

# Working Remote

# Question

- ▶ How can we have more flexibility in work?
- ▶ We like not being forced to go to the office - can it continue?

# Background

- ▶ Covid made a large change in habits
- ▶ Cannot blame Covid itself, so everyone kinda agreed
- ▶ Now the Covid is over and organizations want to return to office (RTO)
- ▶ Another change, but now with someone to blame - your boss!  
How convenient!

# What's new in the world around us?

## 1. Change in cities

- ▶ 15-minute city and decentralization
- ▶ Actually plan cities differently
- ▶ Already affects A LOT the expensive hubs: buildings stay empty, less taxes, more crime, etc.

## 2. "Our new hires are not officing well"

- ▶ new generation who studied remotely in university or school
- ▶ no "gut feeling" about the office, don't know how to behave in the office "jungle"
- ▶ but know how to be productive in distributed work
- ▶ won't accept "office only" rules

## 3. Digital twins

- ▶ factories in Brazil filled with sensors and operated/optimized from overseas
- ▶ essential workers want to have remote possibility too –i someone will figure out how to provide them that

# The Axioms of Remote Work

- ▶ Covid simply moved us office  $\rightarrow$  home
- ▶ "Just move home" approach does not work
- ▶ Companies can be equally successful at any arrangement: office only, hybrid, distributed, fully remote
- ▶ But any successful company intentionally solves challenges around remote work

# The Axioms of Remote Work (continued)

## 1. Collaboration runs on "empathy" fuel

- ▶ Trust, bonds, together-ness, empathy - same thing
- ▶ Collaboration happens at the speed of trust
- ▶ Innovation happens at the speed of collaboration (no innovation == no money == no company)
- ▶ Collaboration uses up "trust" / empathy fuel
- ▶ Empathy must be re-fuelled regularly!
- ▶ Empathy is re-fuelled by being together:
  - ▶ Week-long retreat with the team does it quickly
  - ▶ Seeing people at the office does it slowly - but cheaper
- ▶ Impossible to work efficiently without empathy

## 2. All work is "remote". How shall we be distributed?

## 3. Remote work does not create management problems - but it reveals them!

# Two Management Styles

- ▶ "people will do nothing without a manager"
- ▶ "people want to do a great job, managers bring the tools"
- ▶ Productivity is only good when it helps people understand what is expected of them!

# What It Takes to Go Remote?

- ▶ Fully remote needs new ways of working from managers and employees.
- ▶ Fully remote is a big ask for big companies. 2-3 days hybrid is a sweet spot.
- ▶ Also don't expect "work from anywhere" - legal risks, tax risks, expensive together-ness, must have initiative to work at all. More like "we have 12 offices" approach.



# Intentionality of Communications

- ▶ Remote work needs active action to connect to other people. At the office, it happens passively.
- ▶ "Active action" means spending mental energy that is limited! And not everyone likes it.
- ▶ Strong social ties with the core team survive remotely.
- ▶ Weak cross-team or random colleague ties die off. But they are very important!

# Work of the Future

- ▶ Remote is a competitive advantage!
- ▶ Get access to better talent, at better prices than New-York or San-Francisco.
- ▶ Adopt AI faster
- ▶ Better management methods (have-to for remote work)

# Get Some Love for the Office

- ▶ People hate being forced to go to the office.
- ▶ Office is not a management vehicle!
- ▶ But having an option of coming to the office - is great!
- ▶ People love:
  - ▶ spending time together with a cup of coffee
  - ▶ flexibility of not working from the bedroom all the time
  - ▶ having a place of culture and relax
  - ▶ brainstorm complex projects in-person
- ▶ This sounds like "innovation hubs" rather than "office cubicle"

# What about you?

1. You can get any work arrangement you want - vote with your legs!
2. Office work is a "default" choice if your interests lie elsewhere
3. Remote work takes character, initiative, learning to be productive on your own, learning to contact people first. But it gives freedom and can be extremely rewarding - if that is where you want to focus.
4. Office work does not mean "must" - I start "enjoying office" at your own schedule

*"For a master in living, there is no difference between work and play".*