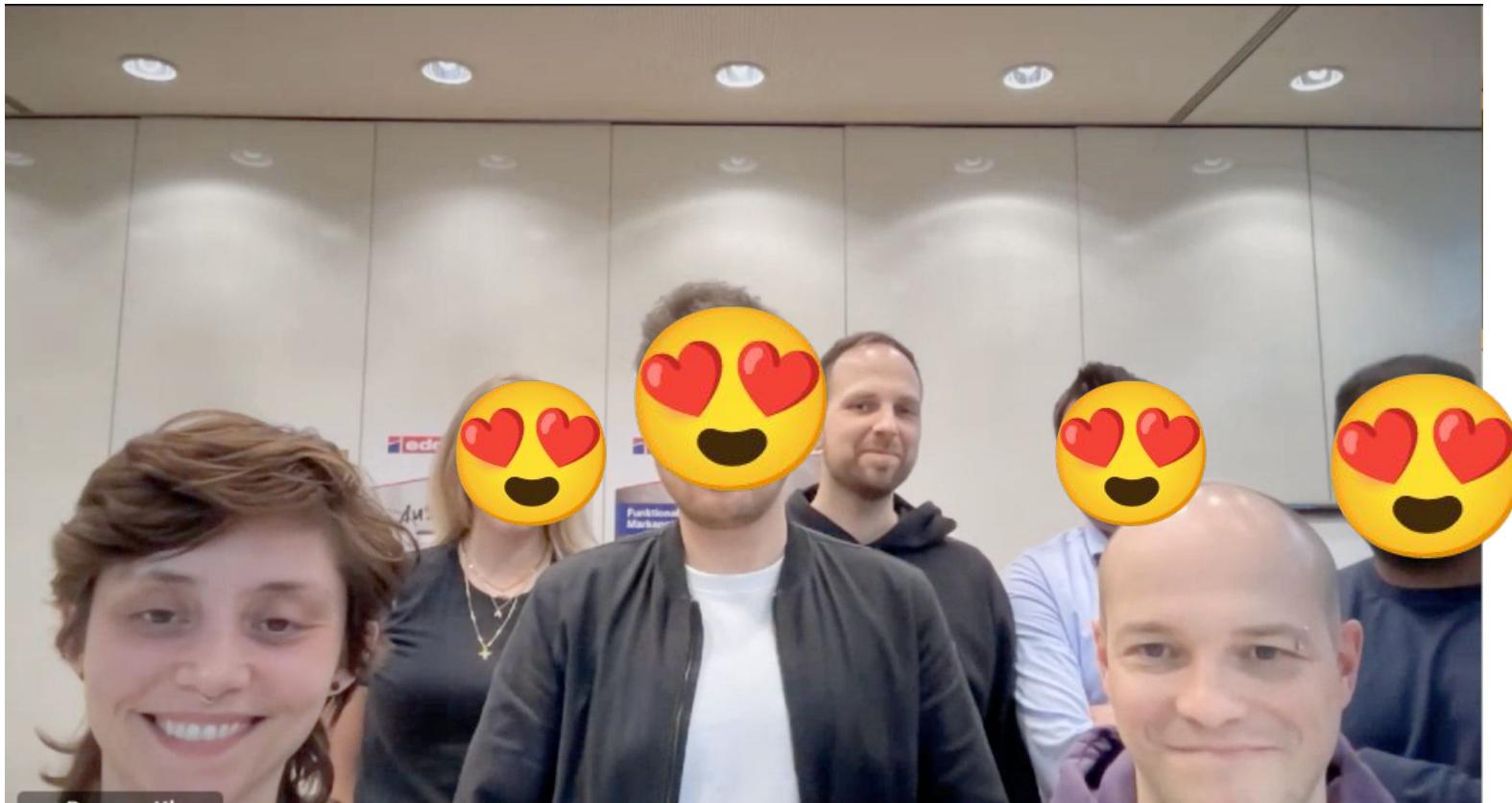
"Do you like the Microsoft Teams app?" Does Sisyphus like his boulder

3:05 PM · Mar 10, 2025 · **3.5M** Views

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 256  24K  221K  7.6K 

# Meet regularly in person!



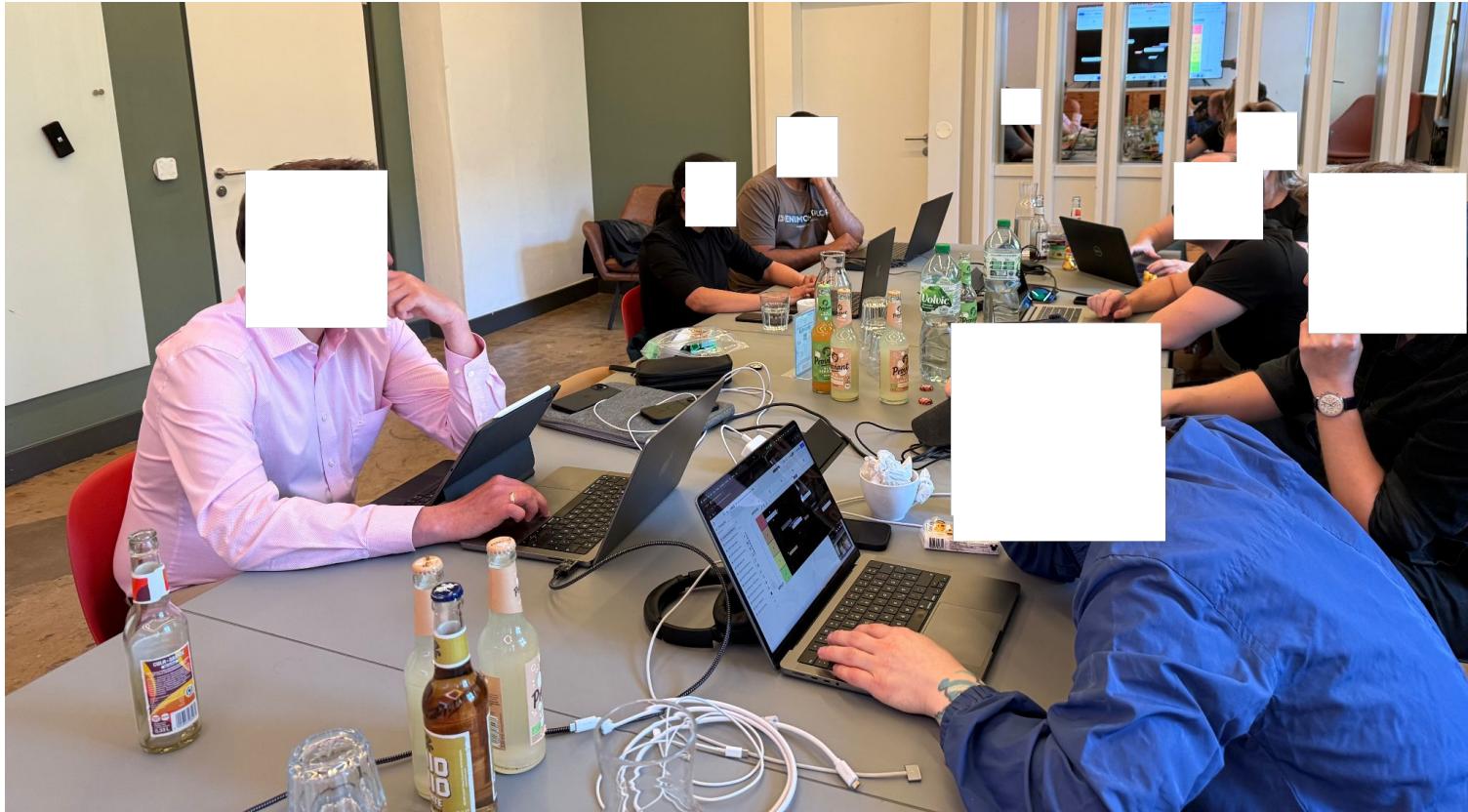
## Rotate Cities For Team Days

- Everyone shares the travel and organizational effort
- New environments spark fresh ideas and energy
- Travel effort is shared more fairly over time

# Create Bonding Moments in Real Life



# Treat everyone as remote.



**Building Culture Remotely Is  
Awkward – and Essential!**

**Remote - Engage - Produce - Loop**



**When a Colleague Asks Me if I Am Free for a Quick Chat.**

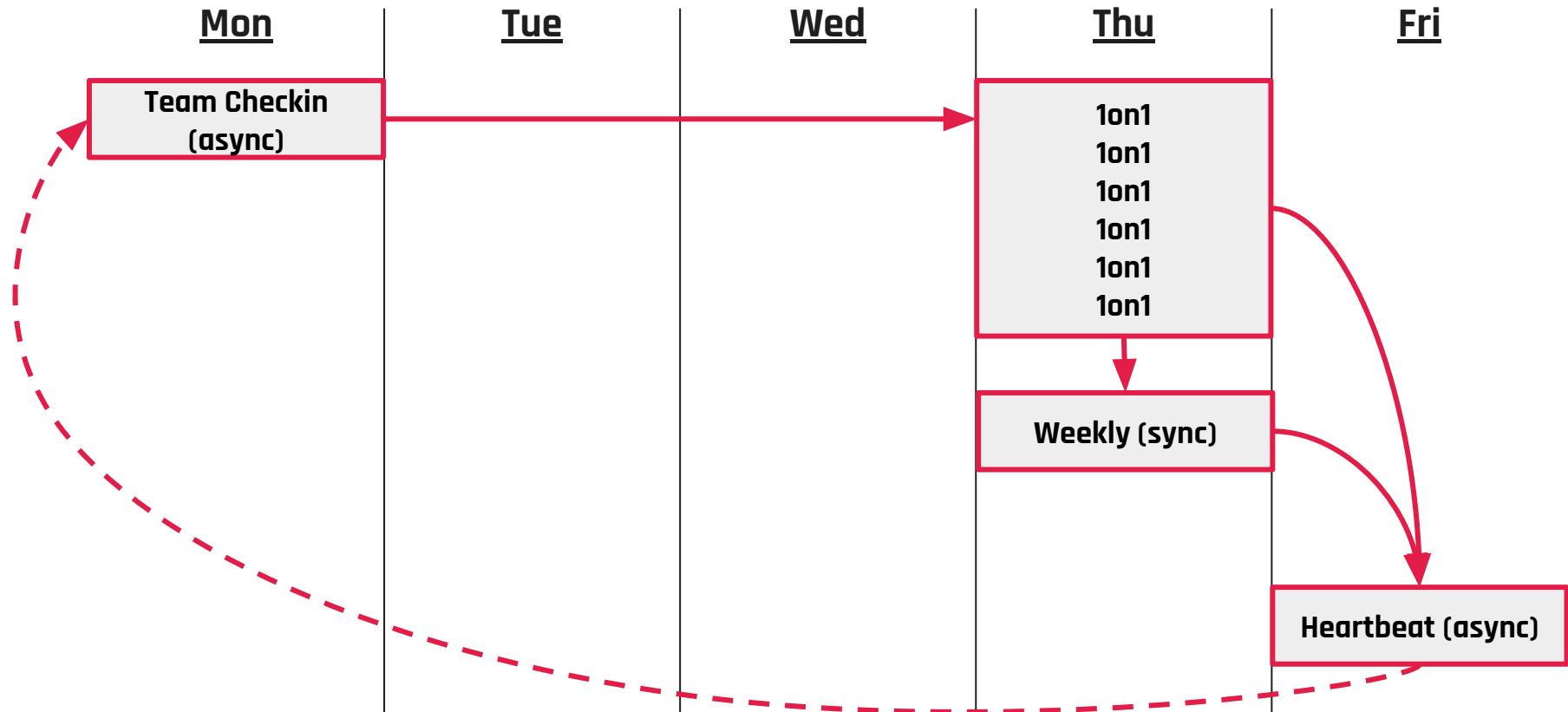
**Quick chats & informal updates**

Office

**Structured communication formats**

Remote

# Anatomy of a Week



# Async Checkin



ext.Breyer, Klaus 14.10.24 08:40 Failed



## Checkin

### ⌚ Focus: Tech Strategy Session

Other things on my plate:

- Finishing shaping
- A couple more Skill Development Sessions
- Clearing data privacy topics with Jessica (Sentry)

As written: I won't make it to the daily on Mon, Tue, or Wed for various reasons. If anything needs my attention, please ping me directly.



# Weekly

- **Mood Checkin** in Miro
- **Professions Heartbeat** (Sales, Support, Engineering, Product, ..)
  - KPI
  - Progress / Problems / Plans
- **Initiatives Heartbeat**
  - Hillchart
  - Moving the Needle
- **Rolling Agenda**
- **Missing Reviews** of Async Documents
- **Vacations** in Miro Calendar
- **Offtopic**

**Rotating Moderator!**

# Weekly - Mood Checkin

On a scale of classical art, how are you feeling today?



So, on this cat-scale, how do you feel today?



On a scale of German beer label monks, how are you today?



Google: “mood scales”!

# Weekly - Vacation Calendar

March																																		
5	26	27	28	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
					</																													

# Weekly - Personal / Offtopic



# Weekly - Everything Together in 1 Miro Board

The Miro board displays a variety of information:

- Top Row:** Eight small boards representing different teams or departments, each with a unique theme (e.g., Mario, Dogs, Cats) and a list of members.
- Engineering KPI:** A board showing engineering performance metrics.
- Central Timeline:** A horizontal timeline for "Cycle #1" spanning from November 19 to December 24. It includes a "Calendar 2024 - Q4" section, a "12 weeks" duration indicator, and a "Cool Down" phase starting on December 1st.
- Adhoc Environments:** A section showing the status of various environments.
- Bottom Left:** A detailed view of "Frame 12" with a complex network diagram, a grid-based interface, and a "Target Segment 1 Consulting & Professional" chart.
- Bottom Right:** A "roadmap re..." section with a flowchart diagram.

**Minimize #Tools per Meeting!**

# Weekly - Rolling Agenda

## Actions

@Klaus Breyer

Docs Page:

give examples to the GPT together with

Hubspot: Pipeline and Automation

## Inbox

- @Klaus Breyer Shaping starts. Start with rewriting your frame and asking for feedback before you start shaping.
- @Klaus Breyer next team day - date and schedule.
- @Klaus Breyer  Process

# This Level of Structure for Every Future Meeting!

- Daily
- Prioritizing Reactive Work
- Roadmapping
- 1on1
- Cycle Kickoff
- Cycle Closing

**This Level of Structure**

**For. Every. Meeting!**

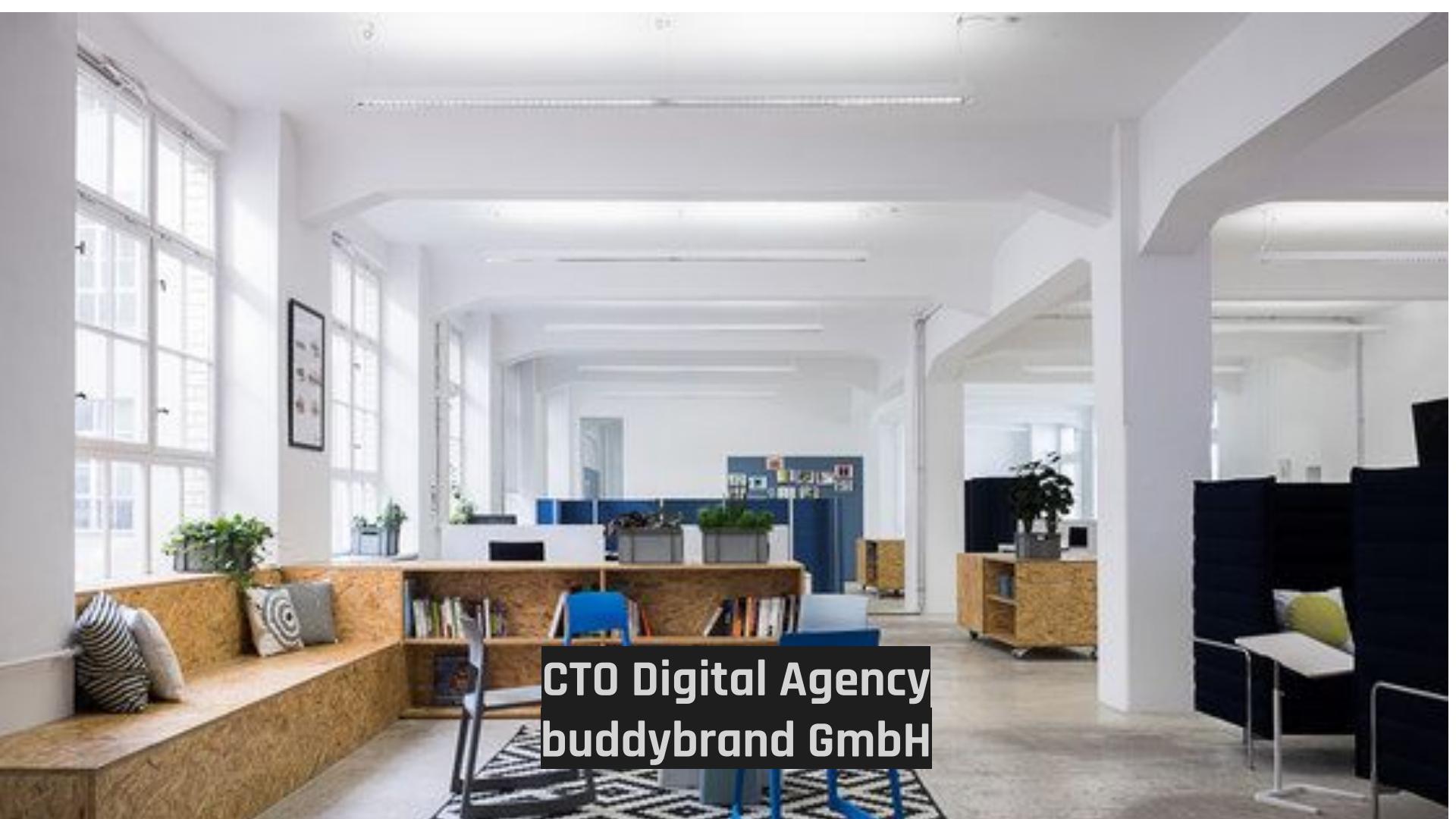
# Call To Actions

# **Over Communicate!**

**Measure Impact  
Not Presence!**

# **Default to Trust!**

# About me

A wide-angle photograph of a modern office space. On the left, a long wooden bench with built-in storage holds several pillows and some small potted plants. In the center, there's a large, open-plan working area with desks, chairs, and shelves. A blue wall features a bulletin board with various items pinned to it. To the right, there's a reception desk and more office furniture. The room is well-lit by large windows on the left and recessed lighting in the ceiling.

**CTO Digital Agency  
buddybrand GmbH**

A woman with dark hair in a bun, wearing a light blue sweater and a necklace, is smiling and gesturing with her hands while recording a video. A large ring light is positioned in front of her, illuminating her face. A smartphone is mounted on a tripod, capturing the video. The background is a blurred indoor setting.

# CPO & CTO Influencer Marketplace

## BuzzBird GmbH



**Built Ilot Business Unit (Interim)**  
**Voith GmbH & Co. KGaA**



# Leading Product & Tech (Interim)

**edding AG**

A portrait photograph of a man with short brown hair and a beard, wearing a dark grey hoodie. He is looking directly at the camera with a slight smile. The background is blurred, showing outdoor elements like trees and possibly a building.

Klaus Breyer  
**v01.io**

[v01.io/2025-alphalist-remote](https://v01.io/2025-alphalist-remote)



**End**