

MANAGING A REMOTE WORKFORCE

Nick Richards - Total CA
A Case Study

WHO AM I?

- Ex ANZ Corporate banking
- Involved in 10 startups
- Cofounder of TCA in 2014
- Team of 5 in Aus and 25 offshore
- Work closely with offshore dev teams on various app projects

WHY DID WE DO IT?

- Commuting Sucks.
- Why does everyone have to all be in the same place at the same time? It makes no sense.

Freedom.

We've now worked from:
Japan, USA, Korea, India,
Bangladesh, Philippines, Sri
Lanka, Singapore, Cambodia,
Vietnam, Thailand, Malaysia.



KEYS TO SUCCESS

- Get organised.
- Have systems.
- Processes are vital.
- Stop being a control freak / hire well.
- Calm down.
- Don't be scared of the internet.
- Outcome based work / not time based work

GET ORGANISED

- Your business has to be scalable and organised to work at all.

DONT

- Email people random shit all the time.
- Jump from item to item in an ad hoc fashion.
- Be a slave to your phone / email.

DO

- Have a task list or order of projects

HAVE SYSTEMS

Management by inbox is a
plague on humanity.

EMAIL IS NOT A FILE AND
PROCESS MANAGEMENT SYSTEM.

STOP TREATING YOUR INBOX
AS YOUR BOOKKEEPING
SOFTWARE, TASK LIST, FILE
DRIVE, QUERIES LIST,
REMINDERS LIST, PROJECT
MANAGEMENT SOFTWARE, PET
GROOMER, ETC

HAVE SYSTEMS - PART 2

Xero - Bookkeeping and invoicing.

Slack - Team messaging and discussion.

Asana - Task Management.

Worksnaps - Time management.

Google Apps - File management.

Email - The equivalent of a real mailbox.

American Express FX - Foreign exchange payments.

PROCESSES ARE VITAL

- Emailing stuff to team members with a 1 sentence description is NOT a business process.
- Spend time designing a system and a process that gets followed 100% of the time.
- Not 90%
- Not 75%
- 100% of the time.
- Make the process scaleable.

STOP BEING A CONTROL FREAK / HIRE WELL

- Let go.
- If you can't trust a team member, don't hire them.
- Let team members have responsibility and make mistakes.
- If possible have a local contact who can assist.
- Deal with issues immediately and completely.
- If your team has a clear process and feels empowered they will work well without you.
- Your goal is to write yourself out of a job.

CALM DOWN

- No one has died from not responding to an email immediately.
- Train clients to expect a reasonable, but not immediate response.
- Train clients to email you, not call. This eliminates miscommunications.
- Consult with your team on issues before making a decision.

DON'T BE SCARED OF THE INTERNET

- “I don't trust the internet” = I don't want to embrace change.
- Try to go paperless.
- Scan and store any paper copies of things.

OUTCOME BASED WORK

- If it's not a productive or legally required thing to do, don't do it.
- Allocate the correct amount of effort to the task's importance. Eg. Don't spend 40 hours worrying about a logo if you have no customers. GET MONEY!
- Run your organisation based on KPI's, deadlines and outcomes - not just time.

WRAP UP