Shortlist

Building Strong (Virtual) Teams:
Tips & Tricks for the New Normal

June 2020

Hello from Shortlist!

Paul Breloff
Co-founder and CEO
(COVID home = Nairobi)

Alana Rush
Chief Operating Officer
(COVID home = Singapore)

Shortlist

TODAY...

- The power and importance of culture to building great teams

- The tools of team-building in the "old normal"

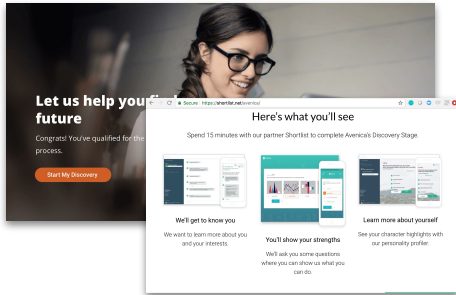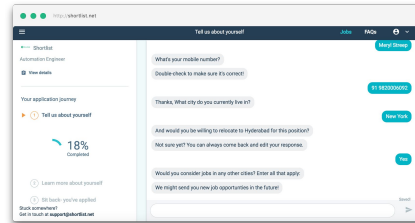- What changes as the world goes virtual

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WARNING

- Every organization is different

- This focuses on tactics and approaches for *digitally enabled* teams.

- We are lifelong *students*, not experts

- Interruptions and chat *encouraged*!

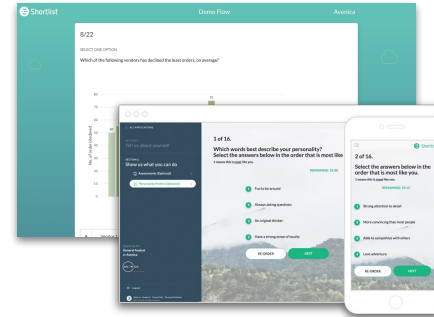Shortlist

Intro to Shortlist: We love building great teams

► **EMPLOYER BRANDING**

► **CHATBOT**

► **1,000+ ASSESSMENTS**

► **CANDIDATE MANAGEMENT**
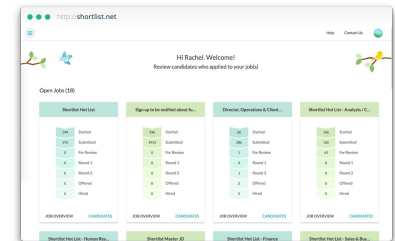
◄ **FULL SERVICE RECRUITMENT & EXECUTIVE SEARCH** ►

Shortlist

100+
ENERGY SECTOR CUSTOMERS

3,000+
JOB PLACEMENTS

900,000+
CANDIDATES FROM 70+ COUNTRIES

80
TEAMMATES ACROSS 3 OFFICES

4.9
GLASSDOOR RATING

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Culture as business booster

Harvard says a strong culture increases net income 765% over 10 years

Culture as competitive edge & resource magnet

Culture as legacy

"In the end, the people who work for you won't remember the press releases or the awards. They'll lose track of the quarterly ups and downs. They may even grow hazy about the products. But they will never forget how it felt to work there, or the kind of people they became as a result."

(Ben Horowitz)

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Culture = ?

Culture = What people do when
no one is looking

Is there a formula for team success?
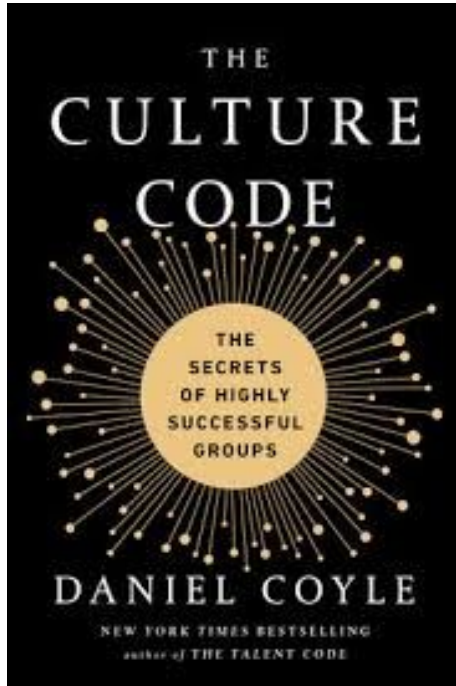
- **Build safety**
  - Signals of connection generate bonds of belonging and identity

- **Share vulnerability**
  - Habits of mutual risk drive trusting cooperation

- **Establish purpose**
  - Narratives create shared goals and values

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How does this work in "normal" world?

> How does this work in "virtual" world?

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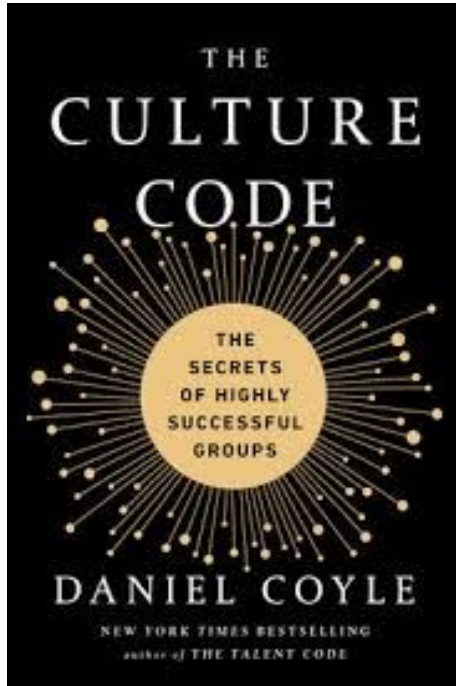# Is there a formula for team success?

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Google's Project Aristotle Research

Shortlist

Reinforcing what Google found...

Pentland's sociometer studies

- Everyone talks and listens evenly

- Lots of eye contact and energetic gestures

- Members communicate directly (not just with leader)

- Members carry on back-channel or side conversations

- Members periodically break, explore outside to bring info back to share

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Onboarding to build safety

Group 1

<u>Company focus</u>

- Session on company identity
- Sweatshirt with company logo

Group 2

<u>Employee focus</u>

- Questions about personal bests
- Sweatshirt with employee name

2.5x more likely to be working there in 7 months

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How to "Build Safety" when remote?

Many tools of connection are compromised:

- Fear, uncertainty, loneliness, and unfamiliarity pervade
- No body language, reliance on asynchronous comms
- No "water cooler collisions" to reinforce humanity

...But can still be done with intention & creativity...

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Embrace your inner "BBC Man"...

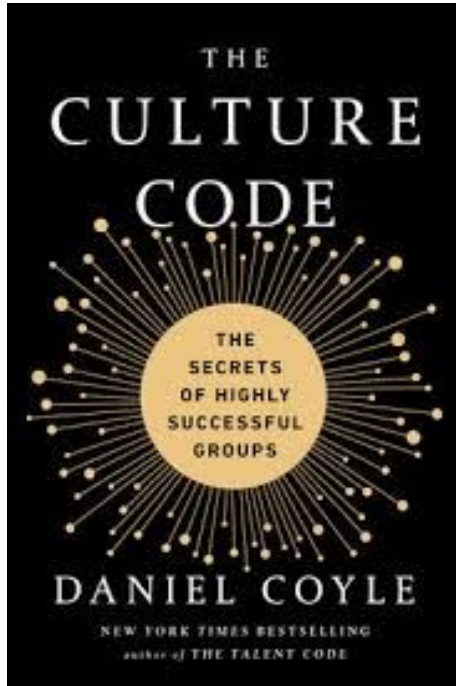Shortlist

The magic of Whatsapp (or Slack, or...)

Eva: What's your favorite workout or motivational song?

Shortlist Global
Adhip, Aratrika , Austen, Brenda , Cle...

Shortlister's playlist:
1. Home from Gen
2. Beethoven9 from Dee
3. It's my life from Sayak
4. Remember that name from Adhip
5. Staying alive from Niranjan
6. Toosie Slide from Doris
7. Best day of my life from Alana
8. 🔨 Smashed face from Abhishek
9. Disco matanga from Reynold
10. Move your body from Carolyn
11. Kudi nu nachne de from Divya
12. BTS from Rosh
13. Bingbang from Rewa
14. Zinda from Tilak
15. Sketchers from annonymous
16. Darude from Abhijith
17. Dance monkey from Ahika
18. Chumbawamba from Ketaki
19. Radioactive rework from Ari
20. Let it go from Ari

This playlist is so diversely LIT 🔥
20 songs - thank u all.

Let's put this on shuffle and start exercising🙈

9:18 PM

+91 90299 43322   ~Rewa Tamboli

And some others...

- Where does your name come from?
- Favorite moment from the day (or weekend)?
- What are you eating for lunch today, with picture/recipe?
- How are you busting stress?

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Sharing vulnerability in the real world

STYLE

To Fall in Love With Anyone, Do This

한국어로 읽기 | Read in Korean

点击查看本文中文版 | Read in Chinese

Leer en español

Modern Love   By MANDY LEN CATRON   JAN. 9, 2015

More than 20 years ago, the psychologist Arthur Aron succeeded in making two strangers fall in love in his laboratory. Last summer, I applied his technique in my own life, which is how I found myself standing on a bridge at midnight, staring into a man's eyes for exactly four minutes.

Let me explain. Earlier in the evening, that man had said: "I suspect, given a few commonalities, you could fall in love with anyone. If so, how do you choose someone?"

He was a university acquaintance I occasionally ran into at the climbing gym

Brian Rea
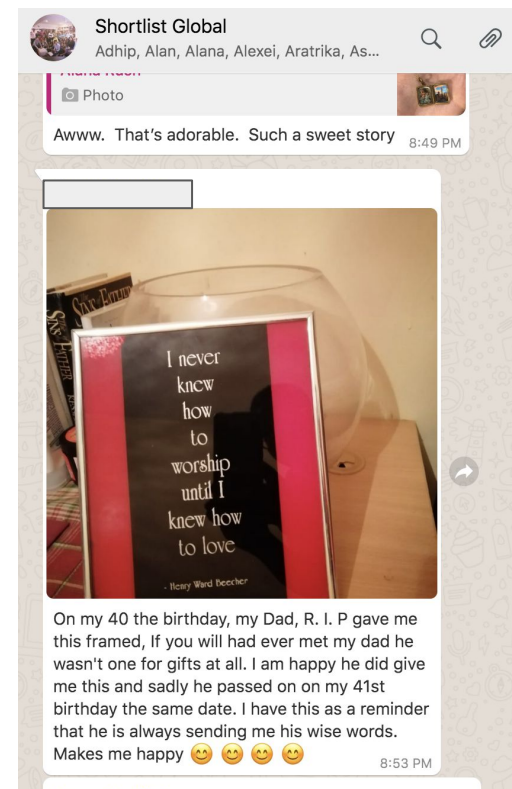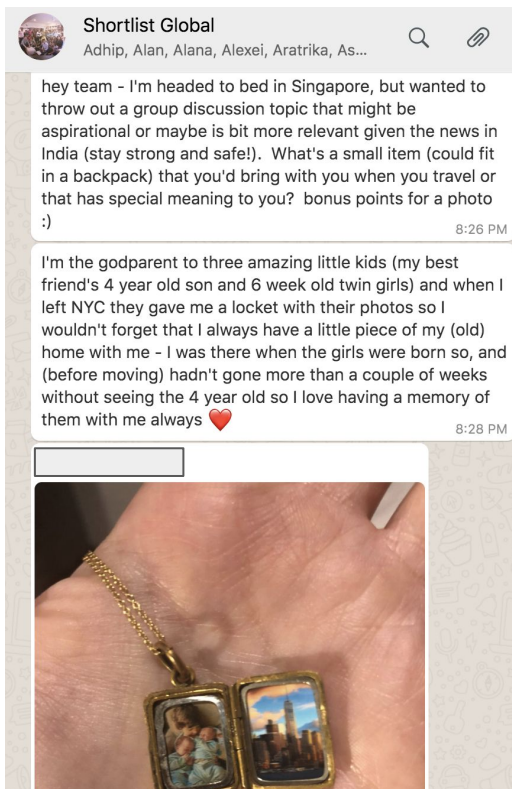
"36 Questions to Fall in Love" in the NY Times

Vulnerability Loops = **Vulnerability + Interconnection**

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...And vulnerability in the virtual world

Alana: What's a small item (could fit in a backpack) that you'd bring with you when you travel or that has special meaning to you? bonus points for a photo :)?

Shortlist Global
Adhip, Alan, Alana, Alexei, Aratrika, As...

hey team - I'm headed to bed in Singapore, but wanted to throw out a group discussion topic that might be aspirational or maybe is bit more relevant given the news in India (stay strong and safe!). What's a small item (could fit in a backpack) that you'd bring with you when you travel or that has special meaning to you? bonus points for a photo :)
8:26 PM

I'm the godparent to three amazing little kids (my best friend's 4 year old son and 6 week old twin girls) and when I left NYC they gave me a locket with their photos so I wouldn't forget that I always have a little piece of my (old) home with me - I was there when the girls were born so, and (before moving) hadn't gone more than a couple of weeks without seeing the 4 year old so I love having a memory of them with me always ❤️
8:28 PM

vulnerability loop

Shortlist Global
Adhip, Alan, Alana, Alexei, Aratrika, As...

Photo

Awww. That's adorable. Such a sweet story
8:49 PM

I never knew how to worship until I knew how to love — Henry Ward Beecher

On my 40 the birthday, my Dad, R. I. P gave me this framed, If you will had ever met my dad he wasn't one for gifts at all. I am happy he did give me this and sadly he passed on on my 41st birthday the same date. I have this as a reminder that he is always sending me his wise words. Makes me happy 😊 😊 😊 😊
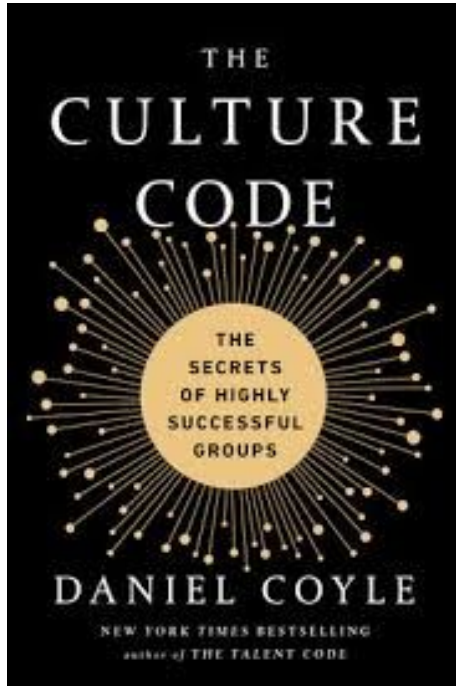8:53 PM

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Creating space to share fears, questions, and screw-ups

Meet Maggy, who leads our Exec Search team

- Every day, Maggy eats lunch with her team

- Afternoon "coffee breaks" for 15 minutes

- On Fridays, her team shares "Popsicles & Poopsicles" - i.e., highs and lows from the week, work *and* personal!

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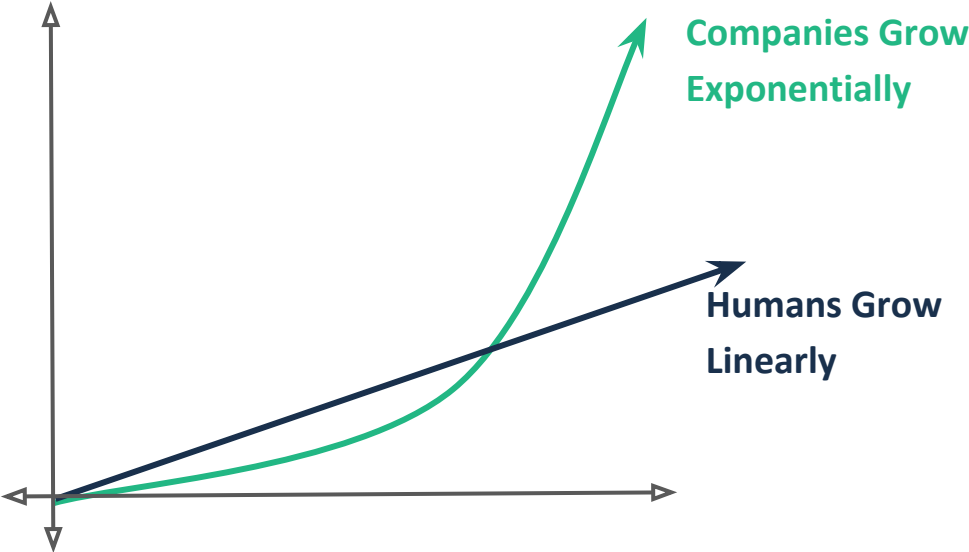
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Simple rules can work

Shortlist

Stories can scale

Khalid Halim
CEO Coach

Hypergrowth and the Law of Startup Physics

First Round

Companies Grow Exponentially

Humans Grow Linearly

Shortlist

Narrative power of #HASHTAGS

#WholePerson   #CandidateLove

#FindTheAdventure   #MakingWorkWork

#Don'tWasteACrisis   #whateverittakes

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What's your "_why_"?

Try a "virtual hackathon"
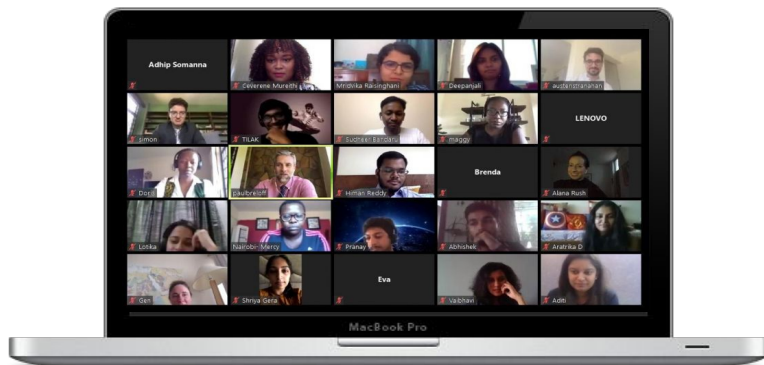
Welcome to the Shortlist COVID Mini Hackathon!

March 26, 2020 | Shortlist

- Group brainstorms
- Breakout rooms
- Google Documents
- Real-time presentation of ideas!

Shortlist

31

Virtual Tools are GREAT for Group Collaboration

❌ Brainstorming

- Loudest person wins
- Time intensive
- Hard to do over video, with no beloved whiteboard

✔️ Brainwriting & Collaboration

Adam Grant
@AdamMGrant

The best feature of Zoom meetings isn't seeing people's faces. It's reading their comments in the chat.

When people write down their independent insights before discussing, we get more diversity of thought.

The loudest voice rarely has the best ideas.

- Use the chat function
- Write ideas first individually, then share/collaborate
- Ask for input on ideas
- Ask "Varsity" questions (skip "So, any Qs??")

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Asking better questions can be a great way to engage your teams

❌ **Skip these...**

- What do you think?
- Any questions?
- Cool, so we're good?

✔️ **Use these instead....**

- What did I miss?
- What's a different way of looking at this?
- What's one question you still have?
- What's one question someone on your team might have about this?
- How is this similar / different to how we've been [thinking about this/doing this/working] in the past?
- Quick vote in the chat: On a scale of 1-5, how would you rate this idea?
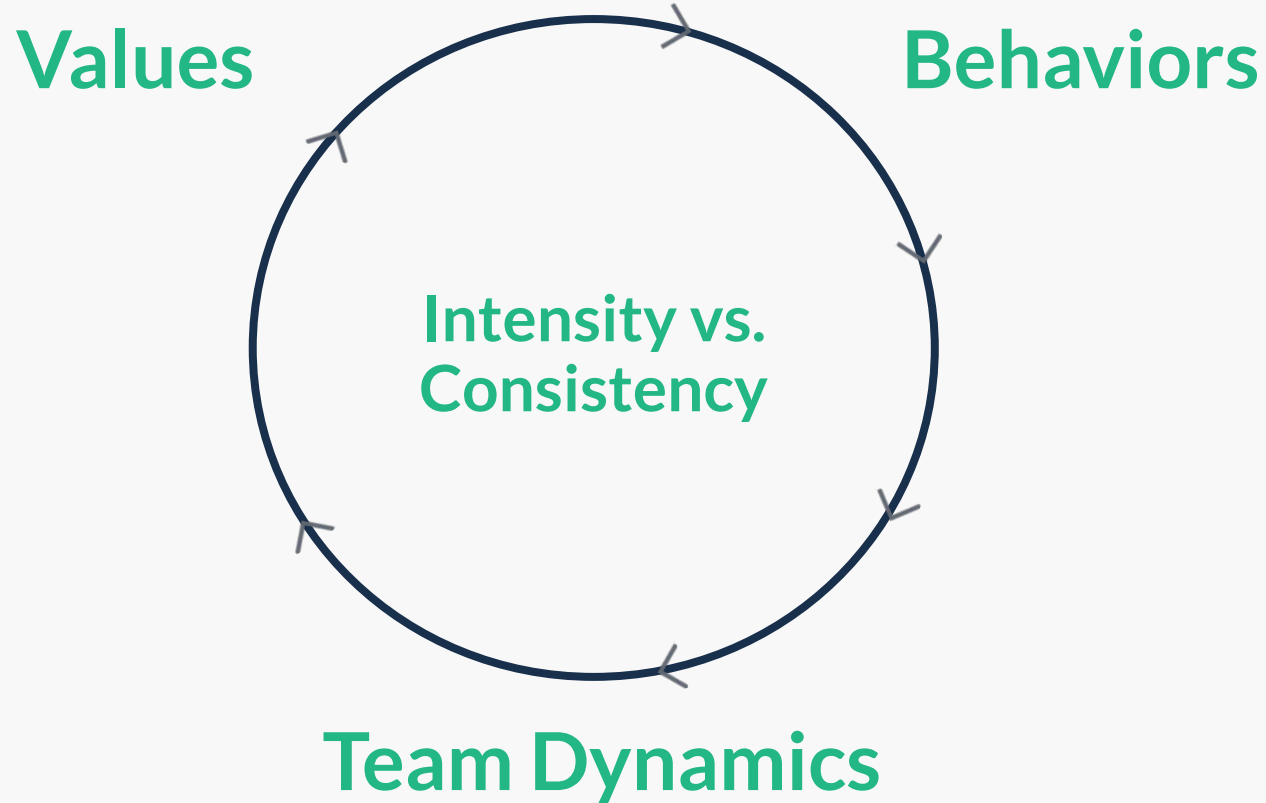
Shortlist

Q+A

Thank you!

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