



REMOTE WORK

How to work with remote teams using the Workana model



WORKANA

TRABALHO REMOTO

HOW TO WORK WITH REMOTE TEAMS USING THE WORKANA MODEL

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INTRODUCTION

Remote teams: a possibility, a tool, work's powerful present

Remote work is a powerful option that benefits companies and their employees. Every day more and more institutions are adapting to using remote work within their organizations. An article published in the Management Research News magazine emphasizes the following advantages to having virtual teams:

- Decreasing relocation time and costs
- Access to the most qualified talent around the world
- An increase in creativity and originality due to diversity
- Promoting a more fair work environment with more equal opportunities
- A decrease in racial, gender, and age discrimination

At Workana, we've proven these facts every day; 60% of our team works remotely in different places around the world. Our priority is for work to be well done, and in order to achieve this we've implemented a system that's tailor-made for our work and accommodates our hybrid work culture. In the words of our Workana Co-Founder Guillermo Bracciaforte,

"What's important is the work; now we can choose to work with the best people that we can find, regardless of where they live. Our team has incredible people who live in small towns and big cities, and everyone benefits from working together. Technology is certainly a factor, but we've also been able to benefit from a cultural shift. If we find someone who does great work and grows with us, we want to give them all the opportunities possible so they continue to work with us long term."

For more information, check out the great TedTalk given at TEDxCórdoba: Where is your work? Even if your work is 100% in person right now, it's important to create good working, organizational, and communication habits to prepare to scale your business. This expansion will undoubtedly include remote work.

We know it's hard to find someone who's ideal for your team. If you have the ability to cast a wider recruiting net by finding the best talent around the world, what do you have to lose? Nothing!



***“You can’t solve today’s
problems with yesterday’s
solutions.”***

— Roger Van Oech



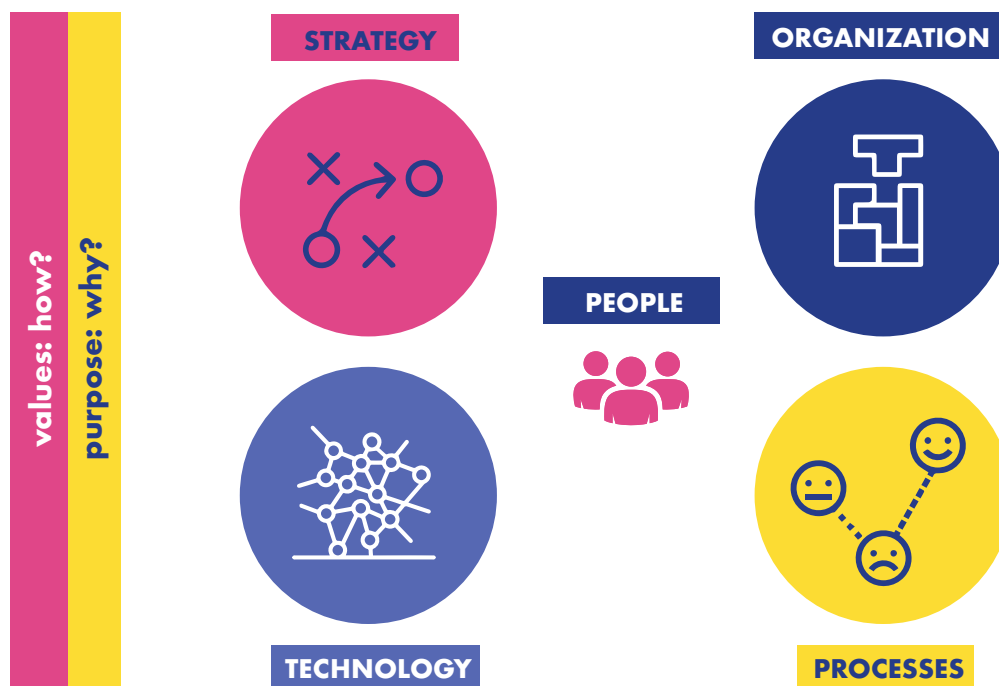
THE WORKANA MODEL

Our formula to structure what we do and share it.

All the information that you'll find in this document is based on our experience and a few practices inspired by other organizations. When we start to think of the variables that come into play to create a functional remote team, we've found that these elements are essential: culture, which is everything, and people. Our people are always at the center of the organization, what we do, and what we want to achieve. Our people who accept, promote, facilitate, and lead, or the complete opposite, resist, attack, object to, etc. any change in the organization.

Agile people are the heart of an agile organization. When we use the term "people" we also refer to the rolls that they put into play, focusing on leadership and teams, their motivations, and MO.

If you'd prefer to see an introduction to how we get ready for work, here's a video explaining how remote team leaders get ready to work remotely.



ORGANIZATIONAL CULTURE

Inspire others with your mission, use your values to propel you forward, and strive for agility.

LIVING AND SHARING PURPOSE AND VALUES

Organizational culture is no more or less than putting your company's values into action. In other words, it's the combination of symbols, systems, behaviors, beliefs, values, lingo, rituals, and stories at the heart of your company that serve as a code of conduct, both those that are formally structured and those that are implied. This demonstrates a strong culture aligned with the company objectives that will result in benefits and active strategy which works like magic when you use it.

A company's culture can make or break a company by pushing forward or holding back aspects like innovation, agility, digital transformation, or new ways of doing things.

Currently, culture is the factor that differentiates good companies from great companies; it can foster efficiency and agility, motivate people to be committed to their work, and help people adapt to and meet the newest generation's demands of purpose and autonomy (read: Generation Z)

TRAINING AND ONBOARDING

A good training and onboarding process is key for new team members, both remote and in person, to hit the ground running and decrease the learning curve.

Don't try to make random introductions on the fly; take the time and effort to create a protocol for welcoming people to the project. Make expectations for every freelancer as clear as possible, teach them how to use the available work tools, outline clear expectations, the culture, and organizational values, etc.

At Workana we structure ourselves according to this pattern:

- Before arrival
- The day of arrival
- Culture: how we work and the company structure
- The Platform
- People to meet



Each item has a list of tasks, videos, lectures, gifts, infographics, demos, presentations, and other tools that help make everybody feel like they're a part of the team while we make the most of their onboarding process and streamline the process of company culture immersion. We always strive to take the necessary measures during training including using humor, teaching, multimedia resources. We're not afraid to think outside the box.

It's a constant work in progress; earlier this year we created a series of training sessions that help train everyone who joins the Workana team. We have over 30 training video sessions that help train people to use the tools and adapt to our way of working.

FOSTER ACTIVITY THAT STRENGTHENS YOUR COMPANY CULTURE

One of the most commonly mentioned disadvantages of remote work is the isolation and solitude that freelancers can experience while working remotely. This can impact employees' personal lives due to not seeing the rest of the team in person, and motivation and commitment can suffer.

That's why it's important to plan bonding and team building activities on a regular basis, including weekly videoconferences, occasional in person meetings, group dynamic activities, etc.

What do we do beyond onboarding activities and day to day operation? Here are a few remote team building activities that we do:

- ▶ Spontaneous meetings
- ▶ Book Clubs
- ▶ Slack channels about various topics
- ▶ Games: polls, questions, and responses

*The sky's the limit when it comes to creativity,
and creativity is unlimited.*

THE POSSIBILITIES ARE ENDLESS.



EMBRACE A CULTURE OF MAKING MISTAKES

There are messages that you can relay explicitly, but other messages that are just as valuable need to be reinforced with actions and words. For example, embracing a culture of error: experimentation, learning, awkward situations, and ultimately action. Why? Because you can, and because it's the only way to increase agility that turns into an environment of creative trust. A culture of making mistakes can be summed up as viewing mistakes as an opportunity to stay dynamic while continually optimizing and evolving processes instead of viewing mistakes as something negative to be avoided at all costs.

Creating a space for making smart mistakes meaning searching for creative and new ways to do things because for every nine ways that fail, one will succeed and yield greater results.

TRUST AND COMMITMENT

Just like communication problems, a lack of trust can emerge both in traditional and remote teams. This can happen when we feel like team members aren't as committed to a project as they should be. A lack of commitment appears when we're not motivated enough or we don't identify with the project.

But according to a Harvard study, extra measures have to be taken for virtual teams to establish trust and connections between everyone involved.

Among the 1000+ employees that were surveyed, 52% indicated that when working from home, the rest of the team began to trust them less and exclude them from making important decisions. Specifically, those who worked from a home office were afraid that their coworkers were speaking badly of them or making changes to projects without telling them in order to sabotage their work.

When these types of situations arise, a lot of managers choose to eliminate remote work and stop hiring freelancers or make sure everyone goes back to the office. But experts recommend establishing habits of trust, connection, and shared purpose instead of leaving remote teams behind.



HOW CAN WE REMEDY THE LACK OF TRUST IN REMOTE TEAMS?

Have a clear vision and mission for your organization: Make sure you clearly convey your company's objective so your team has a common objective, especially when your company's goals evolve on a regular basis. "Helping vulnerable populations," "Creating new technology development opportunities," and "Promoting high quality communication," are examples of good examples of clear missions to motivate your team to complete your company's projects successfully.

A **study conducted by the Korn Ferry Institute** found that younger generations especially value working for companies that have an authentic uprose, and companies whose values are based on making a difference and helping others

For example, Netflix's unorthodox culture is one of its main driving forces as a company. Their mission is based on becoming the best global training service and committing to giving every employee an opportunity to have a positive impact.

En Workana, más de la mitad de nuestros colaboradores son remotos y están en distintos países, pero todos perseguimos un objetivo en común. La misión por la que trabajamos todos los días es: At Workana, over half of our employees are remote and are located around the world, but we all work for a common objective. Our mission is:

To Transform the world and provide autonomy, growth, and equal opportunities no matter where you are.

- **Promote collaboration and team building:** When every team member is aware of the impact that their work has on the project and on the final result, and understands the difficulties and challenges that everyone faces, everyone has a better understanding of the entire process and has a sense of responsibility that optimizes the team's performance.
- **Develop remote leadership skills:** Joseph Grenny and Daniel Maxfield, Researchers who study company performance insist that most problems related to trusting remote teams can be solved by using good leadership skills. Later on we'll mention a few key skills that you'll need to successfully lead remote teams and manage remote projects.



NETFLIX: A CASE STUDY

Some companies are increasingly contending with a shortage of managerial talent while facing dramatic changes in the way people work. Instead of fighting, many companies are rising to the challenge and adopting new ways of working. A great example of this is Netflix, the entertainment and streaming juggernaut.

THE KEYS TO NETFLIX'S SUCCESS



A WORK TEAM, NOT A FAMILY

In companies that view themselves as a "big family," we can see how the lack of concise criteria and the subjectivity of hierarchical relationships cause complications and delays when working on projects that should be straightforward. Netflix has done away with the big family mindset. Its employees must familiarize themselves with an organizational culture that clearly establishes that they are a work team, not a family or a kindergarten or a summer camp.

GOAL ORIENTED WORK TEAMS

Most companies work to strengthen a stable work team. At Netflix the dynamic has to do more with creating highly efficient work teams that disband once they've completed their objective, and then the process is repeated. The emphasis is on the results and the people, not the processes, and if someone delivers incredible results with little effort, they will be rewarded over the person who delivers good results with a lot of effort.

" COMPARED TO WHAT WE WANT TO ACHIEVE, WE STINK"

One quality that sets Netflix's labor policies from other companies is that they use completely clear, open, and blunt language that avoids any type of politically correct euphemisms. That way, everyone clearly understands how the company is doing, and the future that the company is working toward creating.

The company's leaders must be capable of making decisions six months in advance, pushing the limits of their productivity, trying new things, and creating strategies that will help their teams reach their goals faster.

At Workana, just like at Netflix, we're convinced that culture is the foundation of any great company. [Click here](#) to read what our co founder Guillermo Bracciaforte has to say.

We also believe it's possible to create a solid and coherent organizational culture with remote teams and freelancers. In fact, more than half of our employees work according to this model, and this has countless benefits.



LEADERSHIP

Create healthy environments and promote efficient processes

The leader has an important role not just in terms of managing tasks but also in terms of providing constant cultural reinforcement, creating collaborative work environments, acting as a mediator in terms of decisionmaking, promoting ownership and accountability, and facilitating good communication. A leader promotes better practices, enforces good values, and oversees the process so everyone can accomplish the task at hand successfully.

Here are 10 essential skills that every remote work leader should have:

- .01 > Know how to organize the tasks at hand
- .02 > Be familiar with the tools
- .03 > Respect protocols
- .04 > Be HUMBLE; you don't have to have all the answers, but you know how to find them
- .05 > Don't consolidate the information
- .06 > Promote collaboration; siloing is the enemy
- .07 > Know how to give constructive feedback
- .08 > Have weekly one on ones
- .09 > Don't miss weekly or monthly meetings
- .10 > Know how to define individual objectives so they are aligned with company objectives

Check out our video on [How remote team Leaders Prepare to Lead](#)

HOW CAN WE FIND GOOD SOLUTIONS TO FIX THE LACK OF LEADERSHIP ON REMOTE TEAMS?

In the Harvard study that we mentioned earlier, researchers also asked participants to give a good example of a manager who manages remote teams well. Some interviewees indicated that they had never encountered this situation, but most interviewees identified the following key traits of a good remote team leader:

- 🔗 **They give frequent and consistent feedback:** 46% of interviewees indicated that good remote team leaders gave them regular and personalized feedback once a week.



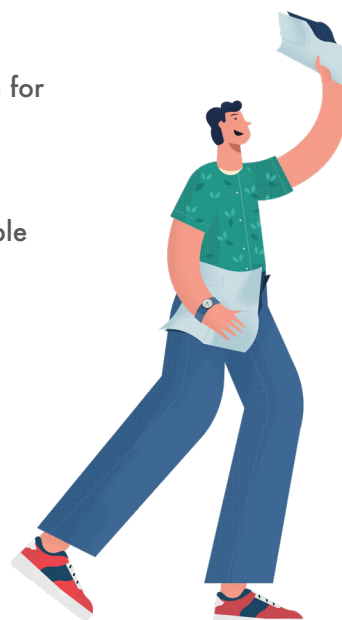
- ▶ **They use face to face or verbal communication:** Good project managers with virtual teams take the time to schedule video chats or at least phone calls with their team members whenever they need to discuss important topics. They also encourage team members to get to know each other beyond exchanging files or chat messages.
- ▶ **They have excellent communication skills:** They're perfectly capable of communicating complex ideas, prompt expectations, abundant information, and constant motivation with the whole team. They're good listeners, and they demonstrate confidence, respect, and empathy, and they care about their team members on a personal level. They also encourage interpersonal communication and camaraderie.
- ▶ **They make themselves available:** They're always there when a team member needs a question answered or if they aren't available at that time, they demonstrate that responding ASAP and in a friendly and a cooperative manner is important to them.

MOTIVATION

There are plenty of elements that motivate us to work: our salaries, the fact that we enjoy our work, receiving recognition for a job well done, and guiding our efforts toward a purpose and achieving a clear objective.

As the leader of a remote team, you have the power to give your team members recognition and the way you communicate the project's ultimate purpose to your team. It's not just about asking your team to write new original copy for a landing page, for example; it's about inspiring enthusiasm so your team creates persuasive and original copy that drives an increase in company sales and rewarding freelancers with positive feedback for a job well done. At Workana:

- ▶ We use a few extra tools like WAW: public recognition for different team members.
- ▶ Merits that are in line with our values.
- ▶ Motivational tools like StarMeUp that produce incredible results.



"You don't have to move to Silicon Valley to change your mindset"

— Tom & David Kelley



TEAMS

Tools that facilitate cooperation

At Workana we are guided by two concepts that are essential to working remotely:

➤ **Ownership (or autonomy):**

This means that you own your task or project and do everything you can to finish it successfully and on time. This autonomy brings a lot of freedom and the ability to make decisions, but at the same time, it brings great responsibility and ownership of the results.

➤ **Accountability (guaranteeing trust):**

This means that people can rest easy when they assign you a task or project because they know you'll commit and get the work done, or if you can't, you'll be honest when considering a task's viability.

Learning how to work remotely on a team is key. Collaboration is essential; this doesn't mean that everyone is doing everything; it means everyone knows where the team is going, delegating tasks that are part of a plan, and working to achieve the objectives.

Technology is key. For example, correctly managing instant messaging applications to gain agility but setting limits to not inhibit work and/or rest is one of many strategies that will help your team to work as a flexible unit that makes progress quickly toward achieving a common objective.



HOW CAN WE RESOLVE OUR REMOTE TEAM'S TECH ISSUES?

- **Teach your entire team to correctly use the technology:** Your entire virtual team members and all staff must be familiar with and comfortable using the right technological tools for your type of work. In fact, most communication problems stem from miscommunications between remote and in-person team members.
- **This can be avoided by making sure everyone knows how to use the right tools. Invest in the right technology:** Although there are hundreds of free tools to cater to each virtual team's needs, a lot of projects involve developing specialized technology like APIs or CRMs or investing in software licenses.
- **Make sure that your entire team has the tools they need:** Most remote workers have good computer equipment and a fast internet connection. However, sometimes the project involves using more sophisticated tools. Instead of assuming that this is "the worker's problem" find a way to help them get these tools so they can work productively.
- **Give your team an upgrade:** Having your team work well with tools that they have doesn't mean they can't work more productively with newer and updated tools. remote teams are constantly evolving and should also evolve in terms of the technology that they use.



PROCESSES

Organize around goals: SMART or OKR?

Coll it what you want, but three things are certain: they have to exist, they have to be useful, and they have to be measurable.

WORK TOWARD GOALS

Almost all manuals and productivity guides agree that the secret to success is to break up large tasks into smaller tasks, delegate them, and establish deadlines for each task. This is also called working toward goals, and it's an unbeatable way to organize work and establish deadlines for multiple people.

Two essential tools to work in a goal oriented manner are an activity chronogram (you can manage this using apps like Asana or Calendly, or even using a Google Sheets doc or an excel sheet) and the criteria of OKR goals and/or SMART goals (Specific, Measurable, Achievable, Realistic, and Time Bound.)

HOW CAN WE TAKE INSTITUTIONAL PROCESSES FROM TRADITIONAL WORK MODELS ADAPT THEM TO REMOTE WORK MODELS?

- **Prioritize goals, not processes:** Processes are not one size fits all; what works well for one team could be terrible for another. Maybe your in person employees work best by completing their tasks one way, but a remote team has to develop their own methodology that's more effective for them to achieve their goals.

The best way to do this is to allow your remote team to come to an agreement on what works best for them and then establish and optimize processes accordingly.

- **Maintain constant supervision and optimizations:** Every step of a process that forces your team members to triangulate information, correct other peoples' work, or having people work on tasks that they weren't assigned to do, to mention a few, is inefficient, and it's imperative to eliminate or substitute these steps.

On the other hand, a lot of times you'll need to implement extra steps to the workflow in order for everything to continue to run smoothly. That's why it's important to maintain an attitude that promotes permanent optimization and stay open to your team's suggestions for improvement.



LACK OF PRODUCTIVITY AND BAD TIME MANAGEMENT

A lot of companies feel like they'll lose control of employee productivity if they let their employees work from home. While it's true that some people don't use their time as well when they aren't being subjected to constant supervision, this is more the exception than the rule, especially when you work with freelancers who are used to working from home.

HOW CAN WE FIX A REMOTE TEAM'S LACK OF PRODUCTIVITY?

- ▶ **Measure progress:** The best way to ensure that everyone is doing their work on time and correctly without needing to micromanage anyone is to have clear goals and deadlines.

One way to achieve this is to monitor the work by hours because this will give you a clear idea of how much time it takes to complete certain tasks and allows you to set realistic expectations of progress for your team. Some tools like Harvest or Toggl allow you to keep track of time by the hour, but Workana also has a special tool for this: the Workana Time Report. The Workana Time Report is a super easy way to audit your remote team members' work in real time by the hour.

- ▶ **Institutionalize good practices:** Seemingly trivial details like sending a file in the wrong format, sending a never-ending email thread to everyone again, or waiting for a team member to ask for access to an important file all add up and decrease a team's productivity. That's why establishing a checklist of good practices is a great way for make sure everyone can turn in their work without a hassle and save time.

- ▶ **Prevent burnout:** Just like making sure everyone is doing their work and fulfilling the team's objectives is important, we also have to learn how to determine when one of our remote team members is taking on more work than they can handle. Abnormal or irritable behavior, messages sent in the middle of the night or early morning, and a sudden decrease in work quality are signs that your team member needs to take a break. If they don't take a break, they'll lose motivation, their commitment will decrease, and there's a risk that they'll even leave the project.



MAKE THE MOST OF TECHNOLOGY: TOOLS FOR REMOTE COLLABORATIVE WORK

It seems that the irrefutable importance of technological tools is the focus of every single commandment of the Ten Commandments of Remote Teamwork.

Online apps like Asana, Google Suite, Slack, Skype, Zoom, Toggl, Office online, Dropbox, Trello, Calendly, etc. have everything you need and more to coordinate every team member's work regardless of what country they live in, their schedules, and their roles. A lot of these apps are free, and the rest are pretty affordable.

For example, the Workana editorial department is almost exclusively comprised of freelancers, (copywriters, editors, translators, etc.) and with Asana and Google Drive, we have everything we need to finish our work on time and without communication challenges. Obviously each leader must identify and choose the tools that will best fit the team's needs.

AGILE METHODOLOGY: SCRUM FOR AGILE PROJECT MANAGEMENT

We can't talk about agility without talking about project management and mentioning the methodology that made it famous. We're talking about the Scrum methodology. This is a standardized process that follows a series of sequential steps and guarantees an increase in productivity in terms of work, deadlines, and budget.

A study conducted by Forbes Insights and the Scrum Alliance found that 81% of executives considered agility to be the most important characteristic of a successful company. On the other hand, 70% of respondents want an agile executive to promote a non-hierarchical culture, and 49% of companies are already adapting in order to become even more agile.

The main benefits of managing projects with agile methodology are the ability to adapt quickly to, anticipating, and managing continuous change. Other benefits are:

- ▶ Project detail visibility
- ▶ Improving team efficiency
- ▶ Improving communication
- ▶ Amenability and adaptability to changes
- ▶ Scaling capacity



COMMUNICATION

Your greatest ally: create protocols and plans, and stick to them.

Another essential piece in the Jenga tower of remote work is a smooth exchange of information, transparency, and visibility in terms of what we do. If we don't adhere to communicating clearly, our teams won't be as productive, everyone will get frustrated, the leadership will fail, and the culture will become fragmented. To avoid miscommunications and to keep everything running smoothly, it's essential for everyone to be able to communicate with everyone.

Learning to communicate well is a process; we have to assume nothing and make sure everyone has a clear understanding of everything. Sending all relevant information in a formal manner provides order and avoids situations where people "don't know" or "didn't get the message."

It's important to plan periodic meetings to make sure everyone is on the same page. At Workana we have weekly status meetings at a general level, and then we have other meetings for specific teams. We choose to use continuous feedback so we aren't stuck waiting a year to communicate about things that bother us or things that we could do better or things that prevented us from achieving our goals. We have weekly one on one meetings with direct reports which is a lot more important because we aren't sitting next to each other every day at work. It's important that everyone is on the same page and knows what we want to do so everyone can follow up and follow through in order to make sure we're staying on task and achieving consensus no matter what.

STANDARDIZING SCHEDULES AND COMMUNICATION METHODS

Nobody could respond to an email with "urgent" changes at 4 am or interrupt their yoga session to resend a file or send an extra email. When working with a team where different members have different schedules, the key to good communication is to establish communication methods and strategic response times from the start and ensure that everyone adheres to these methods and response times.

For example, it could be as simple as establishing that all messages are sent via the project's chat instead of email and making sure every team member has 12 hours maximum to respond to the messages.



KEEP EVERYTHING CLEAR IN YOUR STYLE AND TONE: EMPHASIZE REALITY, NOT WHAT YOU'RE HOPING FOR.

Even though it's something that you can infer even during preliminary interviews, it's advisable to reinforce identity through language. Ours is direct, simple, and fun. NOTHING FORMAL. And we continue to communicate in this manner with our colleagues, during meetings with different companies, and in chats and community workshops. Being what we are, intermediaries for freelancers, we define ourselves with our language.

Conclusion: Organizing remote work can be hard.

we have a few tools to make it easier



Getting organized to grow while using remote teams can be difficult because there are a lot of organizational changes in play, and sometimes we can encounter resistance in the way we work. But remote teams help scale businesses and work better. There are plenty of things to keep in mind, but if we had to boil it down to one, we'd say that communication is key.

Good communication is key to achieving common goals, so I'm going to explain how my team communicates, although most of these tips apply to all of Workana.

Learning how to inform each other of news, tasks, and daily status updates has been a learning process full of trial and error. Whether there have been unexpected product changes or customer service team questions about clients who have been reporting problems that they can't resolve, we've learned how to use and make the most of different tools in order to avoid these problems and prevent them from happening. Here are a few of our favorites:

- ▶ **Gmail:** There's a huge difference between using Gmail and using it well. At Workana, we get plenty of emails related to customer service which means we get alerts about these questions. The most important thing we learned was to how to filter these notifications. Filtering notifications is essential for us, and Zapier has been indispensable in helping us stay streamlined and organized.
- ▶ **Asana:** It wasn't easy to get used to working with this tool. It's a complex tool, but it's very powerful once you get the hang of using it. Now we couldn't work without Asana. Using Asana, we coordinate all of our projects, ideas, and tasks both big and small. It allows us to follow up and make sure that everyone is on the same page in terms of each project.



- 👉 **Hipchat:** With Hipchat, we have chat rooms to quickly discuss different topic or ask the rest of the team questions. It's a way to create a place that feels like an office. General questions or even venting can happen every day. We also use it for one on one chat, avoiding back and forth emailing so we aren't distracted by constantly receiving emails.
- 👉 **Skype, Virtual phone, Hangouts:** These tools are great for video chats; we use some more than others, but a good rule of thumb is that Skype is for one on one chats, virtual phone is for calling clients/users, and hangouts are for team meetings.
- 👉 **Zapier:** Zapier helps us put rules together to put everything above together and a few Google Docs. For example, we have a rule for receiving Asana notifications when there's an alert from an important client that contacts us. This automatically becomes a task to resolve, but only if it meets certain requirements. That way we can create more fluid processes and avoid excessive communication that would ensue if everyone had to read every piece of communication instead of just what we had to read.

This is just a sample of how we do what we do at Workana. Each company is different. Each remote team has different requirements, but each of them have common threads: organizational culture, communication, and technology are three foundational pillars that are essential to achieving sustainable success.



FEAR OF REMOTE WORK: CHALLENGES

→ We need clear objectives to move forward

Even though everyone is in a different place, teams need goals and specific objectives in order to stay on task at work. After all, work is essentially structured tasks. A clear direction is essential to strengthening the company's structure.

In order for this to happen, it's important to focus on clear objectives and goals and communicate them to the team.

→ Follow Up

Constant feedback and the famous back and forth between team members or between the team leader and team members helps maintain clear objectives, keeping the team motivated and on the right track, ensuring everyone is on the same page in terms of what to do.

→ How do I make sure everyone is on the same page?

Support yourself with communication: when information flows smoothly, commitment renews itself. Solitude can be your worst enemy; without good communication, remote work breaks down.

Communication is vital; provided that the means and purpose of the communication are always clear. Remote workers use tools to communicate verbally, in writing, or visually.

→ How can I keep working?

Use technology to your advantage: project managers, bots, but most importantly, make it work. This involves an important change in mindset, but if something is working, there's someone doing the work. Google is at the forefront of remote work; Google offers plenty of free tools (Google drive, Google hangouts, Google documents, etc.) that helps people work seamlessly on their computers.



ANNEX

Content that inspires us to do what we do, how we do it:

How to give Feedback - Fastcompany <http://www.fastcompany.com/3049058/lessons-learned/how-to-give-feedback-people-actually-respond-to>

Clear & Actionable Feedback - HBR https://hbr.org/2015/08/a-6-part-structure-for-giving-clear-and-actionable-feedback?utm_source=Socialflow&utm_medium=Tweet&utm_campaign=Socialflow

One on ones <http://bhorowitz.com/2012/08/30/one-on-one/>

Meetings that don't suck: <https://medium.com/gv-notes/meetings-that-don-t-suck-959b8b5df3a4>

Honesty: <https://pando.com/2015/08/13/does-honesty-matter-when-youre-building-company/6f772cd0f0d16699ef0fe8946a77a51e69405bf6/>

HBR sobre como Netflix reinventó HR: <https://hbr.org/2014/01/how-netflix-reinvented-hr/ar/1>

La cultura ayuda a un startup a escalar <http://tomtunguz.com/culture/>

Universal Leadership Skills (Google) <https://drive.google.com/file/d/0BzA5jfJbn5cbYXVEeVhzZjJpcE9-jZTVXanJTVFN5eWlyLTdJ/view?usp=sharing>

How great organizations inspire action (Mision!): http://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action?language=en

Why, how, what: <http://tomtunguz.com/why-how-what/> / Why monster fails: <http://www.forbes.com/sites/lisaearlemcleod/2014/11/05/why-monster-is-failing-and-others-will-follow/>

Dealing with Uncertainty: <https://medium.com/life-learning/uncertain-39e660bdf38f#.xluvj8j65>



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