

Challenges of Transforming a Multicultural & Local-Only Company to a Remote-First One

About me

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Family, Business, Books, Traveling, Sports



Let's start from the beginning...

The education system style will mold our way of thinking



Then comes university...



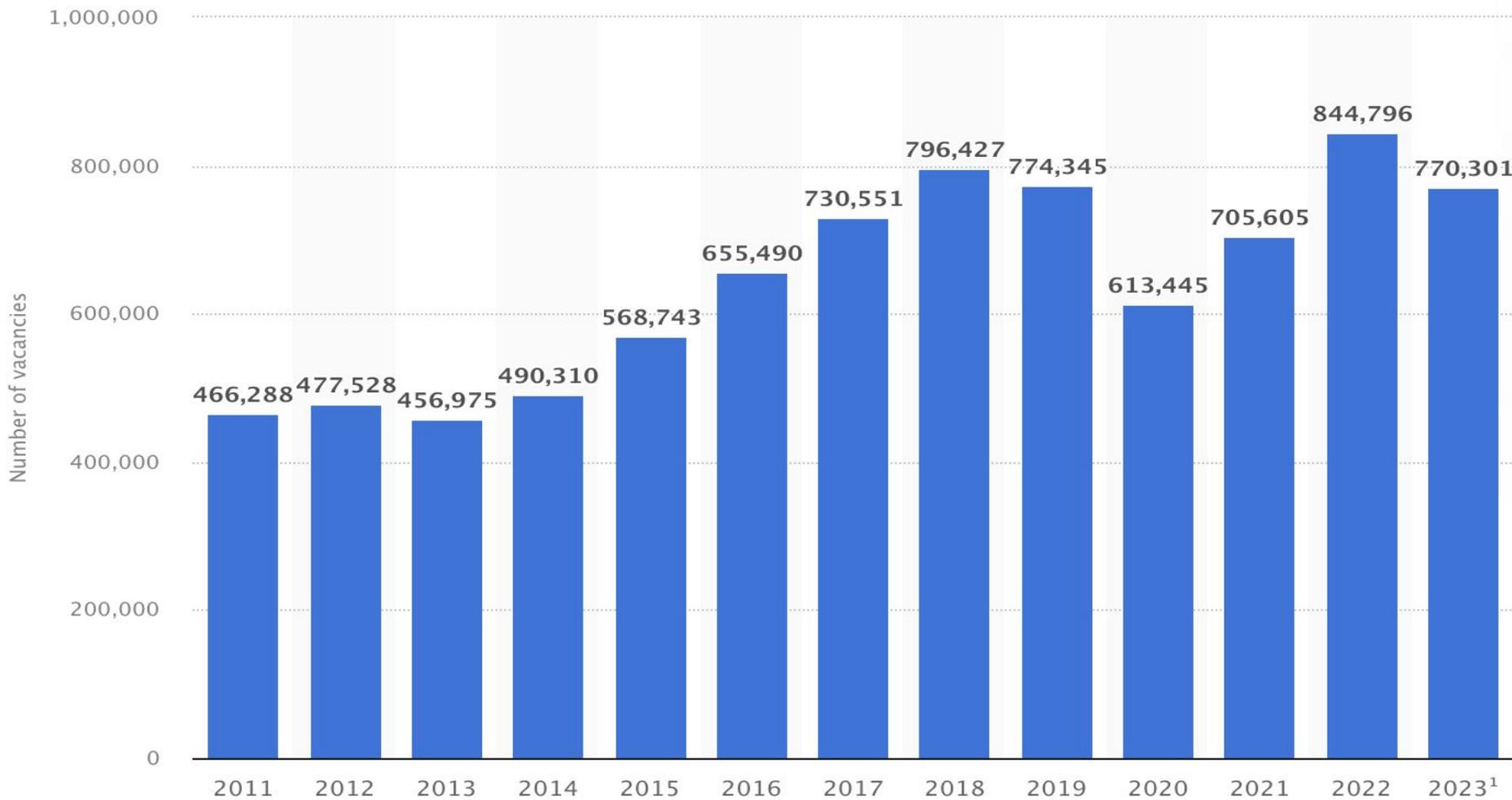
And we finally start working...



What happened?

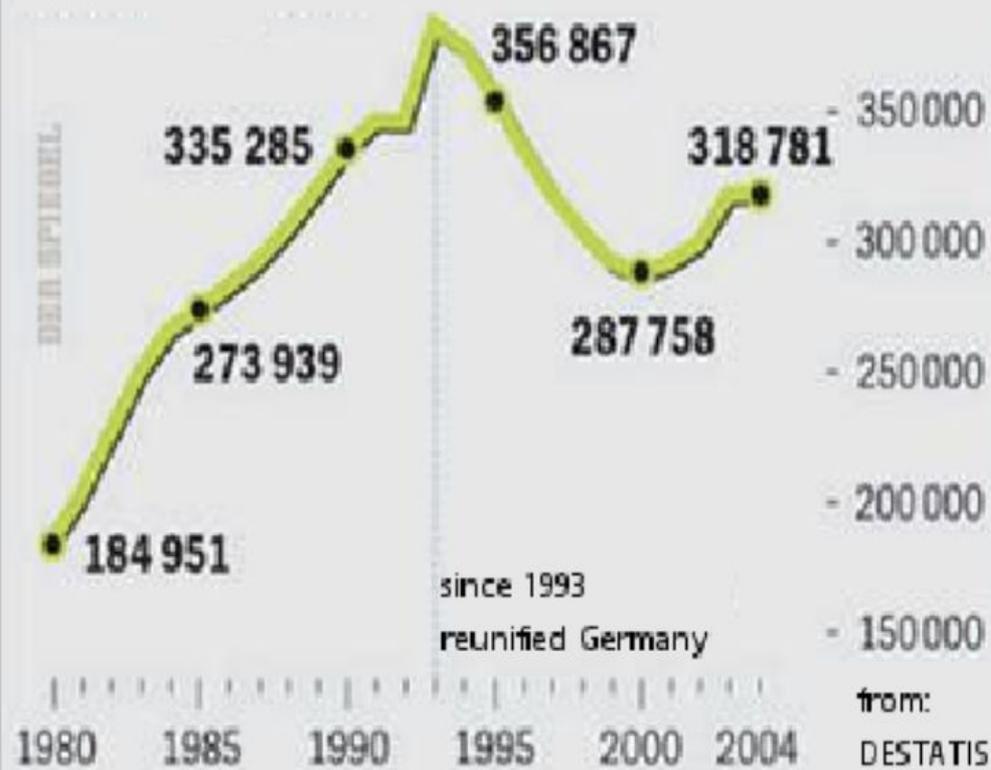
A bit of Data Context

And some correlations

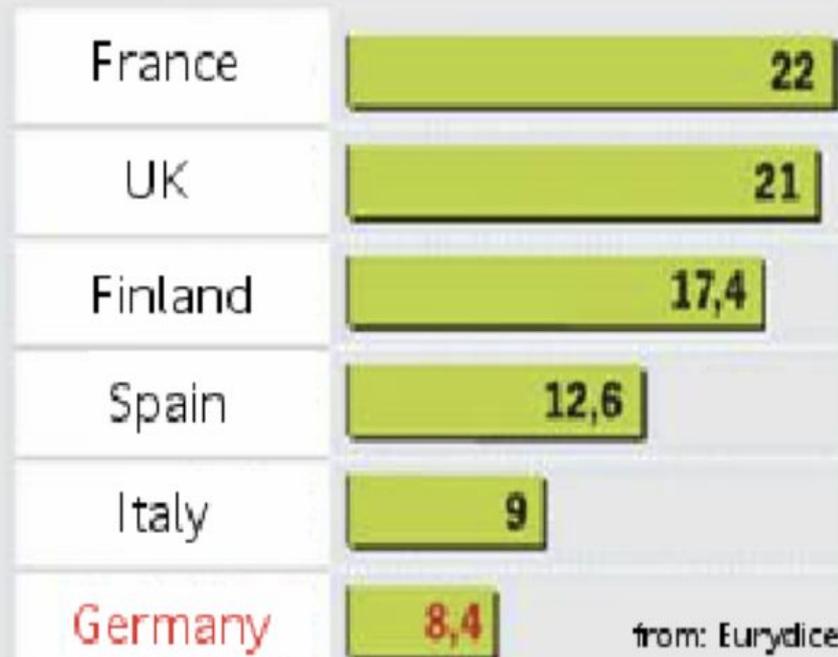


Engineering and Natural Sciences

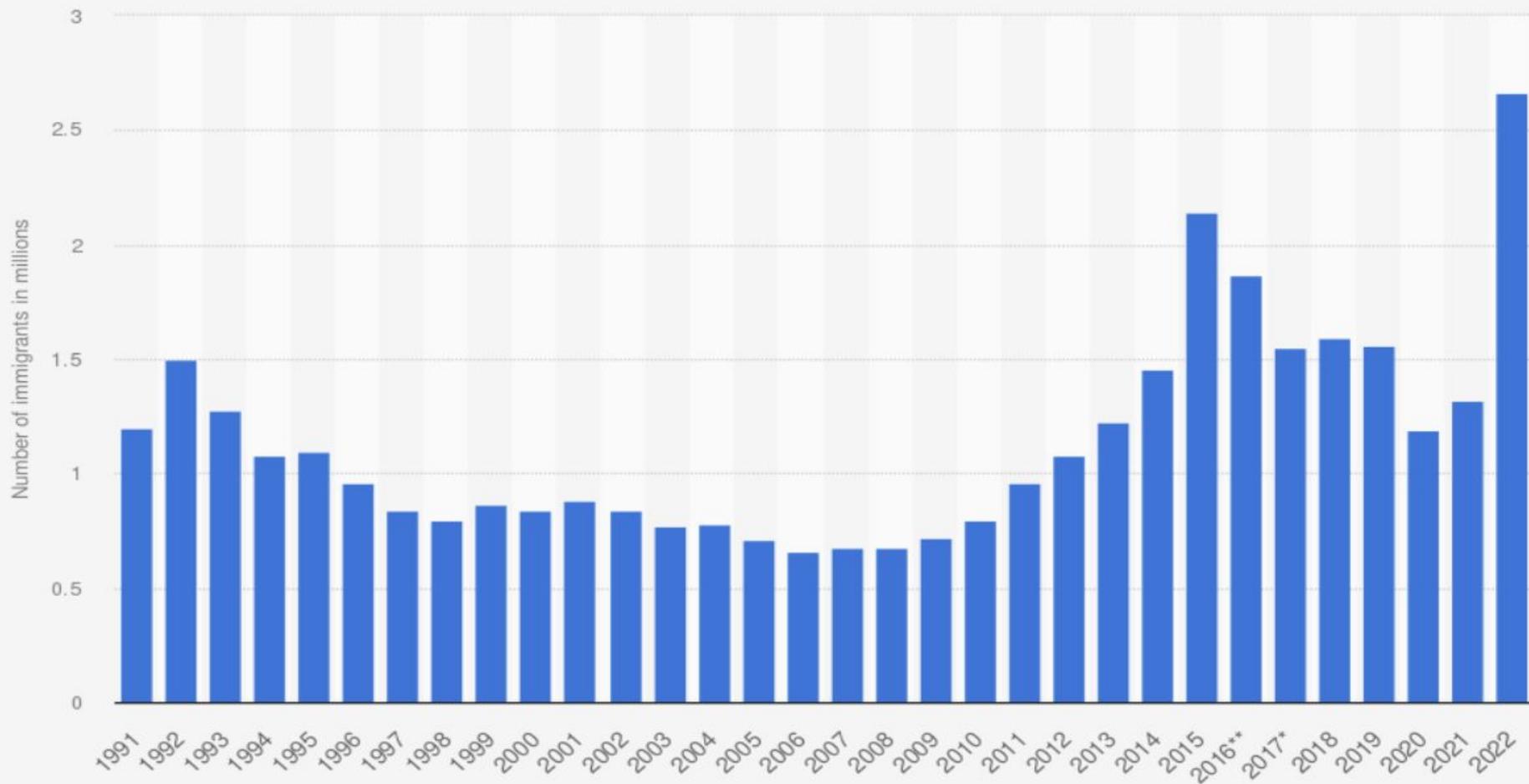
Students of engineering programs since 1980 - total



Graduates (age 20 -29) in Engineering and Natural Sciences per 1000 citizens, year 2003



Number of immigrants in Germany from 1991 to 2022 (in millions)



A new multicultural environment was developing, bringing up multiple challenges for managers

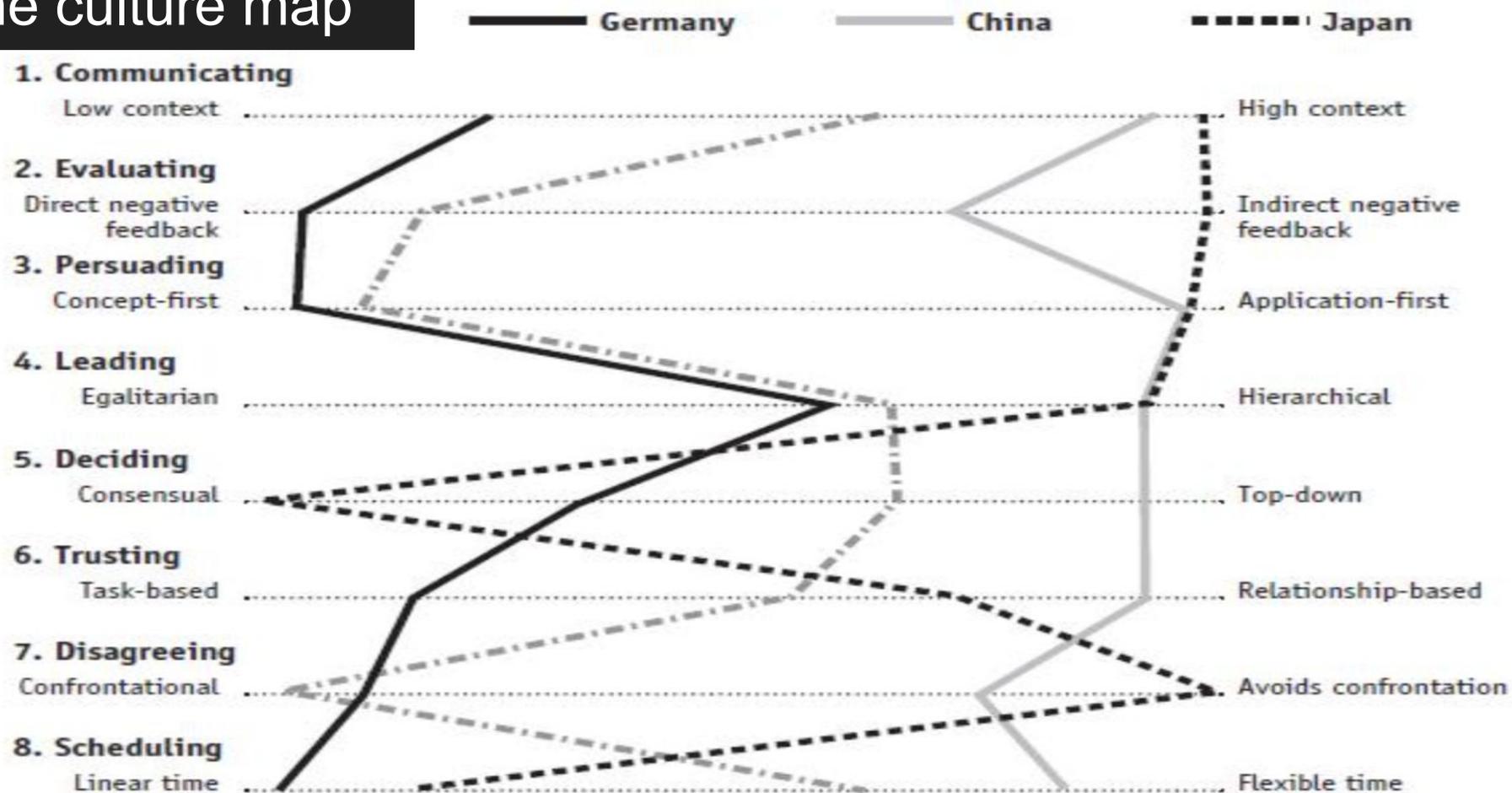


The world

From 2011 to 2019 ...

- Workplaces were composed of multiple nationalities
- We saw the creation of modern management techniques
- With relocation, people started experimenting with new cultural aspects and adapting to them

The culture map



Things were working out

But then....

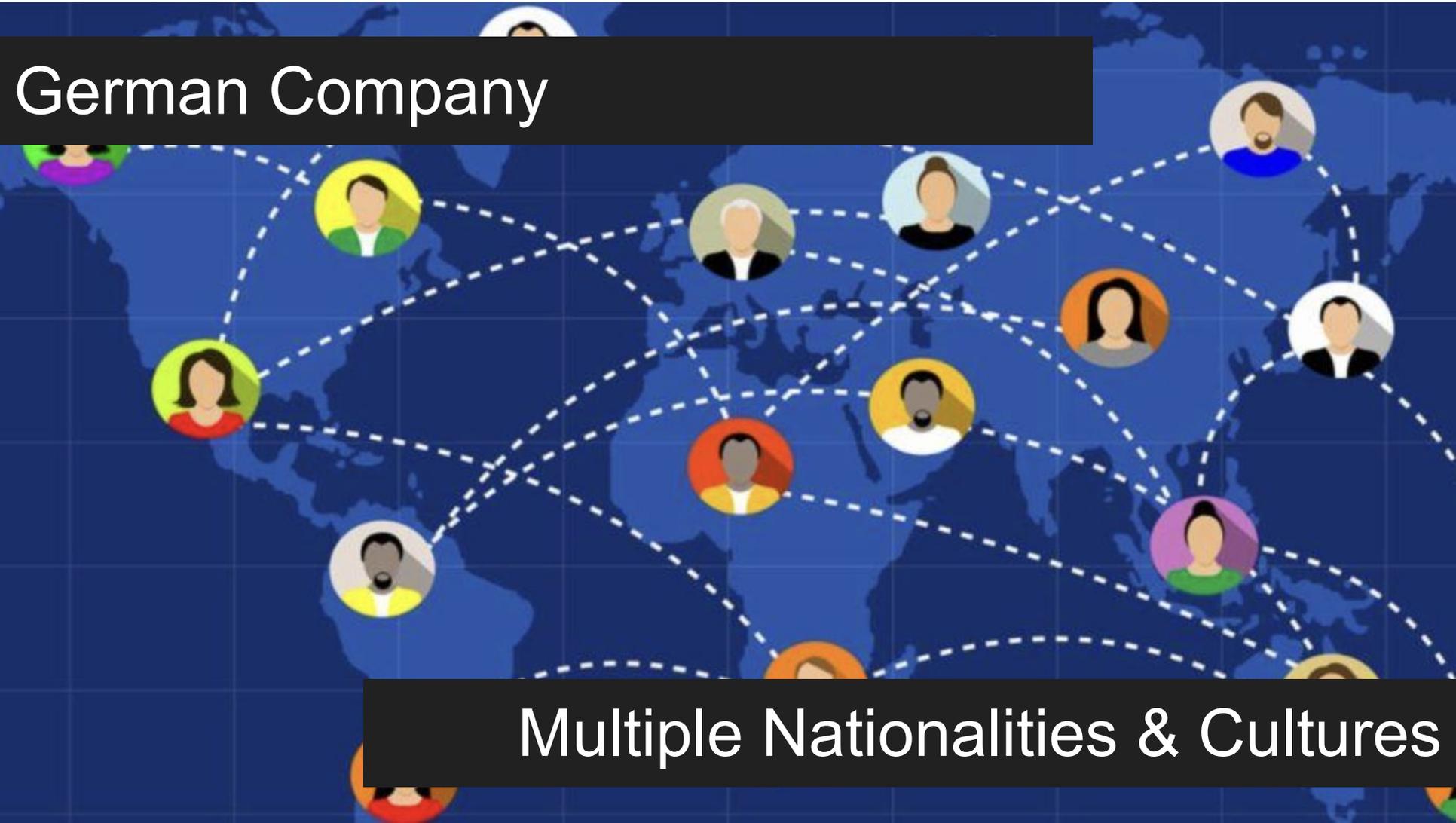


During COVID

- Companies were forced to allow working from home
- Most of the processes needed to be revisited
- Borders were closed, so no relocation was allowed

Companies did not stop hiring and adapted to accept talents from around the globe

German Company



Multiple Nationalities & Cultures

Let's talk about challenges

Onboarding

BEFORE



NOW



Language

BEFORE



NOW

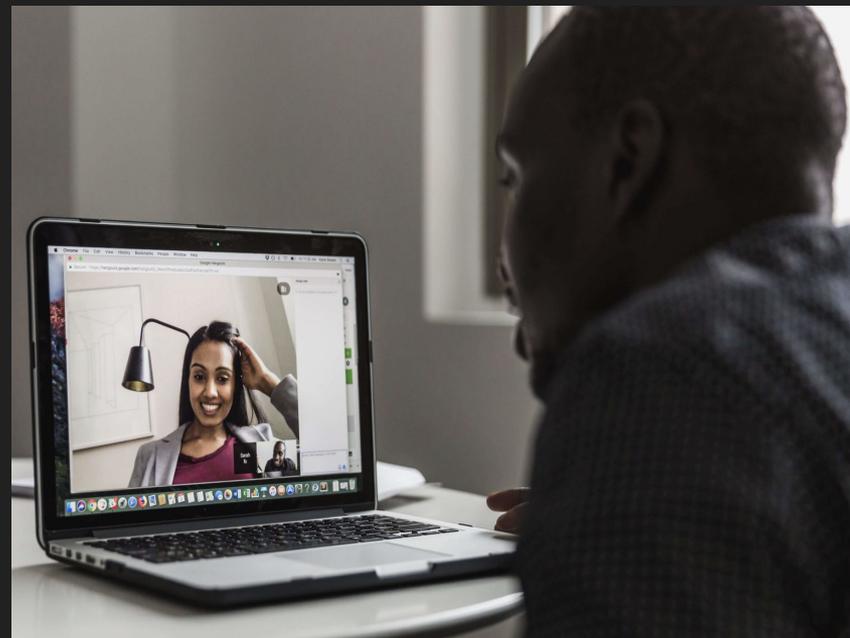


1:1s

BEFORE



NOW



Meetings, Meetings and More Meetings

MON
25

TUE
26

WED
27

THU
28

FRI
29

SAT
30

6WC: Week 5, 6am

busy
1 - 2pm

busy
2 - 3pm

busy, 3pm

busy
3:30pm - 12:30am

busy, 10pm

busy
1 - 2pm

busy
2 - 3pm

busy, 3pm

busy, 3:30pm

busy
4 - 5:30pm

busy, 5:30pm

busy
6 - 9pm

busy
9pm - 1am

busy
1 - 2pm

busy
2 - 3pm

busy
3 - 4pm

busy
4 - 5pm

busy
5 - 6pm

busy, 6pm

busy
6:30 - 7:30pm

busy
9 - 9:50pm

busy, 3pm

busy, 3:30pm

busy
1 - 2pm

busy
2 - 3pm

busy
3 - 3:45pm

busy
4 - 5:30pm

busy
5:30 - 9:30pm

busy
8pm - 12am

busy, 5:30pm

busy
1 - 3pm

busy
2 - 3pm

busy, 3pm

busy
3:30 - 4:30pm

busy, 4:30pm

busy
5 - 6pm

busy, 7pm

Cultural Differences

- In the past, people had time to adapt to the new culture by living and experiencing the company's home country. Now, they have less exposure outside working hours
- Cultural differences must be openly discussed with all team members and adequately addressed

TRUST

THINGS ARE WELL



THINGS ARE NOT WELL



Trust

- When things are going well (numbers), there's trust and the feeling that staying remote increases productivity
- When things are not going well, people start questioning if the team is working and trying to find ways of ensuring the working hours
- Having clear deliverable metrics and ensuring alignment will be critical for a health management structure

Some of our solutions

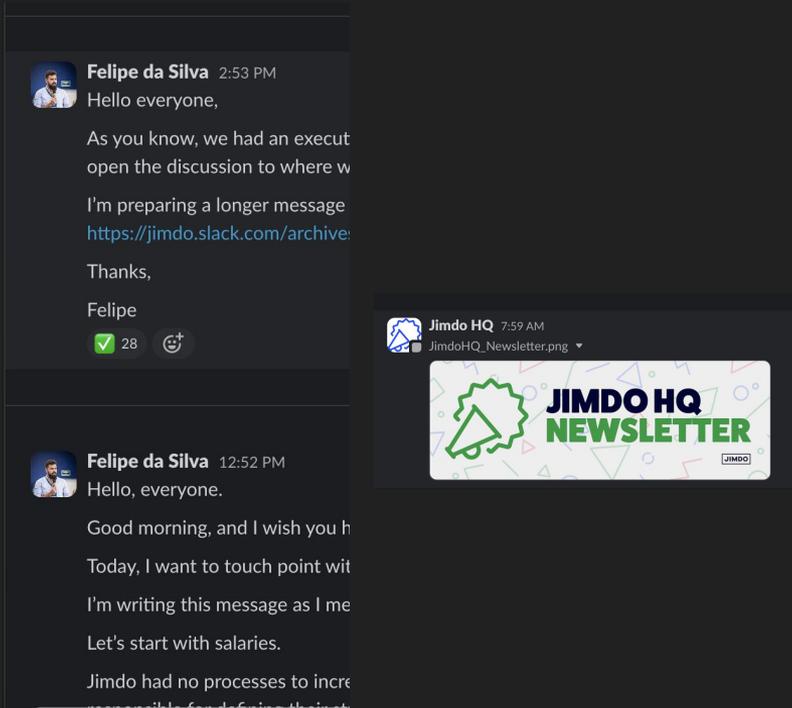
Remote Playbook

- Detailed guidelines with all the agreements we have, including:
 - How, When and Where to communicate;
 - Day to Day guidelines;
 - Ceremonies, Rules, Metrics
 - It would be great if you had a company playbook, but if not, you can start with your team's playbook - like we did.



It takes a lot of energy from multiple people to write it properly. As with any cultural change, it also requires constant reinforcement from management;

Over Communicating



Felipe da Silva 2:53 PM
Hello everyone,

As you know, we had an execut
open the discussion to where w
I'm preparing a longer message
<https://jimdo.slack.com/archive:>
Thanks,

Felipe

28

Jimdo HQ 7:59 AM
JimdoHQ_Newsletter.png



- Make sure you communicate correctly with the audience. This means you might need to create several versions of the same message according to the stakeholder.
- You should avoid overengineering, overscheduling, over-commitment, and so on. But, especially while building the culture, embrace the overcommunication.

Transparency

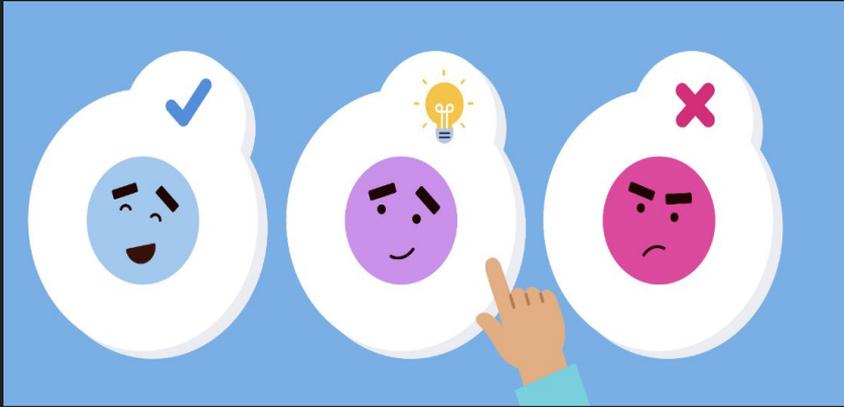


- Be super transparent with your team, and do not fear transparency.
- People work better whenever they know why and what they are doing something.
- Some people will go, and that's ok. Do not promise people what you can not achieve.
- Your job as a manager is to build a functional team and support your team members in finding what fits their goals.

Assume nothing

After communicating something, ensure that all your team understands what you meant by that.
The worst thing that can - and will - happen is wrong information being spread based on misunderstanding.

Instant Feedback (Do it now)



- Do not wait until your next 1:1 to provide feedback - positive or negative. It's way better when the situation is fresh. This is crucial to enable a healthy remote environment.
- Try as much as possible to provide negative/constructive feedback on writing and speaking.
- For positive feedback, write compliments as soon as you see it: Great job here, Nice Catch!

Your work will be harder until it gets easier

During transitions like this, managers have the mission and responsibility to ensure teams are fully onboarded and that every team member understands all the aspects. You will have to do the same work several times to succeed.

What's next?

Hybrid Working Future ↑
Flexible Working Future ↑
Back To The Office →
Collaboration →
Commuting →

Top Tips (Recap)

#1: Assume nothing;

#2: Transparency and Communication - we are all adults;

#3: Build a remote / management playbook;

#4: Do it NOW;

#5: Do you work with passion and be available;

One last thing...

You do not need a company-wide change to try something out. Small teams are a treasure in which you can validate several ideas in a controlled environment. Explore it and transform your company.

thank
you