

# Michał Buczko

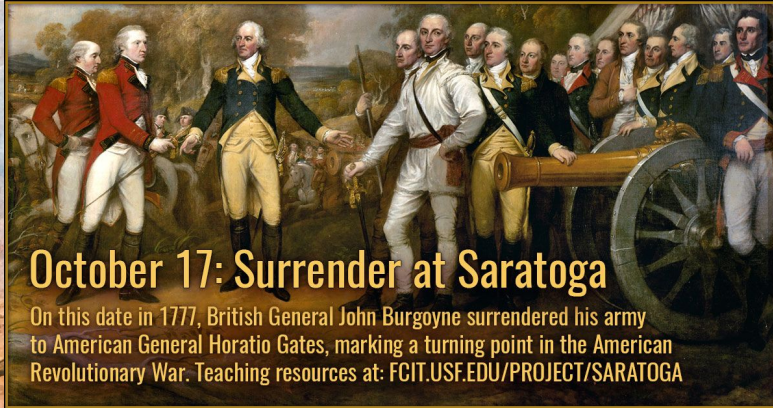
Software Quality Manager  
at Carrier HVAC - RLC EMEA

**Team Leadership in the  
time of remote silence**

PACIFIC NW SOFTWARE  
QUALITY  
CONFERENCE

**THE FUTURE IS NOW**  
**PNSQC.ORG** **OCTOBER 14-16 2024**

# Welcome



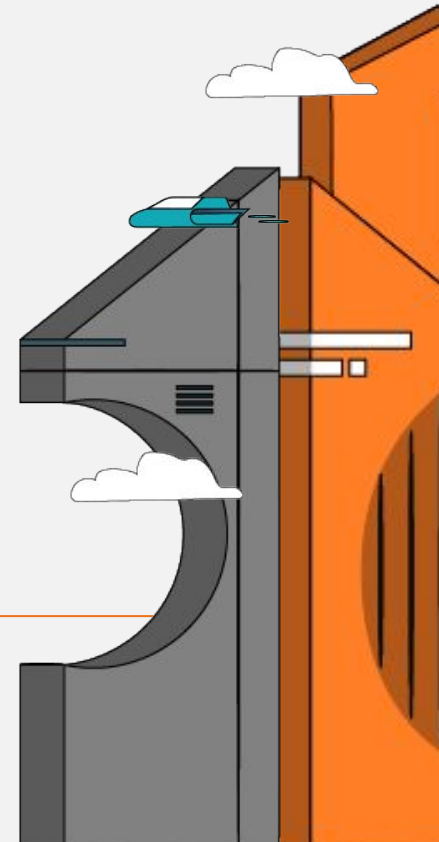
Portland's 28th  
*Polish Festival*

---

SEPTEMBER 14-15, 2024  
SATURDAY 11AM-10PM | SUNDAY 12PM-6PM

---

3900 N INTERSTATE AVE



Team Leadership in the time of remote silence

Michał Buczko



# Remote Work

- changed the teams
- changed organizations and the business
- changed the role of the leaders

**Remote work changed ALL of Us**



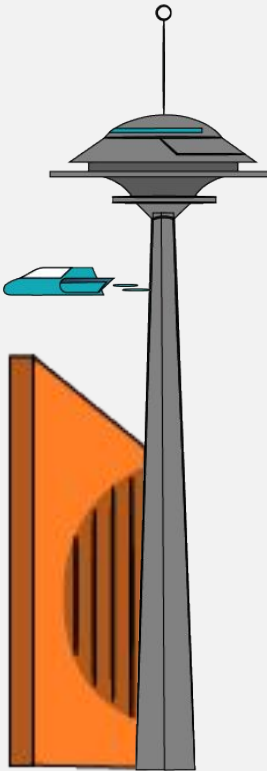
**Team Leadership in the time of remote silence**

**Michał Buczko**



# A bit of context about me

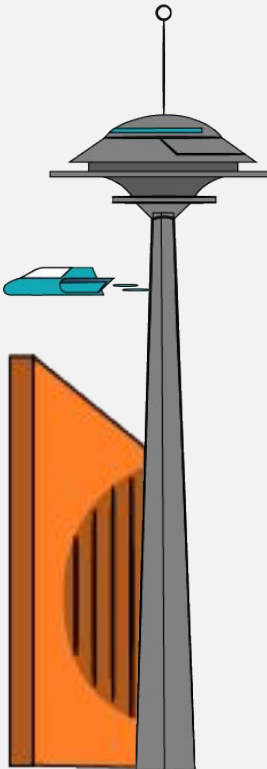
- Software Quality Manager at Viessmann RLC EMEA, part of Carrier
- 20+ years in QA/QE,
- 5+ years public speaker
- **Tech leader for fully remote team QM in Poland**
- **Remote member of QE team in Alendorf, Germany**
  
- BJJ photographer - remote working with ADCC organization



# REMOTE WORK - IMPACT

- remote culture
- new way of working
- new teams dynamics
- meeting overload

etc..



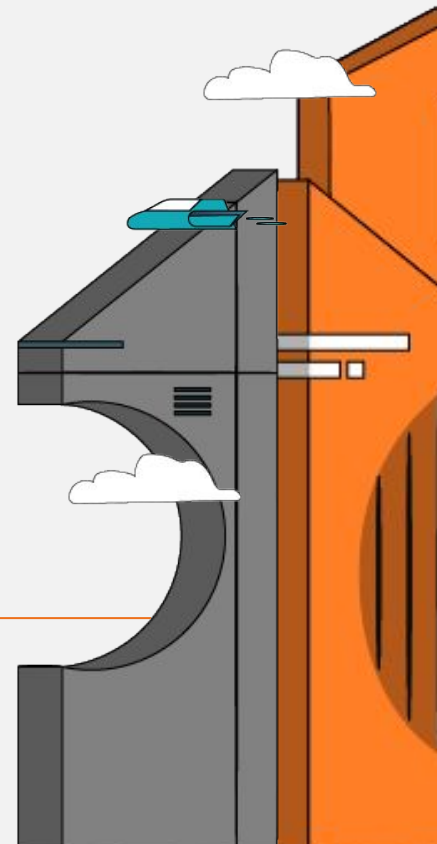
# How did it all started?



---

Team Leadership in the time of remote silence

Michał Buczko





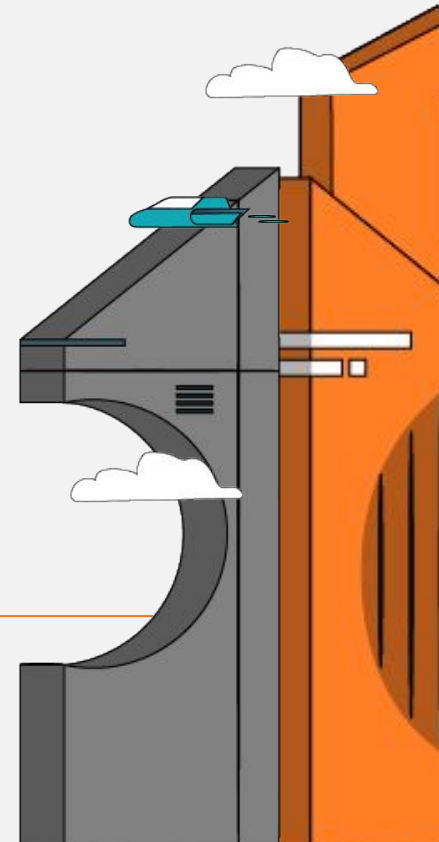
# Poland IT a while ago..

- **office** hours focus
- **local** recruitment and talent
- independent **sites**
- “management by **walking**”
  - **local** leaders
  - **local** processes
  - **local** events



Team Leadership in the time of remote silence

Michał Buczko



**The Pandemic was just the accelerator for the revolution that was there behind the corner, it forced us to handle it.**



---

**Team Leadership in the time of remote silence**

**Michał Buczko**

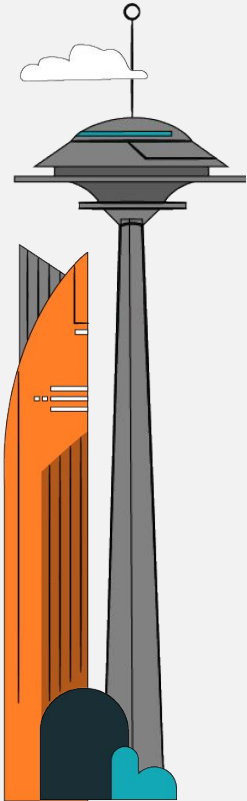


# Viessmann after revolution

- **remote** talent
- **cross-sites** teams
- focus on **projects** not locations
- **global** roles spread
- “**remote leadership**” model

**VIESSMANN**

climate of innovation



---

Team Leadership in the time of remote silence

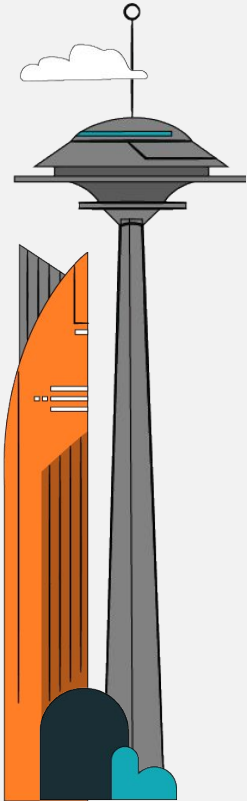
Michał Buczko

# Viessmann after revolution

- **heavy online** communication
- embrace **remote teams, remote processes** and **remote events** on organizational level

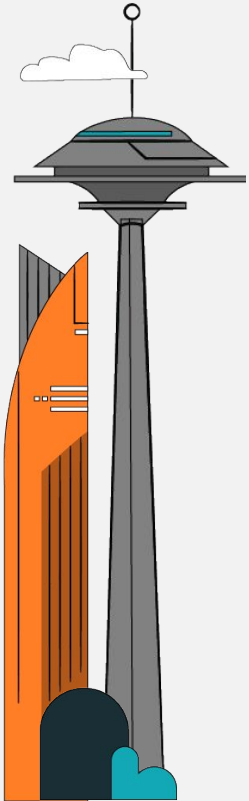
**VIESSMANN**

climate of innovation



# My team in our topic context

- **remote** team
- 5 people:
  - 1 visiting office almost daily,
  - 1 working 200 km away - fully remote
  - 1 working 100km away - hybrid visits once a week
  - 2 work inside Wrocław - hybrid work



**VIESMANN**

climate of innovation

---

Team Leadership in the time of remote silence

Michał Buczko

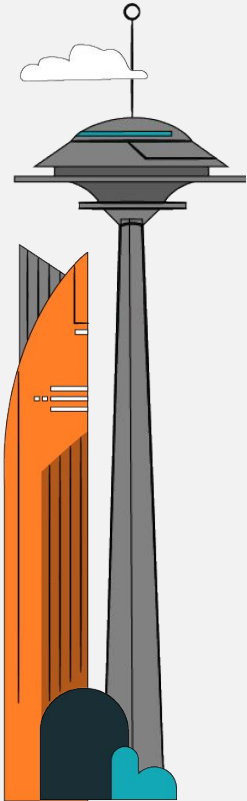


# My team in our topic context

- **cross-sites** functional management
- local office **line manager**
- Each of us working for different projects, scope (Quality Engineering, Quality Management, Fault Coordination, Operational efficiency), independent stakeholders.

**VIESSMANN**

climate of innovation



---

Team Leadership in the time of remote silence

Michał Buczko



**We at  
Viessmann,  
were and are  
not remote first  
organization,  
but there is no  
other way..**

- I cannot see EU companies moving back to the office
- Remote capabilities and remote enabled initiatives gets attention
- High remote work pressure from the teams
- Many remote focused team leaders do not see a benefit working with in the office model

---

**Team Leadership in the time of remote silence**

**Michał Buczko**

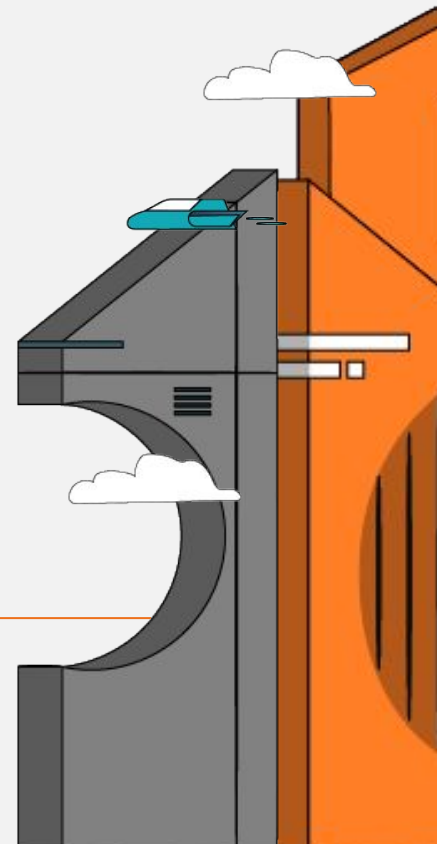
# What's changed for teams and us, as remote leaders?



---

Team Leadership in the time of remote silence

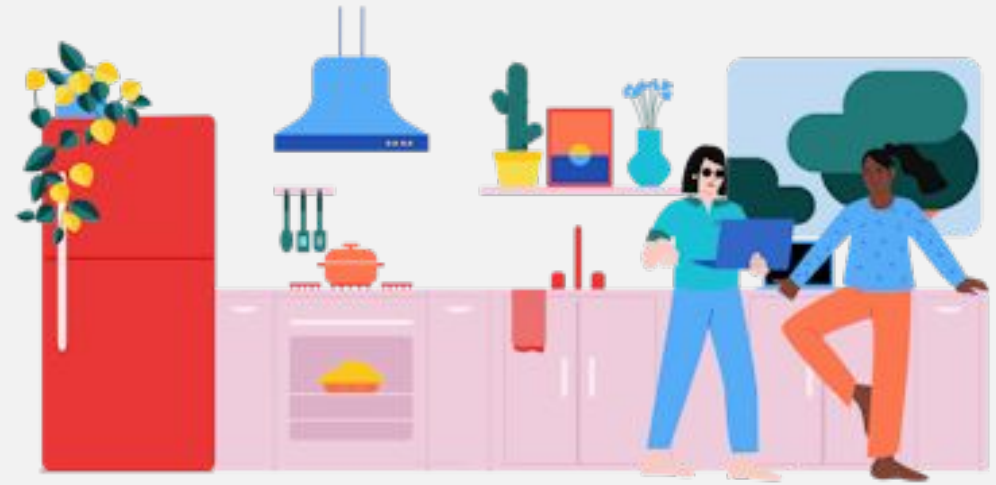
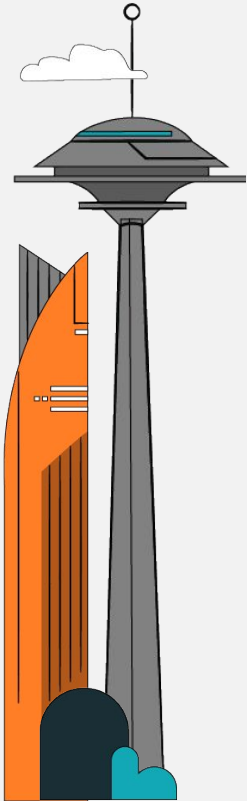
Michał Buczko





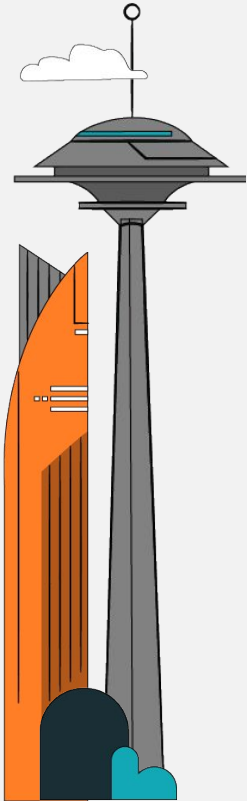
# Switching on

- **work at work** - does not work anymore
- **work at home** - means distractions, duties, time management etc.



# Switching on

We have a **start of the day optional team sync**, team can discuss anything, from world news, company questions, projects, private life, today's mood etc.



---

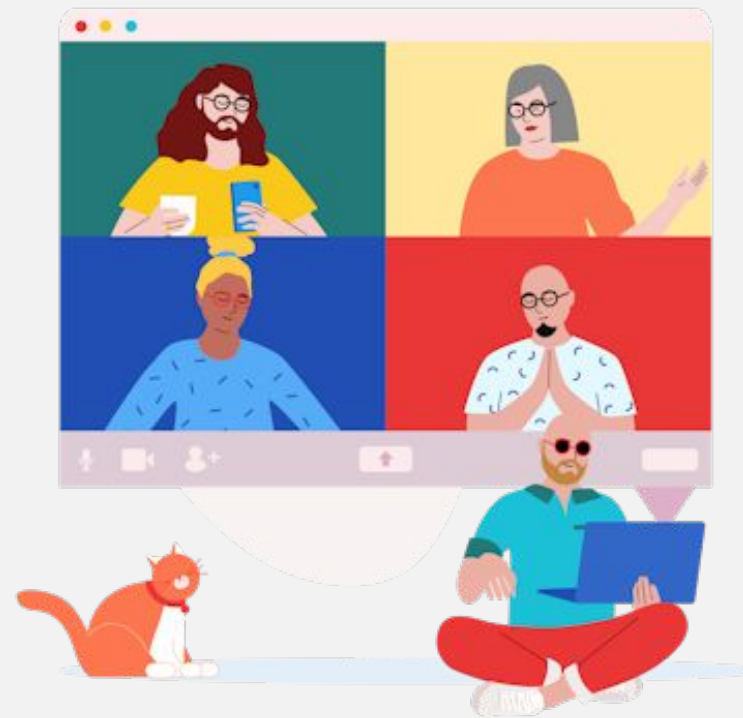
Team Leadership in the time of remote silence

Michał Buczko

# Switching off

## Support the team members in after work activities:

- embrace their exercises and hobbies
- support spending time with family and friends
- talk about pursuits and hobbies
- allow them to speak about their achievements loud

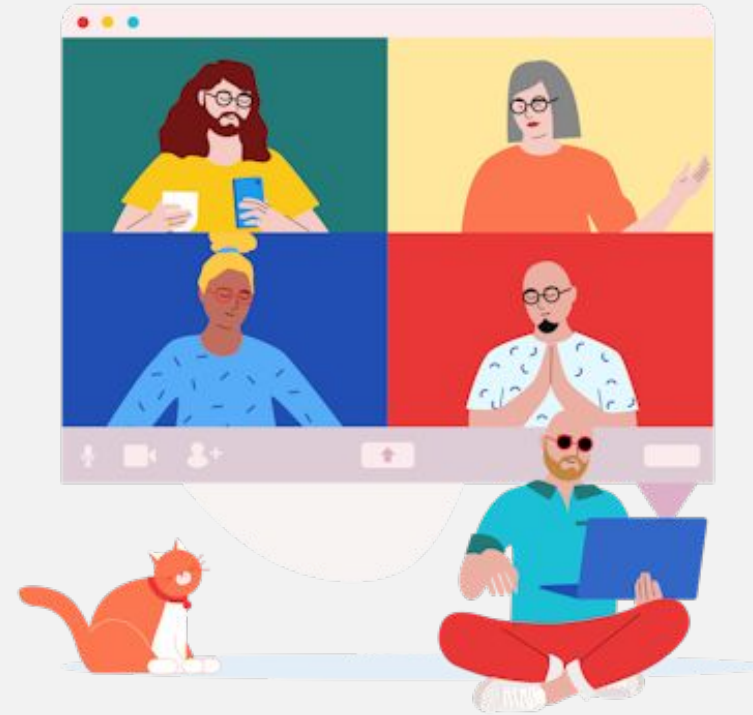




# Build work-related and off-work relationship

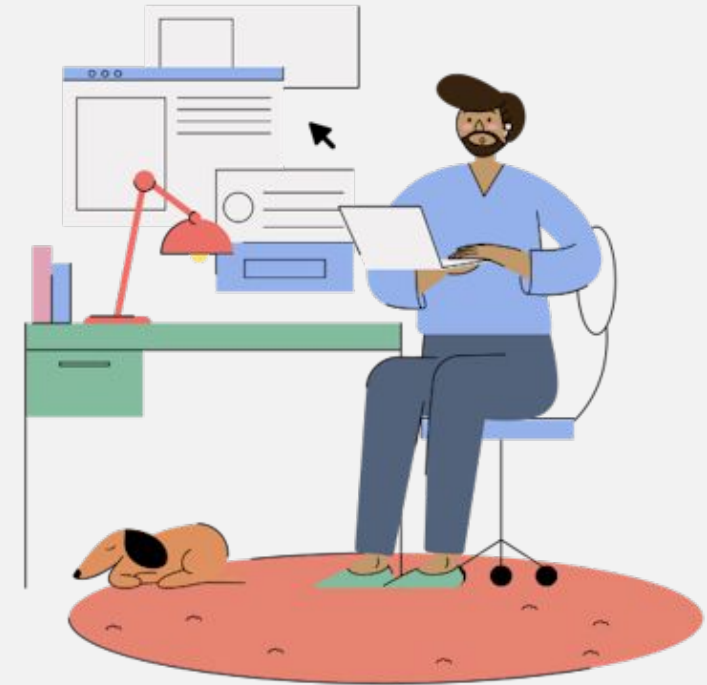
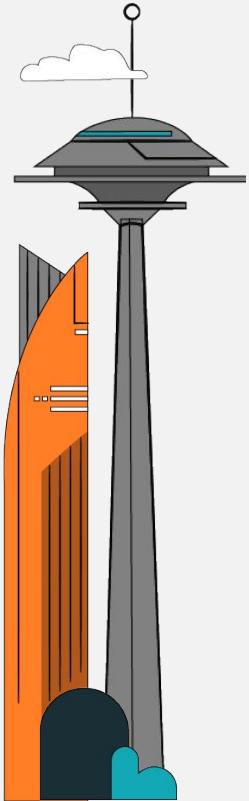
**Online meeting can be like office kitchen and handle both professional and private discussions**

- open communication of their feelings and fears
- be open on the private life topics



# Work and Family

- The conflict never got bigger - **You work at home**
- Build the art of detachment
- **Allow people to decide their work time and work balance**



---

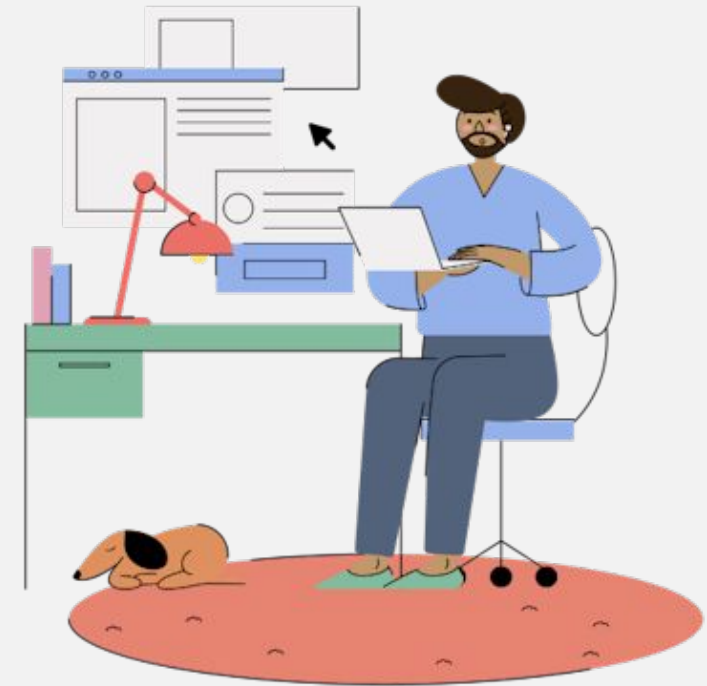
Team Leadership in the time of remote silence

Michał Buczko

# Work and Family

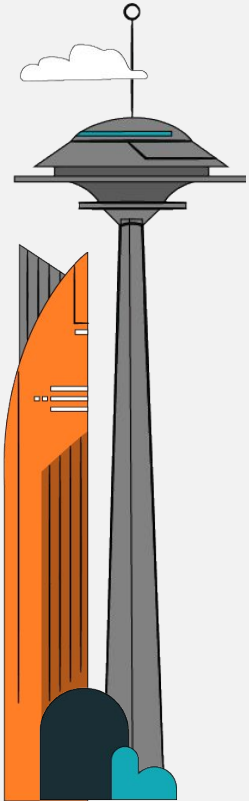
## Support the team members in:

- pushing private things into calendar openly
- show their time availability
- support their own work planning



# Weekdays and Weekends

- It is **not 9 to 5 work any more**
- The weekdays and weekends is a part of the “**old world**”
- Require the team members to be transparent



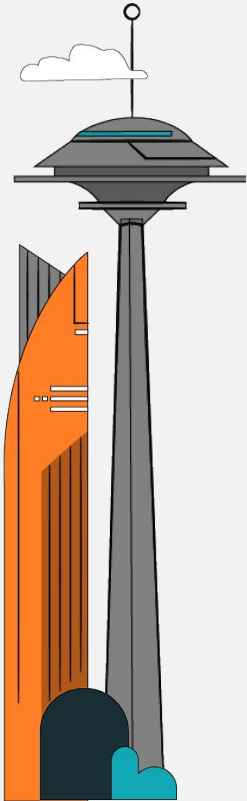
---

Team Leadership in the time of remote silence

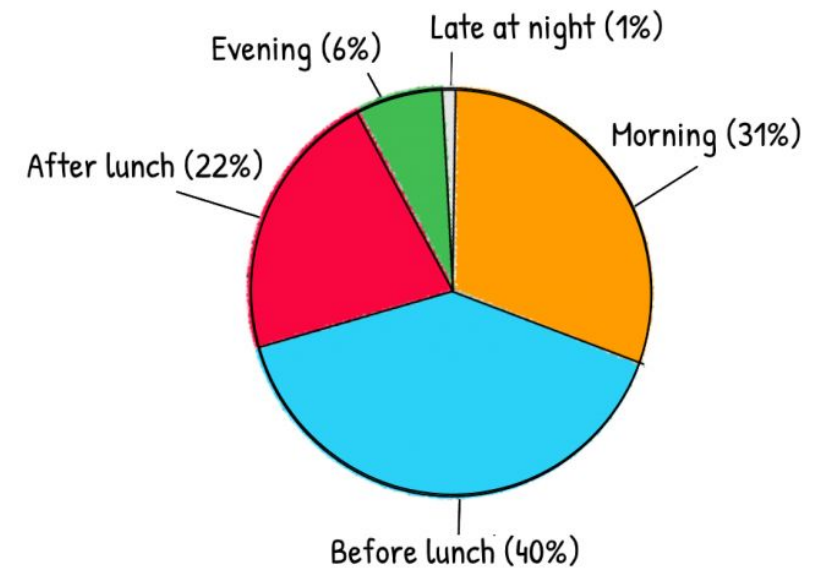
Michał Buczko

# Weekdays and Weekends

- Push the team to research themselves
- give freedom to the team to decide the work days and work time
- Try to focus on **40 hours weekly**  
**not hours and days of the week**



During what time of the day do you reach  
your productivity peak?



Source: TalentLMS Remote Work Survey

Team Leadership in the time of remote silence

Michał Buczko



# From F2F to 1-2-1

**For me,** F-2-F in in person, 1-2-1 is online

Try to do them on weekly basis

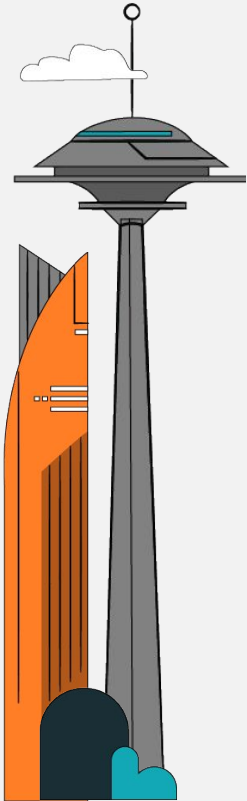
- The team member is the **owner of content**
- **they decide** how to spend that time
- I try to give them opportunity for F2F in the office, but 1-2-1 online is also okay



# From F2F to 1-2-1

Be open for alternatives:

- remote walks
- visits in new cities - Yours or Your team mates
- meeting in the half way
- lunch/dinner jump together



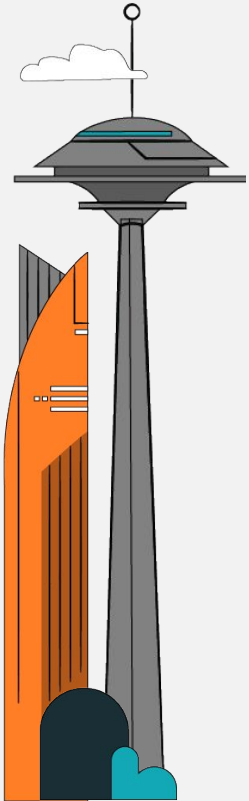
---

Team Leadership in the time of remote silence

Michał Buczko

# Office vs Home

- You might have to accept that company did not provide You with a remote setup
  - get asked to take laptops and have options to take monitors
- Be respectful that some people work in shared rooms
- Not everyone has the same capabilities and **this is their HOME as primary objective, WORK is the secondary objective**



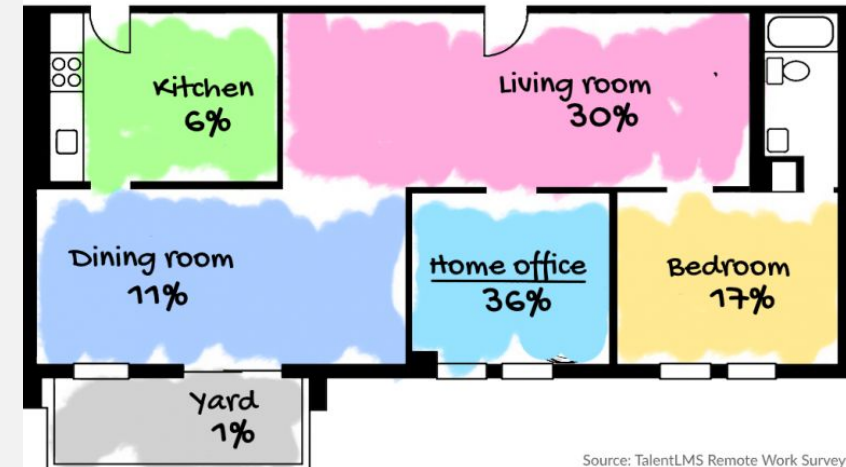
Team Leadership in the time of remote silence

Michał Buczko

# Working space challenge

- not all of us can build or create additional room
- understand Your people situation, accept family members - children on the meeting/in the room

What part of their home do remote workers work from?



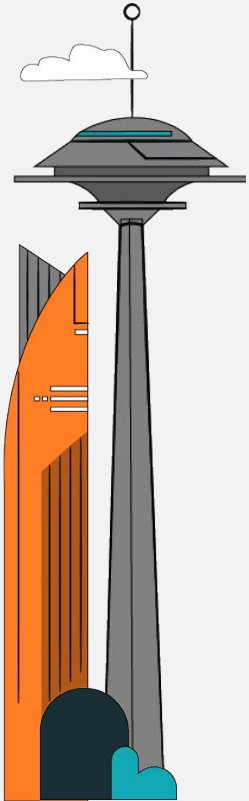
Source: TalentLMS Remote Work Survey

Team Leadership in the time of remote silence

Michał Buczko

# Working space challenge

- do not build unachievable expectations
- Try to trigger Your company to support team members in building some work spaces solutions



---

Team Leadership in the time of remote silence

Michał Buczko

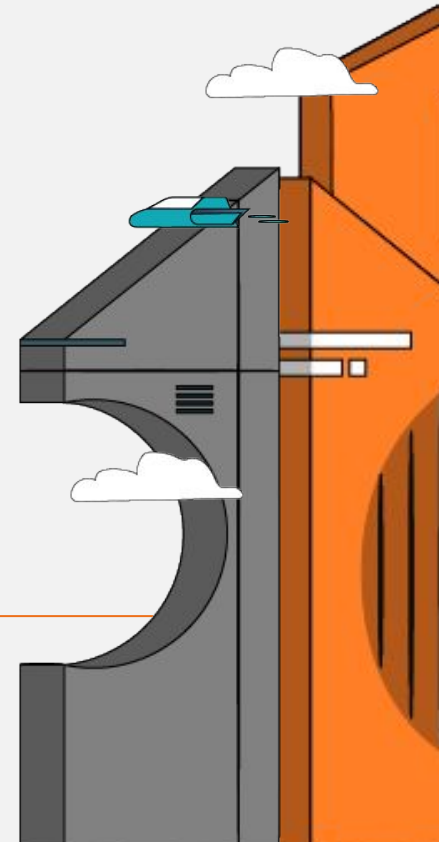


# Meeting Overload



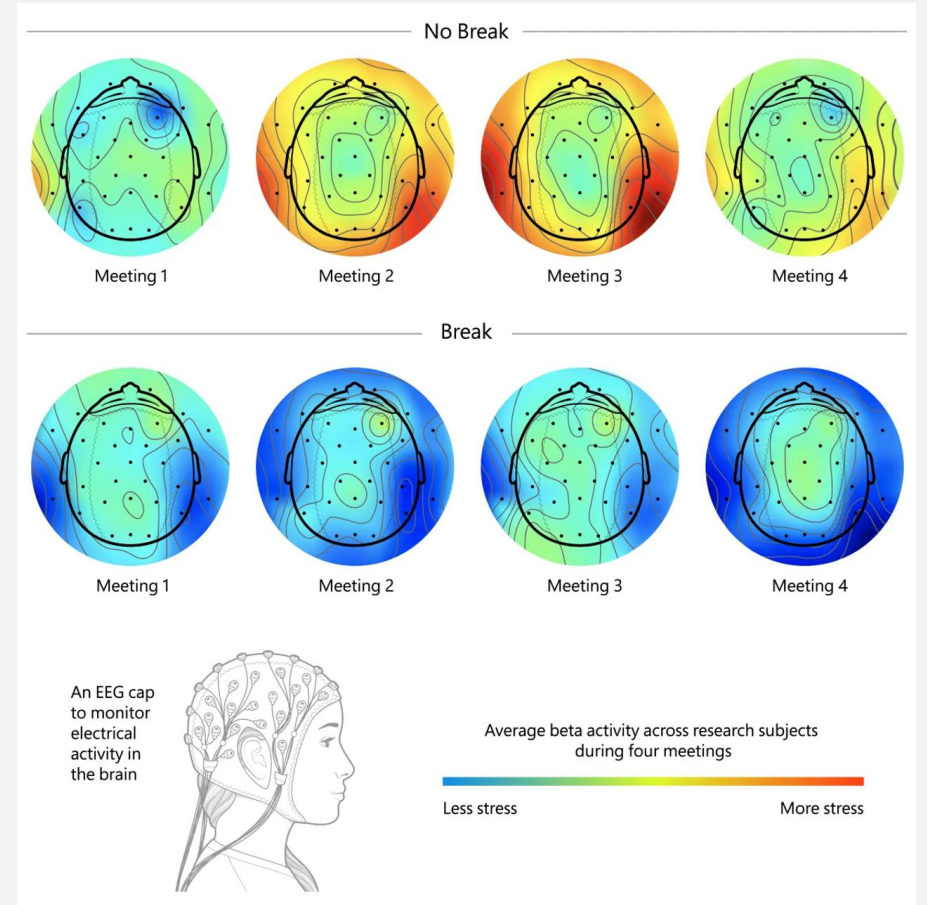
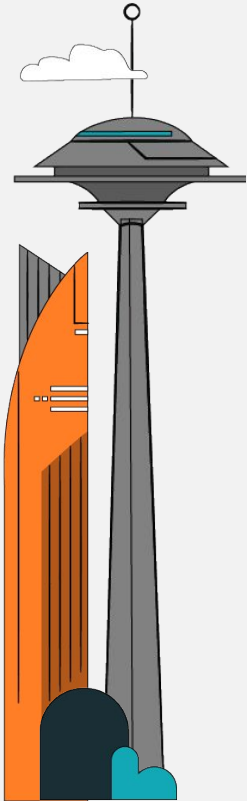
Team Leadership in the time of remote silence

Michał Buczko



# Meeting overload

- Online meetings have no limits on room or time capacity
- **Make breaks between meetings**
- We get invited to many many topics and have to selective
- Ask the team to push as much as possible to calendar (incl. focus time, breaks, private stuff)

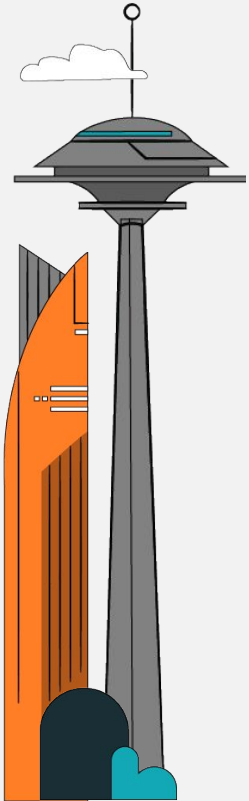


Team Leadership in the time of remote silence

Michał Buczko

# Deep focus

- Ask the team to be transparent
- They need to reserve slots in the calendar or will lose it due to meetings
- Be **respectful** to the “deep focus” plans
- **Deep focus does not have to happen by the computer**
- Deep focus might be a training exercise of an individual



Team Leadership in the time of remote silence

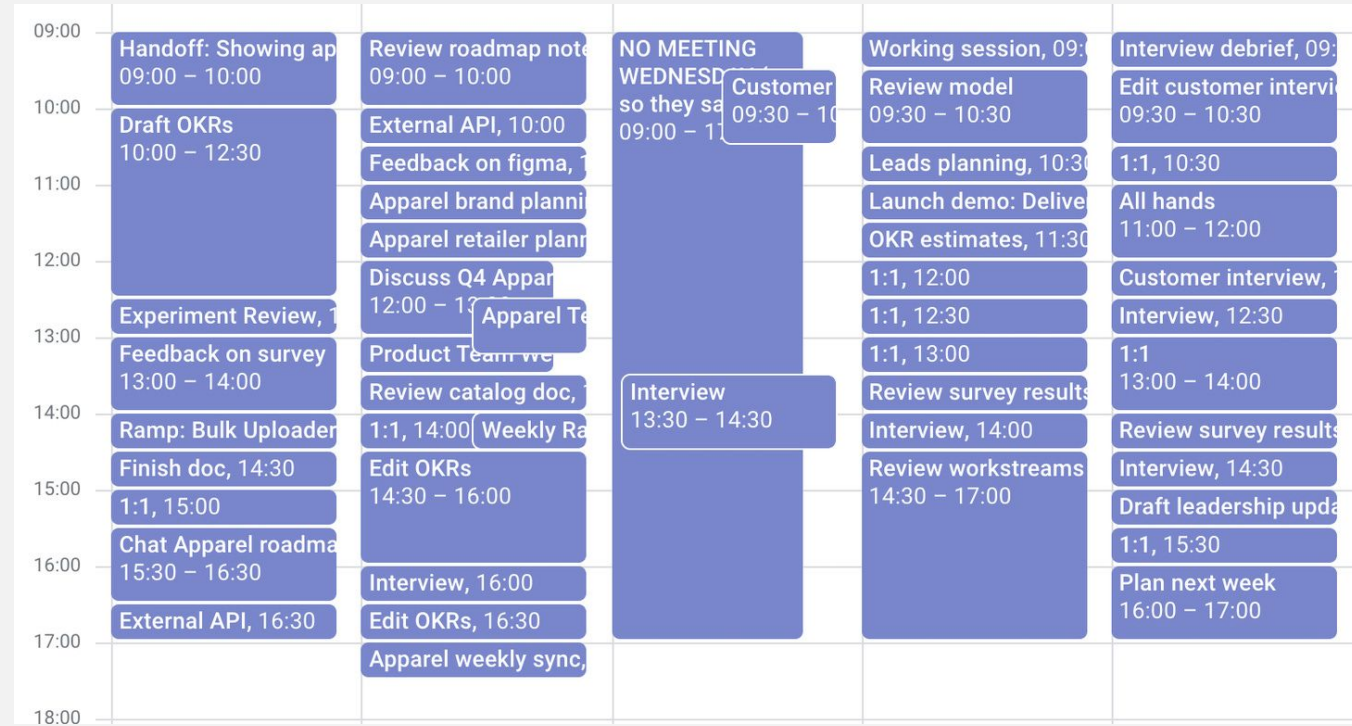
Michał Buczko





# Calendar management

- **Calendar is Your main tool** for time allocation and plans communication - **Schedule more than just meetings**
- Support pushing there also private and outside of work plans - **Colour-code your calendar**
- **Share our calendars with each other !!**
- Mark and embrace **the breaks and breathing space**

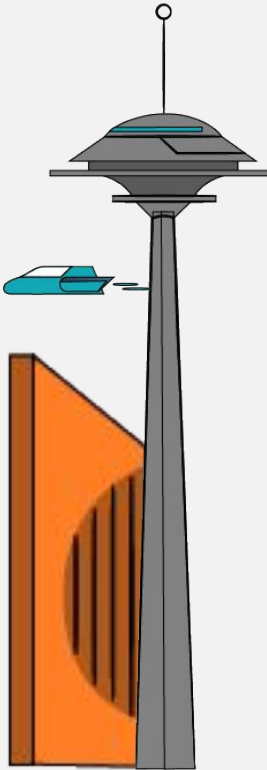


Team Leadership in the time of remote silence

Michał Buczko

# Communication Shift

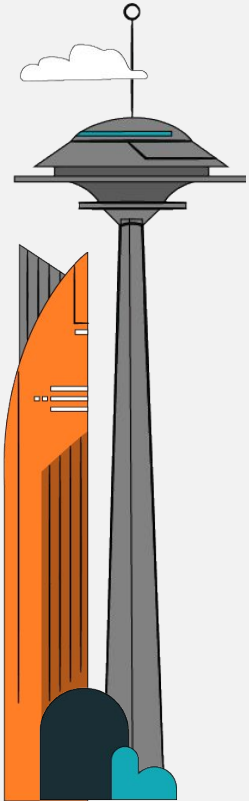
- Sync is the new A-Sync
- Old A-Sync is forgotten
- Do not expect immediate response, if it's urgent just call them



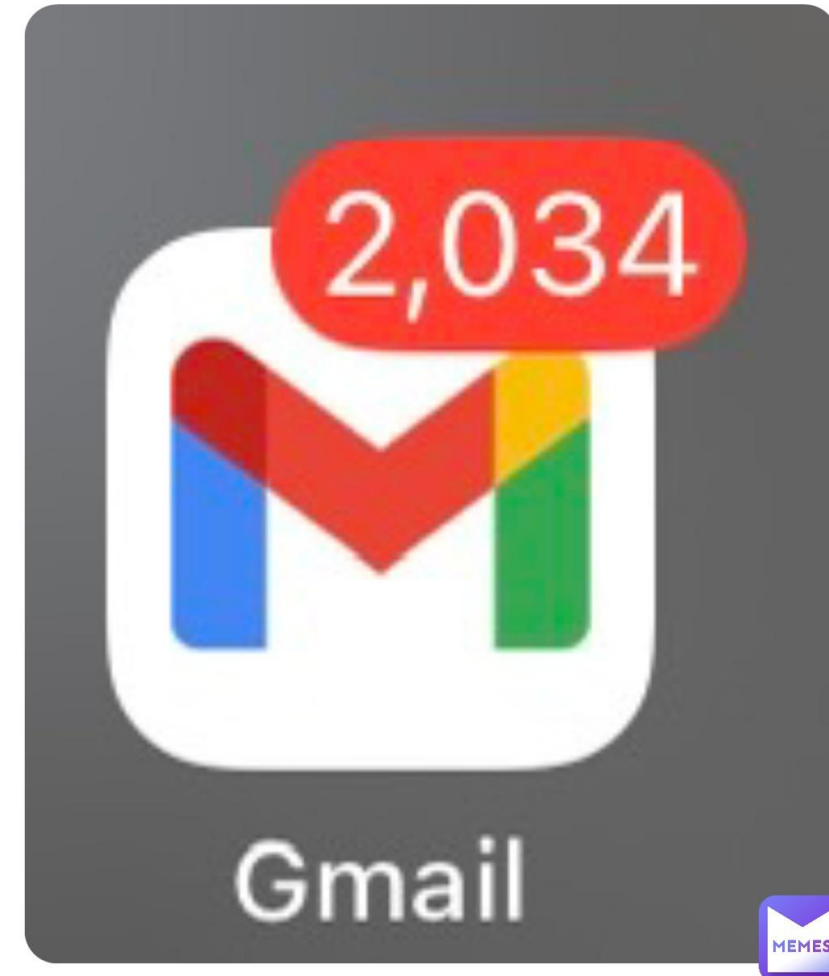


# Communication Shift

- Some of us **check email once a day, week, month...**
- Gmail for business is not an Outlook Express, many of us are missing messages/calendar meetings, and being worse in workload management



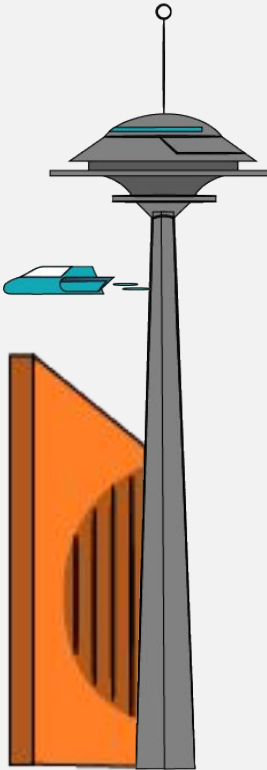
Nobody:  
People with gmail



Team Leadership in the time of remote silence

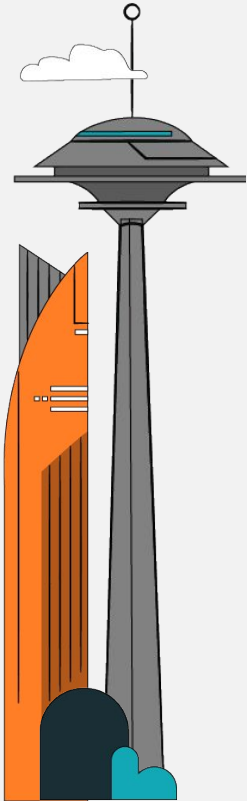
Michał Buczko

# Remote Leadership



# Team building - keep the spark alive

- **This is Your task now**, forget the HR/company organized integrations
- Company wide integrations and office integrations are a symbol of the past
- Be creative !!
- Be open for **off-site**, sometimes **off-days**
- Remote teams can have **remote team buildings !!**



Team Leadership in the time of remote silence

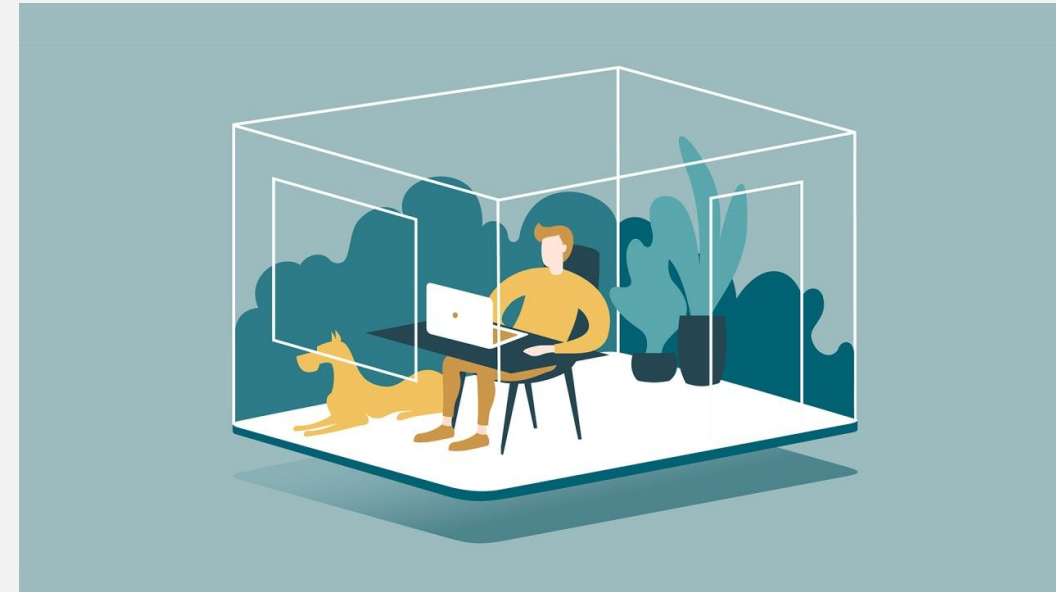
Michał Buczko

# Remote Leadership redesigned

## Expectations from the Company

- we are here, to **support** the message
- we are here, to **clarify** the message
- we are here, to **push the filings of the team back to the management**
- Teams are often delivery focused, leaders should show the company and business horizon outside of project

**We are here to make our team visible !!**



# Remote Leadership redesigned

## Responsibility toward the teams

- More autonomy for the people
  - a-sync work
- Build Honest Relationships
  - address hard topics directly
  - build opportunities for people
  - meet together
- Be the shared identity
  - allow the team to build it
- Support the expression of the people
  - both professional and private matters



Team Leadership in the time of remote silence

Michał Buczko





Questions?



PACIFIC NW SOFTWARE  
QUALITY  
CONFERENCE

**THE FUTURE IS NOW**

**PNSQC.ORG**

**OCTOBER 14-16 2024**



THANK  
YOU

A blue rectangular sign with white text. The text is arranged in two columns: 'PACIFIC NW' on the left and 'SOFTWARE QUALITY CONFERENCE' on the right. The sign is supported by two orange rectangular stands with three horizontal lines on each.

PACIFIC NW SOFTWARE  
QUALITY  
CONFERENCE

THE FUTURE IS NOW  
PNSQC.ORG OCTOBER 14-16 2024