

BDR Team - Remote Transition Brief

BDR Team Copy

Document Goal

This document aims to address:

- Why we are making this change
- The impacts of shifting to a remote team structure
- Challenges present in those impacts and our path going forward

Situation

To be updated with most current information

No Mode employees are diagnosed with COVID-19 at this time.

The CDC is currently recommending against large group congregations to control the spread of COVID-19.

Mode's Leadership collectively feels the risks of exposure for employees outweighs the benefits of keeping the office open, especially since so many people are now already beginning to work remotely.

External Messaging

How do we speak about the closure to prospects or news outlets who inquire?

- [Official External Release](#)
 - Direct news outlet inquiries to our CMO, and respond with “no comment” and that “you are going to forward their inquiry internally” in lieu of giving out information that could be misinterpreted.
- [Outreach Snippet](#)
 - Official COVID-19 Office Closure Response, for email threads where it comes up

Remote Fast Start

- Office closure timeline
 - Soft closing on Monday and Tuesday. The alarm will be disabled and some people will be in. There will be no lunch service.

- Hard closing on Wednesday. The alarm will be armed, and people should not come in.
- Timeline for reopening the office.
 - Leadership check-in at end of March. Re-open if local and/or CDC recommendations change
 - Leadership continues to check in every two weeks until we reopen
- Comms timeline
 - Slack announcement with more logistical details and timelines tonight
 - Team meetings to go over changes to process
 - First watercooler is at 8 am PST tomorrow and they will continue at 8 am, noon and 5 pm PST daily
 - 12 pm Monday remote interview training
 - 1 pm Monday company all hands to discuss updates
- Communications policies
 - [Mode Slack Guidelines](#)
 - [Mode Meeting Guidelines](#)
- Interviews and recruiting
 - [Remote Interviewing Guidelines](#)

Forward

I believe that the combination of existing processes detailed below and new processes detailed at the end of this document will allow us to transition to remote operations with minimal to no negative impact. We already have processes in place that facilitate digital interactions. As our external release states, we are fortunate in that we began investing in remote technologies early.

For example:

1. Every week we set an overarching, quantifiable goal. This will continue, digitally.
2. Every day we set three priorities that support that weekly goal. Slack 123's!
3. We all have full visibility through both dashboards that I have built and native app dashboards into activity across the platforms that we use.
 - a. [Salesforce Individual Level](#)
 - b. [Salesforce Macro Level](#)
 - c. [Outreach Dashboard](#)
4. We have expectations and goals set around how we block our time during the day and key metrics that we will be checking our progress against.

My goal is that we each are aware that we come to the office not because of optics, or because it is the only place we can do our work, but because of the value that being present with one another has on our ability to learn and do better together.

- Through digital means, we can still be present with and support one another to the same degree

- Though our primary means of communication will change, our focused attention and conscious effort to communicate will persist
- I feel that our current team is well equipped with the necessary digital structure to transition into a remotely operating team with minimal workflow disruption.

Challenges

I see three major challenge groups that our team will face during this transition

1. Focus
2. Learning
3. Peer-Feedback

Focus

Without other team members to hold us accountable, BDRs could lose focus on their tasks if an accountability system is not put in place to facilitate peer-led focus. No members of the current team have worked in a full-remote context in prior roles. To some degree, I have to trust that they will self-motivate alongside the digital systems for accountability we have already put in place.

Learning

Continued learning and pushing beyond your comfort zone in remote work is largely self motivated. We need to be available for one another: to coach, to troubleshoot, and to help execute.

We have a new team member joining our Studio team on March 17th. She will be on-boarded fully remotely. This is a new precedent.

- My ask here is that everyone make extra effort to include her on any group work and peer shadowing events.
- I will be coordinating structured on-boarding sessions with her and each of you, relevant to topics that are best fit for each of you as determined through prior or future conversations.

Peer-Feedback

Remote BDR work presents additional obstacles to collaboration in a role that can become very siloed, particularly with BDRs focused on territories. Peer feedback is easy to seek when someone sits right next to you. Scheduling a zoom call lessens the chance that a question will get answered or solution will be validated by someone else for individuals who are not used to taking these extra steps to receive feedback.

General Commentary:

I think that the office interactions that will be most missed by all of us are the in-the-moment questions. Speaking from my own experience, I often walk through our area and:

- get a quick question about an active task
- share excitement around a win
- or disappointment around a call that didn't go so well

These present opportunities for in the moment coaching and conversation.

With a remote team, everyone has to build the muscle memory of logging those moments digitally, as otherwise nobody else on the team will know how they are feeling.

This goes for all of us.

Structure or Process Changes

Impending changes to BDR processes, tagged to the challenges that each will address:

- **Working sessions**
 - Team 1:1's where we perform tasks together while on zoom
 - Focus, Peer Feedback
- **Heightened digital social activity**
 - I plan to be significantly more active in our team channel, posing questions and polls regularly on our team channels to motivate the team to follow suit
 - Continued use of our 1,2,3's channel for daily goals
 - Migrating our weekly goals into the team weekly meeting document
 - Focus, Learning, Peer Feedback
- **Peer Mentors / Team Buddies**
 - Accountability pairs who check in on each other daily to supplement managerial monitoring and increase both peer-accountability and collaboration
 - Learning, Peer Feedback
- **Team meeting**
 - Allotted time will be extended to capture questions that typically surface in passing
 - Pre-meeting assignments or required reading will be present in the meeting document
 - Weekly meeting will continue to be structured in line with our new guidelines with time expectations are for each section to keep our group time focused
 - Focus, Learning
- **Stand-Up**
 - Cadence will be escalated from Weekly to Daily, occurring each morning using Zoom
 - Weekly goals set and logged in each Monday's standup
 - Focus, Peer Feedback

- **Zoom office hours**

- Every day, an unstructured Zoom block where team members can join and leave at will to seek advice, ask questions, and generally communicate via video.
- Similar to the All Department Zoom, but focused on supporting the individual BDRs and not for group project work
- I will use this time to work on my own projects unless BDR team members join, in which case we will pivot to work on the item they bring to discuss.
- I believe this is a way to digitally facilitate the types of interactions that happen while I am working from my desk with the team in between meetings
- **Learning**