

## How To Build and Grow a Remote Team

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### Choose Process Over Tools

- Document your process first, then find the software that makes it easy.
- Go with the simplest tool possible, not just what's popular.

### Encourage Team Building Remotely

- Create a virtual “fun room” to encourage bonding among teammates.
- Have regular team check-in meetings at least once a week to hear from others.
- Create a running agenda that anyone can contribute to for every meeting.
- End every meeting with questions, comments, and concerns.
- Enable employees to book meetings with you so they can share information privately.
- Keep structured information on the people on your team: Who the team member is, who they report to, which team they are a part of, who reports to them, etc.
- Keep documented notes on each team member to help you quickly remember who everyone is and what their role is in the company.
- Have each employee provide emergency contact information in case something goes wrong (website crashing, client emergency, etc.).

### Hold Effective Remote Meetings

- Don't meet with employees via text chat or voice calls.
- Use video meetings to eliminate distractions and force people to pay attention.
- Be in a place where you can be a part of a great remote meeting, including a quiet environment, good router, and fast internet connection.
- When you aren't speaking, mute yourself. This limits unexpected distractions like a dog barking.

## **How to Onboard Remote Workers**

- It's important that new employees understand the tools and processes at your company so they don't bring in conflicting habits.
- Use screen sharing to train new employees by letting them shadow you as you complete a task.
- Have documentation people can refer back to so they don't feel overwhelmed by all of the new information. Toptal uses Google Sites.

## **How to Increase Focus and Productivity Remotely**

- Pick your work environment based on the task you're performing. If you need to focus, work from an environment where you focus best.
- Some people need complete silence. Others need white noise, the kind found in a coffee shop. Let each team member pick what works for them.

## **How to Manage Time Zones**

- For scheduling meetings, pick one main time zone that works best for the majority of your team.
- If you're talking about a time for a meeting, always mention the time zone.

## **How to Manage Vacations With Remote Employees**

- On vacation, pass the work onto someone else.
- If employees aren't taking vacations, encourage them to start so they don't burnout.
- When someone takes a vacation, it prepares your company for emergencies.

## **Hire Proven Professionals**

- Hire people who are self-driven and motivated to get the job done.
- Pay attention for the little things that show you if someone is a professional. Is the person on-time to the interview? Is their internet connection solid?
- If you give a potential employee a project to complete, don't give them all the pieces to complete the project. See if they contact you for more details to complete the project or if they use lack of information as an excuse to not finish the project in time.

## **Trust Your Employees**

- Avoid micromanaging by using regular meetings to check-in with your team.
- Be available if someone on your team has questions or needs help.
- Trust your team to get their work done.