# FIRST 90 DAYS

# 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

# Q I REALSED:

### 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

Design the team environment

**STAGE 2** 

Design yourself

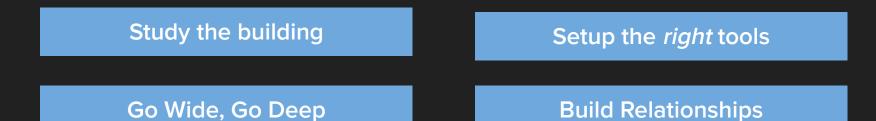
**STAGE 3** 

# YOUR FIRST 30 DAYS

Your success depends on:

How much time you spend designing your new way of working

**ORGANIZATION/GROUP LEVEL** 



# YOUR FIRST 30 DAYS

Your success depends on:

How much time you spend designing your new way of working

**ORGANISATIONAL / CROSS-TEAM LEVEL** 



# 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



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

- $\circ$  Active
  - By your actions and words and outcomes
  - By exhibition of demonstrable skills which help solve team's problems

### • Passive

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- Observing how the team interacts
- Reading non-verbal cues and body language
- Informal coffee-corner conversations