

McKinsey  
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# Leading and managing when working remotely

CXO Document

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# Context & objectives

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## Context

The COVID-19 emergency has forced thousands of organizations and millions of employees into remote working models, as lockdown is enforced around the world

For organizations and individuals accustomed to working in the same location, this situation presents uncharted territory and new challenges - many leaders are managing distributed teams for the first time, and individuals are navigating the realities of working from home that include sharing home-office spaces, juggling childcare responsibilities and dealing with feelings of isolation

Challenges aside, the shift to remote working offers a unique opportunity to reset working norms and rethink how best to engage and empower employees. Without the spontaneity of ad-hoc/informal in-person reactions, and serendipitous hallway conversations, leaders need to be more intentional and purposeful about their interactions with their teams

## Key objectives of the document

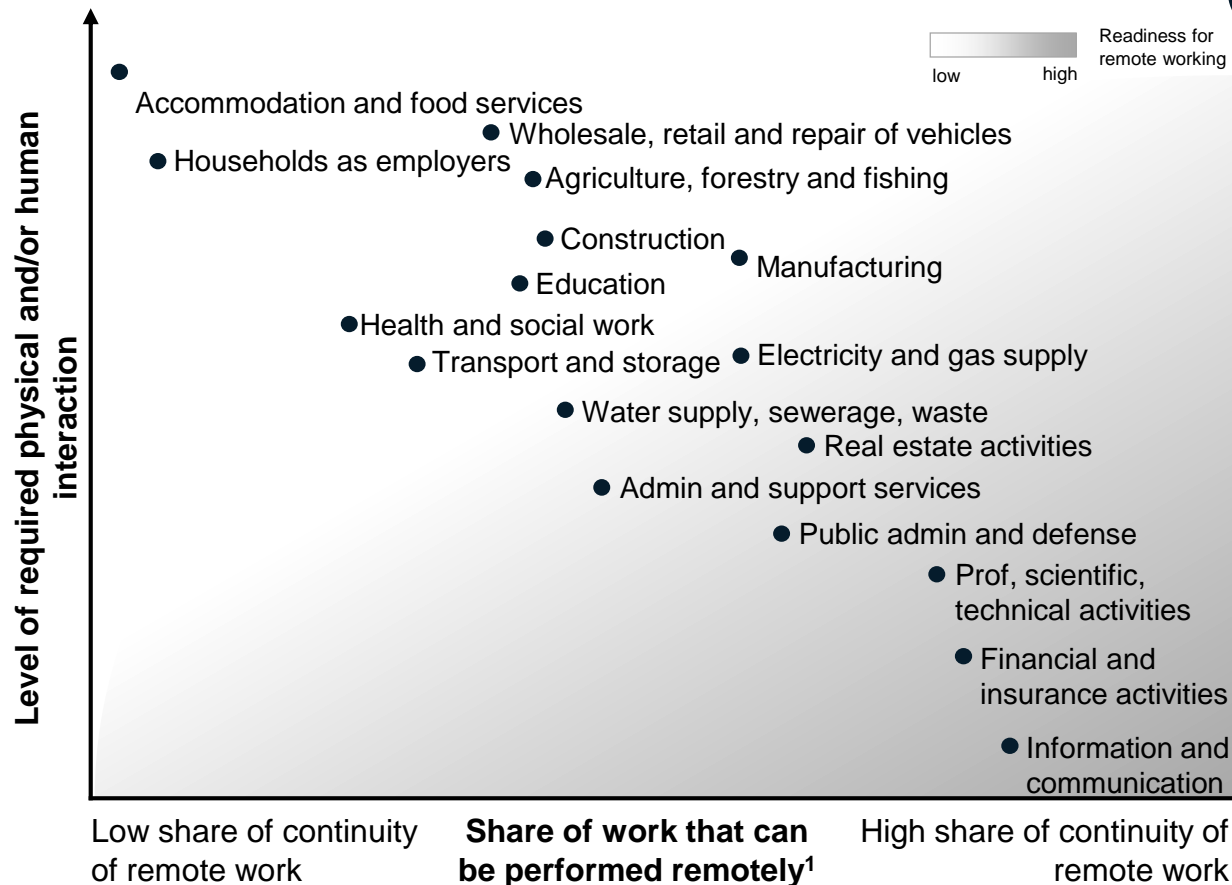
In this document we offer tactical approaches to the most common challenges in **leading and managing in a remote environment**. These apply both to a short-term response and longer-term operating model shifts. The approaches include:

- Increasing team cohesion and interpersonal bonding
- Creating clarity in roles, structures, and outcomes
- Driving effective daily processes to keep productivity moving
- Using the right tools for staying connected and productive, from a distance

Through these topics we explore ways to navigate the unprecedented challenges, and make the most of the unique opportunities of working remotely to rethink how work gets done

# Remote working has accelerated, particularly in sectors that are more 'ready' – this shift is likely to continue to the next normal

## Remote working readiness for different professions...



## ... is likely to accelerate due to the crisis, as evidenced by trends from China<sup>2</sup>

- At the height of the crisis in China ~25% of the population was working remotely, dramatically different from the c. 5% of the US population working remotely in 2018
- Following the experience, Leaders in China have said ~20% of work that was not previously remote should be done remotely going forward
- We see a substantial shift – initially within the industries that are more 'ready' for remote working but expanding to other industries and occupations as new solutions are found

1. Based on UK dataset cross referenced against data from McKinsey Global Institute

2. Based on McKinsey survey with 1300 respondents across industries in China

# To make this shift, organizations must overcome common challenges across structure, process, people and technology

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## Common challenges

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### People

Less daily direction and clarity can lead to misunderstanding and be **demoralizing**

Lack of impromptu interactions makes it **harder to build rapport and community**

Isolation may lead to **less team cohesion**

Blending work and home, especially in insecure times, can lead to challenges in **balancing personal and professional** lives

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### Structure

Any **lack of clarity (e.g., roles, decision rights, governance)** is amplified

**Difficulty in navigating** organization (e.g., finding project supporters or navigating internal politics)

**Decision making** channels are disturbed

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### Process

**Lower communications efficiency** and associated greater difficulty in making decisions

**Difficulty in self-organizing** to address real-time challenges

**Risk of overlooking dependencies** and creating island solutions

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### Technology

**Missing or unfamiliar tools**

Security vs. speed tradeoffs can lead to **insecure workarounds**

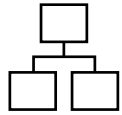
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# 8 actions form the backbone of successful remote working models



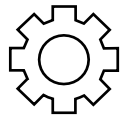
## People

- 1 Instill an inclusive, caring culture
- 2 Learn to lead – not micromanage – from afar



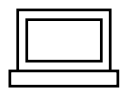
## Structure

- 3 Design a simple, effective, outcome-oriented structure



## Process

- 4 Define the new routine and norms
- 5 Focus on high-quality interactions
- 6 Create a widely accessible “single source of truth”



## Technology

- 7 Use the right technology for the problem
- 8 Ensure secure remote working





# 1 People - Instill an inclusive, caring culture



## Get to know each other

**Schedule kick offs/ introductions** when new teams come together and take time early on to align on team identity, values and norms

**Dedicate time to share more about yourself and be inclusive in inviting others** to do so; solidarity matters (e.g., show your home, introduce people in your life, share an item that is important to you)



## Really check-in with people

**Plan one-on-one team catch ups** to check in on status of work and on them as people

**Allow and plan for more time** on calls for customers and team members to open up and share how they are *really* feeling

Conduct weekly **round robin check-ins with the team** – each person can divulge how they are feeling, **physically, emotionally and intellectually**



## Accommodate new needs

**Acknowledge the situation.** Ask leaders to share potential distractions, what the team should work around, and where they need to be fully present

**Accommodate needs for gaps created by COVID-19** (e.g., childcare, eldercare, etc.) where possible. For example, schedule 5-10 min gaps between calls to respond to children / others before next call



## Celebrate successes

Create **outlet to share best practices and success stories** to create a sense of community and support (e.g., blog, newsletter)

Encourage team members to **recognize and call out achievements**

Be intentional about how you build a one-team identity and culture with inclusiveness at its core

Make the most of the unique window into the experiences of others to make people feel seen and known

Work with your teams to accommodate the pressures from work and home, creating an ecosystem where people are cared for

Recognize the silver lining and celebrate achievements

# 1 People - Instill an inclusive, caring culture

Employee wellbeing is particularly important in the current situation across mind, body and purpose

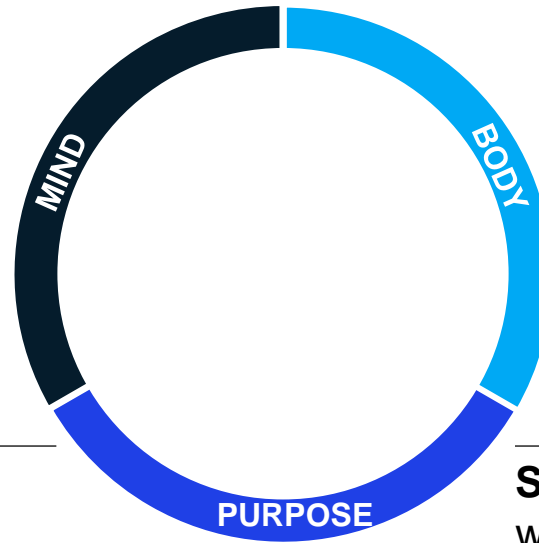
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Increase resilience, emotional flexibility and ability to focus on work and private life

This includes, but is not limited to

- **Practicing mindfulness** and meditation
- **Creating space for personal renewal** and connection

Stay **in touch with your loved ones** and develop a deep sense of **connection to your community** by making valuable contributions to it



**Sleep** sufficiently to restore the mind and body, and support mood, energy and cognitive abilities

Take regular **physical exercise** and **eat healthily** (quantity and variety)

**Support each other** within and beyond work, being compassionate and of service, helping without expecting anything in return

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**Current uncertainty and media buzz, combined with the shift to remote working, can create challenges in each of these dimensions requiring employers to help staff create healthy habits**

## 2 People - Learn to lead – not micromanage – from afar



### Set direction

**Define success:** Set clear, transparent objectives and goals, and roles for teams and members

**Create space to clarify goals and redirect:** Thoughtfully increase the level of communication compared to working on site to ensure alignment but never “meet to meet”, i.e., have weekly or even daily check-ins

**Contextualize expectations:** Build in thoughtful opportunities for growth



### Empower the team

**Establish psychological safety:** Lead with vulnerability, empathy, curiosity and transparency i.e., share more about yourself, including highs and lows

**Link work to impact:** Communicate to the team how their work connects to the objectives of the team

**Delegate decision-making power:** Empower the team to make decisions wherever possible, including team events

**Replicate in-person team setting whenever possible:** Use tools to help you create virtual whiteboards, cameras to have face-face conversations, etc.



### Connect the dots as a servant leader

**Create links:** Maintain the inventory of all progress and interdependencies, and connect necessary people to solve problems together

**Proactively debottleneck:** Engage frequently to understand roadblocks and progress, and be in problem-solving mode to provide value

**Embrace continuous improvement:** Promote it as a team priority

### Select examples

#### Leading digital insurance company

Rapidly launched COVID-19 insurance products through remote teams working over Chinese New Year holidays

#### Global professional services organization

Adapted policies to support the reality of new work – (e.g., family obligations, healthy working practices)



# 3 Structure - Design a simple, effective, outcome-oriented structure

Focus on small cross-functional teams to get work done while minimizing need for communication

Illustrative

▲ Role 2    ▲ Role 1    ▲ Team Lead

## Principles of small cross-functional team setup

Define clear, measurable business objectives that focus on the 'here and now'

Set a small team size: no less than 5 no more than 9

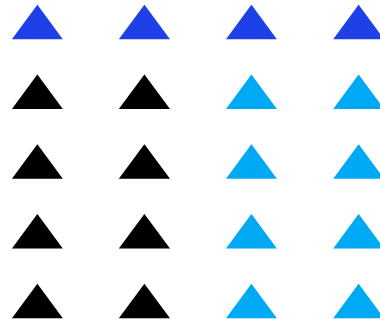
Minimize dependency on the other teams

Have all competences necessary to complete work in the team

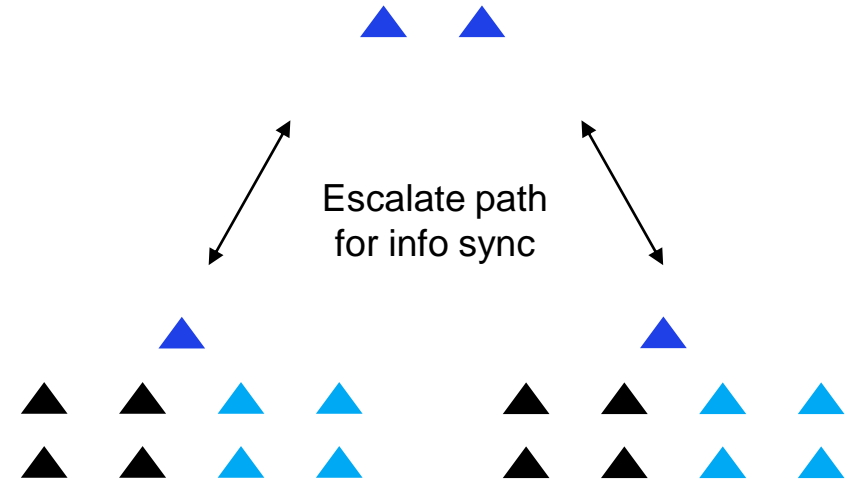
Rigorously define any roles you create



## Status Quo: Large team of 20 people



## Remote work set up: Small cross-functional team setup<sup>1</sup>



1. Cross-functional teams should ideally have fewer than eight members, but no more than nine total.

# 3 Structure - Design a simple, effective, outcome-oriented structure

Invest in defining how your organization will continue to make critical business decisions

- ✓ Clearly identify **final decision rights (individual vs. committee)**
- ✓ Ensure a high level of alignment and open dialogue – the **quality of debate** really matters
- ✓ **Guard against bias**
- ✗ Don't do it all in one meeting – **use stage gates** to go faster
- ✗ Don't get hung up—bring **relevant facts and analysis** to the table, but only focus on **facts that matter**

- ✓ **Empower employees** to make decisions by regularly verbally confirming their role
- ✓ Coach employees to involve only **decision-critical people**
- ✓ Widely share organization-wide and unit-specific **strategic objectives and performance data to support decision making**
- ✓ Encourage people to **be fact-based, but supplement with intuition**
- ✗ Don't spend time on these decisions, even when asked
- ✗ Don't punish employees for wrong decisions – that only encourages approval seeking

Scope and impact

Broad	<p><b>Big-bet decisions</b> with major consequences for the company, often involving situations with unclear right or wrong choices</p> <p><b>How they're made:</b> By an individual or small group of executives over video</p>	<p><b>Cross-cutting decisions</b> that are frequent and require broad collaboration across organizational boundaries</p> <p><b>How they're made:</b> Through a series of decisions made by different groups as part of a collaborative effort</p>
Narrow	<p><b>Ad hoc decisions</b> that arise episodically; impact on broader organization depends upon how concentrated they are</p> <p><b>How they're made:</b> By a person who has been given decision authority</p>	<p><b>Delegated decisions</b> that can be assigned to individual primarily accountable or to a working team</p> <p><b>How they're made:</b> By an individual leader or an existing natural working team, could also be automated!</p>
	Unfamiliar, infrequent	Familiar, frequent

Level of familiarity

- ✓ Use opportunity to map key **decision process**
  - ✓ Establish clear **governance**
  - ✓ Create **shared objectives, metrics and targets** for collaboration
  - ✓ **Build capabilities** (e.g., feedback loops, dry run the process)
  - ✗ Don't underestimate talent – **get the right people involved**
  - ✗ Don't leave escalation to discretion – make **escalation points** clear
- 
- ✓ **Delegate authority** and accountability to the lowest level
  - ✓ **Transparently communicate** who owns delegated decision rights and accountability
  - ✓ **Upskill decision makers** (e.g., analytics, problem solving approaches)
  - ✓ **Train leaders** to coach decision makers (e.g., probing questions), rather than direct what they should do
  - ✓ **Define the boundaries of delegation**, clarifying resources and decisions not under remit of decision maker
  - ✗ Don't engage in the decision, unless 1) it exceeds risk or value of **impact threshold**, 2) you are coaching on decision process
  - ✗ Don't intervene if it's not the decision you would make – that's not delegation

# 3 Structure - Design a simple, effective, outcome-oriented structure

Objectives & key results (OKRs) can effectively set and communicate goals and outcomes pursued by teams

	What it is	Business examples
KPI	<b>Holistic and fixed list of measures of success</b> we know we need to meet day-in, day-out	Revenue OPEX Utilization Headcount
OKR	A <b>bold Objective</b> set to achieve a <b>step-change</b> in performance, touching one or more KPIs. Backed up by <b>trackable Key Results</b> (leading and lagging)	“Reduce 20k annual contact center calls via digital adoption” “Launch new product X to increase revenue by 20%”

## OKRs should...

- Link **results & outcomes**
- **Be bold:** do not expect to complete every KR each period (60-70% completion is considered full attainment)
- Be **public and visible**, and **drive daily ToDo's** and **working priorities**
- Be a **consistent practice** for everyone **and aligned throughout organization**
- Cascaded to **each individual level** to be very clear on what an employee is focusing on and how they can work together



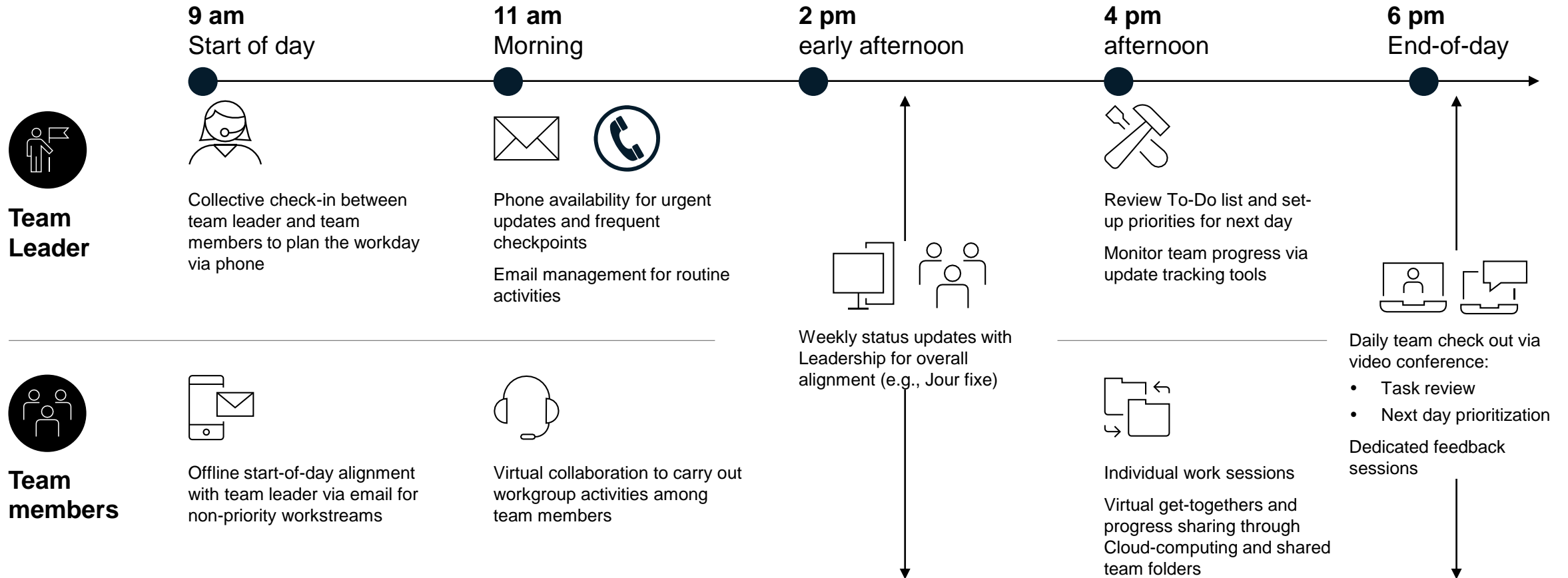
## In a remote model particularly...

- An **initial adjustment** of KPIs and OKRs may be caused by the underlying reasons for a **shift to remote work**
- OKRs for teams need to be **easily understood** and **understandable** through a **common single source of truth**
- OKRs should be public and visible across teams in a **digital tool** that is **easily accessible** to everyone
- OKRs should be regularly and jointly **reviewed** with the **team and leadership**

# 4 Process - Define the new routine and norms

Establish a clear cadence of pre-scheduled daily and weekly team meetings

Illustrative



# 4 Process - Define the new routine and norms

Having personal structure and process is as important as team and organizational structure

## Actively manage the day

Put a premium on personal productivity and set up for it (e.g., be on time and be present)

Manage time, e.g., be clear on what's important vs urgent and block time for focused work (e.g., set clear agendas & outcomes)

## Be part of the team

Engage actively and constructively in social interactions (e.g., assume best intentions, plug others in and connect)

Bring 'confident realism' to work on what can be achieved

Take on continuous improvement as a team effort

## Bring a growth mindset

Contextualize goals and propose how to best contribute (e.g., volunteer for responsibility)

Assess the needs for personal development and take action

Recharge (e.g., communicate preferences, block personal time)

## Moments that matter when working remotely



### Settle into a new rhythm

Create a home office or separate workspace and create new routines to start and end the day



### Set clear goals

Define your daily and weekly goals and share them with your manager and team



### Stay in touch

Maintain connections with colleagues over virtual coffees, happy hours or walks



### Communicate proactively

Be visible and explicit about your availability and priorities



### Invest in your own development

Sign up for e-learning, volunteer to lead a new project, find a way to grow








### Make time for yourself

Take time to re-charge your batteries, eat a meal away from your desk, go for a walk, meditate, or call a loved one



## 5 Process - Focus on high-quality interactions

Optimize communication channels for purpose, don't use VC for everything

Channel	Best for...
 <b>1:1 Call / VC</b>	Individual catch-ups and building relationships Discussing sensitive and difficult topics
 <b>Video conference</b>	Problem solving and co-creation using shared screen or whiteboard Weekly planning and review sessions Decision meetings Workshops and trainings Team talks and retrospectives
 <b>Chat</b>	Process syndication Urgent questions and seeking guidance 'Bursty communication' for keeping up to date in real-time Social team talk
 <b>Video captures &amp; voice notes</b>	Showcasing and explaining work Guidance to the team from managers with limited time Debriefs after meetings that some may have missed
 <b>eMail</b>	Updates and status to large groups of people Formal communication inside and outside the company

### Communication considerations

Time to create vs time to process information

Synchronous vs Asynchronous

1:1, 1:N, or N:N

Structured vs stream

Formal vs chatty

Urgent vs important

Visual vs spoken vs written vs non-verbal clues

## 6 Process - Create a widely accessible “single source of truth”

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### Progress

**Align priorities and owners** in weekly planning session, and list in digital dashboard tool

**Maintain a backlog** that can be continuously prioritized

**Update progress on priorities in daily and weekly check-ins** to enhance efficiency, gather clarity on overall progress, surface and remove blockers

**Use to proactively share updates** with leaders and the team

### Content

**Establish well-organized folder structure:** Well-organized content folder is pre-created; same structure is constantly maintained and reviewed

**Define owners to ensure version control** on key files

**Clarify file-naming convention** so it is easy to find the right version, right content

### Value to team

Create transparency so everyone knows what’s going on and where the goals & priorities are







Communicate proactively – e.g., to managers on progress, colleagues not joining key meetings on outcomes, other workstreams where help will be required

Manage version control and final deliverables

# 7 Technology - Use the right technology for the problem

A variety of digital tools are available to address specific collaboration needs

## Examples, not exhaustive

Content creation	Video conferencing	Document sharing	Channel-based communication <sup>1</sup>	Task management	Polling
					
<ul style="list-style-type: none"> <li>Joint document creation</li> <li>Live co-editing</li> <li>Joint white-boarding</li> <li>Central knowledge space</li> </ul>	<ul style="list-style-type: none"> <li>Problem solving and co-creation using shared screen or whiteboard</li> <li>Weekly planning and review sessions</li> <li>Decision meetings</li> <li>Workshops and trainings</li> </ul>	<ul style="list-style-type: none"> <li>Sharing files and documents</li> <li>Structured repository of information</li> <li>Version control management</li> <li>Access across organizations</li> </ul>	<ul style="list-style-type: none"> <li>Process syndication</li> <li>Urgent questions and seeking guidance</li> <li>Keeping up to date in real-time</li> <li>Social team talk</li> <li>Stream-based repository of knowledge</li> </ul>	<ul style="list-style-type: none"> <li>Keeping track of and assigning tasks</li> <li>Backlog prioritization</li> <li>Performance management</li> <li>Project management</li> <li>Checklists</li> <li>Single source of status</li> </ul>	<ul style="list-style-type: none"> <li>Interactive presentations</li> <li>Retrospectives and team learnings</li> <li>Interactive Q&amp;A</li> <li>Engagement</li> <li>Polls</li> </ul>

Many tools can be integrated with each other through single sign-on and content sync

Choosing the right tools for the company requires close collaboration between Business, IT & Security

Never launch tools without appropriate training

1. Chat software (e.g., WhatsApp, WeChat, Line) lack security and therefore should be used only for non-confidential chats, i.e., coordination /logistics

# 8 Technology - Ensure secure remote working

Secure remote work requires team members to follow common sense security practices

Working from home has opened multiple vectors for cyber attacks...

- Work-from-home arrangements **amplify long-standing cybersecurity challenges**:
  - **Poorly patched** applications and infrastructures
  - **Insecure remote access** and filesharing without VPN and MFA
  - Security **monitoring focused on central systems**
- **The human being remains the weakest link**:
  - **Physical and psychological stressors** compel employees to bypass controls
  - **Absence of 'Human Firewall'** that encourages risk-mitigating behaviours



... thus secure remote work requires team members to follow common-sense security practices

**Online collaboration**

**Use approved tools and share only intended materials**

**Mute notifications from communications tools**

**Use enterprise solutions where possible to ensure adequate data protection**

**Working in public areas**

**Use secure Wi-Fi** whenever possible and **always use VPN**

**Protect confidential information by using screen protectors** and **conduct phone calls in private**

**Do not leave your computer or phone unattended** and always lock them when not in use

**Document sharing**

**Use approved document-sharing tools and check access lists**

**Encrypt files** when in doubt

**Review emails and documents for professionalism**

**Using business partner's tools**

**Obtain explicit internal permission for installation and use** of any business partner's tools

**Only access from their office network** or if they are SaaS-based (e.g., Salesforce.com)

**Set up strong passwords** and appropriate log-in mechanisms (e.g., security tokens)

# 8 Technology - Ensure secure remote working

CISOs need to secure at-scale work from home through targeted initiatives

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**CISOs should launch targeted initiatives covering 3 areas**

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## People



- Over-communicate cyber awareness, again and again
  - Launch cyber-security awareness programs at scale
  - Enable rather than prevent work-from-home productivity
  - Focus on positive awareness (e.g., awards for most reported phishing attempts)
- 

## Technology



- Adopt a 2-tier approach focused on:
    - ✓ Accelerating cloud migration of as many applications as possible<sup>1</sup>
    - ✓ This in turn, frees up resources to secure the most critical 'crown jewels' of your organization
  - Enable every single employee to work remotely by deploying core applications and tools (VPN, collaboration tools, filesharing, etc.)
- 

## Processes



- It is critical for CISOs to focus on 4 process areas:
  - ✓ User support
  - ✓ Application of critical patches
  - ✓ Incident response readiness
  - ✓ Business continuity readiness of security vendors

1. in alignment with local regulations



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# Appendix

**Case studies of companies who have effectively made the shift**

Lessons from China – some counter intuitive takeaways

Example approaches

# Case example 1 – application of remote working levers in the Banking industry

**The application of remote working levers should be tailored on the basis of the Department, evaluating the dimensions that facilitate it based on the type of work performed**

Department	Dimensions that facilitate remote working adoption	
Macro-categories of the main Departments of the Bank:	Evaluation of key dimensions per Department/activity, e.g.,	
<b>Central functions, e.g.,</b> <ul style="list-style-type: none"> <li>• HR/Organization</li> <li>• Risk Management</li> <li>• Credit</li> <li>• Finance</li> <li>• Marketing</li> <li>• Legal/Compliance</li> <li>• Operations</li> <li>• IT</li> </ul>	<b>Level of human interaction</b>	Limited <b>client-facing interactions</b>  Few <b>project-related activities</b> (including Agile settings)
<b>Distribution network, e.g.:</b> <ul style="list-style-type: none"> <li>• Commercial coordination and product experts</li> <li>• Private/Corporate centers</li> <li>• Commercial roles (outside branches)</li> <li>• Retail branches</li> </ul>	<b>Level of system readiness</b>	No <b>access to critical data</b> and systems, usually not accessible from remote (e.g., lending, mission critical applications)  <b>Paper-less culture</b> and approach

# Case example 1 – Clustering of main Banking Departments based on specific needs and degree of applicability of remote working

ILLUSTRATIVE

✗ Generally not applicable    ✓ Generally applicable    ■ Detailed next

Sample split per Department		Dimensions that facilitate remote working adoption				Degree of applicability of remote working	
Overall Bank FTE %		Level of human interaction		Level of system readiness			
		Limited client-facing interactions	Few project-related activities	No access to critical data and systems	Paper-less culture and approach		
Central functions	HR/Organization	<5%	✓	✓	✓	✓	● High
	Risk management	<5%	✓	✓	✗	✗	◐ Legal framework and guidelines
	Credit	<5%	✓	✓	✗	✗	◐ Legal framework and guidelines
	Contact Center	5%	✓	✓	✓	✓	● High
	Finance and other support functions <sup>1</sup>	5%	✓	✓	✓	✗	◐ Tactical solutions
	Operations	5%	✓	✓	✓	✗	◐ Tactical solutions
	IT	5-10%	✓	✗	✗	✓	◐ Digital tools/norms & technology adjustments
Distribution network	Commercial coordination and product experts	<5%	✓	✗	✓	✓	◐ Digital tools/norms
	Commercial roles (outside branches) <sup>2</sup>	5-10%	✗	✓	✓	✓	◐ Digital tools/norms
	Private/Corporate centers	5-10%	✗	✓	✗	✗	◐ Different processes/ service model
	Retail branches	50-60%	✗	✓	✗	✗	◐ Different processes/ service model

<sup>1</sup> E.g., Marketing, Legal, Compliance

<sup>2</sup> E.g., agents, financial advisors

# Case example 1 – Remote working levers to apply

Sample split per Department	Degree of applicability of remote working	Examples of potential initiatives/levers for remote working
<b>Central functions</b>	HR/Organization ● High	▪ -
	Risk management ● Legal framework and guidelines	▪ <b>New internal legal framework and guidelines</b> on remote access to critical data (e.g., no printing, privacy screen always on)
	Credit ● Legal framework and guidelines	▪ Adoption of <b>temporary solutions</b> to overcome the need of non-digital processes in accordance to the abovementioned policies
	Contact Center ● High	▪ -
	Finance and other support functions <sup>1</sup> ● Tactical solutions	▪ Adoption of <b>temporary solutions</b> to overcome the need of <b>non-digital processes</b> (e.g., scanning documents, using offline excels), to be <b>later standardized in a "Next Normal"</b> configuration with digitization
	Operations ● Tactical solutions	
<b>Distribution network</b>	IT ● Digital tools/norms & technology adjustments	▪ <b>Weekly sprint plans</b> and <b>daily cadence</b> ▪ Widely accessible <b>"Single source of truth"</b> ▪ <b>Secure connections</b> to critical applications
	Commercial coordination and product experts ● Digital tools/norms	▪ <b>Weekly sprint plans</b> and <b>daily cadence</b> ▪ <b>Remote Agile</b> guidelines, <b>digital team rooms</b>
	Commercial roles (outside branches) <sup>2</sup> ● Digital tools/norms	▪ <b>More frequent interactions</b> with <b>clients</b> thanks to <b>digital tools/VCs</b>
	Private/Corporate centers ● Different processes/ service model	▪ Shift to a new <b>digital way of interaction with customers</b> , requiring deep changes in the client service model and in the processes, e.g. remote chat integrated in the Internet Banking to allow branch managers to talk to customers
	Retail branches ● Different processes/ service model	

Adoption of **tech equipment/tools and communication channels** to enable remote working (e.g., mobile phone, PC, videoconference tools, VPN access, data sim)

Most levers are applicable in the short term, some others need to be deployed over time to revamp traditional working ways and leveraging the situation to possibly establish a "Next Normal"

<sup>1</sup> E.g., Marketing, Legal, Compliance  
<sup>2</sup> E.g., agents, financial advisors

# Case example 2 – How a leading global technology company established an efficient remote working environment

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## People



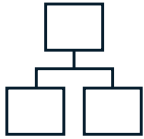
Set cultural norms to be respectful and understanding  
Avoid calendar double-bookings and leave buffer

Tag people if inputs needed

Schedule emails to send in morning to respect downtime

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## Structure



Set up “virtual” cross-functional teams no larger than 10-20 members with product-oriented focus that have P&L responsibilities

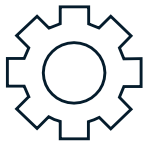
Assign key people to have both functional / BU roles

Allow high degree of autonomy in decision making with collaboration across BUs

Adopt OKRs instead of KPIs – people set goals for themselves rather than top-down

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## Process



Set up clear cadence of weekly meetings for reviews and decision making

Define clear escalation paths

Collaborate seamlessly by working together on single digital source of truth with version control built-in

Leverage result-oriented performance management at all levels

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## Technology



Adopt leading video conference software with modes for large and small groups (which are automatic), auto close captioning, multiple options for screen sharing

Allow different “rights” settings for files and folders (i.e., viewer, editor, etc.)

Offer data management tools to enable migration and management of enterprise data remotely with security, reliability, and high availability

Offer cloud solution tools across data management, smart BI analysis, and collaborations

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