



2021 Leadership Academy Distributed Teams

Nick Bestgen

Shad Burner

Michelle Coleman

Emily Rinehart

Stacey Williams

Scott Woerner

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**Harvard
Business**

This is not about COVID

By [Nii](#)

Working as a Distributed Team

Taught ng

by Randy Street, Dina Wang, and Vamsi Tetali



Our Top Priority: Serving Missouri Citizens

Why Distributed Teams Matter

- Marketplace Competitiveness
- Improved Performance
- Operational Resiliency
- Financial Considerations



Marketplace Competitiveness

The State of Missouri competes for talent with global companies.

The pandemic accelerated the distributed work trend.

82%

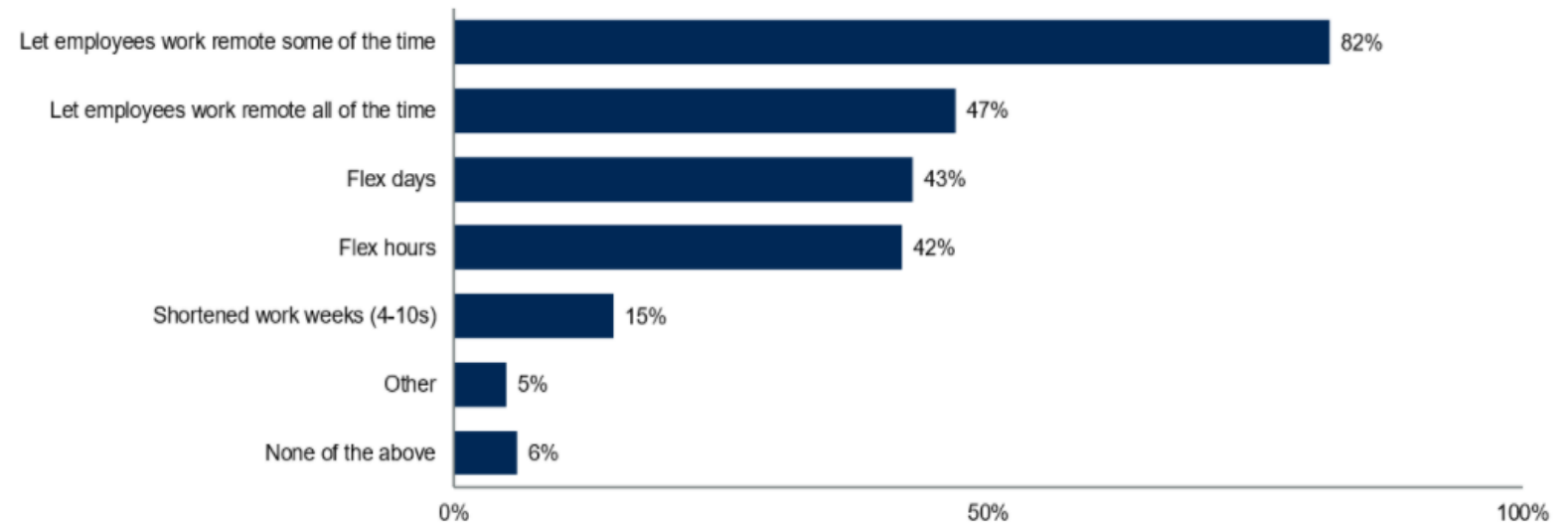
Employers that intend to let team members work at an alternate location some of the time¹

35%

Individuals that declined or would decline a job offer that required them to work full time on location, in an office, or at a worksite²

Figure 1: Company leader intentions regarding flexible working after COVID-19

Percent Selecting; Multiple Responses Allowed



n = 127

Q: Are you, or do you plan on, providing any of the following flexibilities to employees as you reopen closed workplaces? Select all that apply.
Source: Gartner Return to the Workplace Benchmarking Against Your Peers Webinar Poll (5 June 2020)

Source:

1: <https://gtr.it/3iT4lpg>

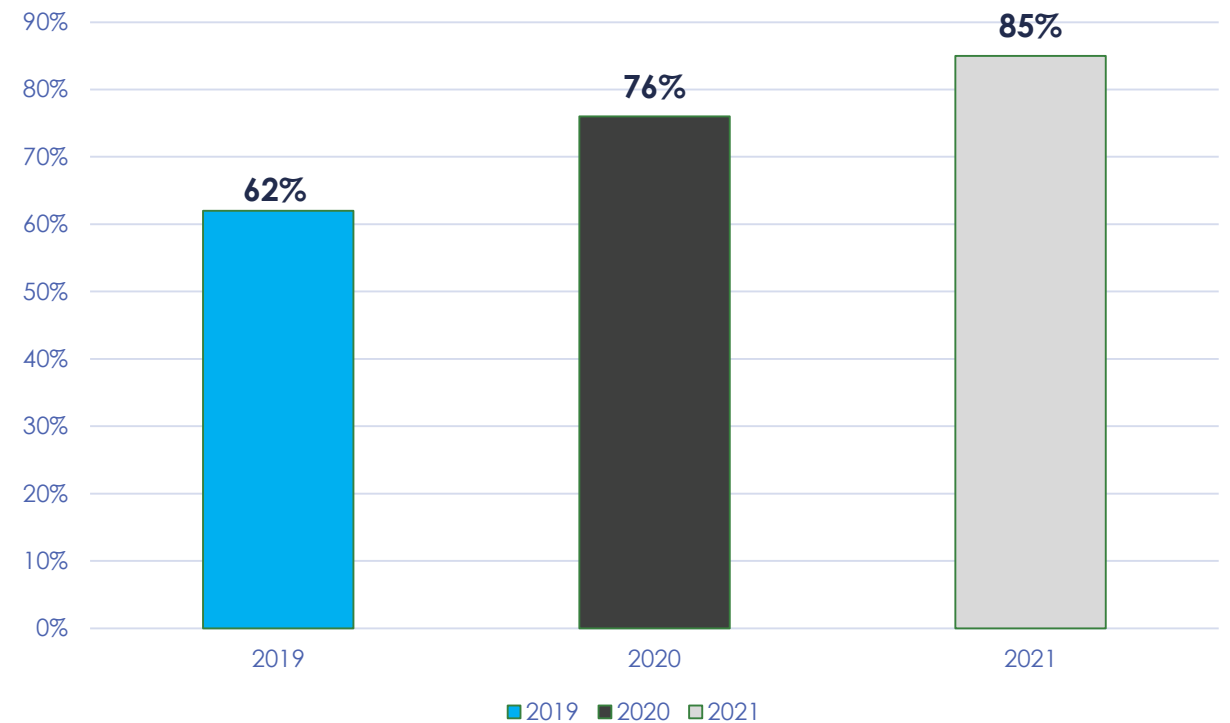
2: <https://bit.ly/3hnh81B>

Improved Performance

Distributed teams show improved performance metrics in key areas.

Call Data Annually

Average Percent of Calls Answered



Call Center statistics show that the percent of calls answered improved from 62% to 76% during the initial period distributed teams were implemented.

Operational Resiliency

Distributed teams helps ensure minimal disruption to citizen services.

**Flood of 2019*

Provides for continuity of operations in a natural disaster (i.e. tornado, flood, ice storm)

43%

State team members who worked at an alternate work location during the February 2021 ice storm

Ensures continuity of operations during a health crisis

37%

State team members who worked at an alternate location in January 2021 during the pandemic



Financial Impact

Distributed teams will lead to significant savings from lease reduction.

30% Reduction in Leased Facilities by end of FY 2024



Financial Impact

Data shows that distributed teams reduce turnover.

Studies show that companies that implement Distributed Teams improve Employee Retention.

Statistics say it costs 6-9 months salary to replace an employee who leaves, 18-21 months for specialized positions such as IT. ^{1,2}

Since May 2020 we have seen a decrease in total turnover of 1.7% for a total of 690 fewer employees leaving. ³

Total Savings: \$11,699,606

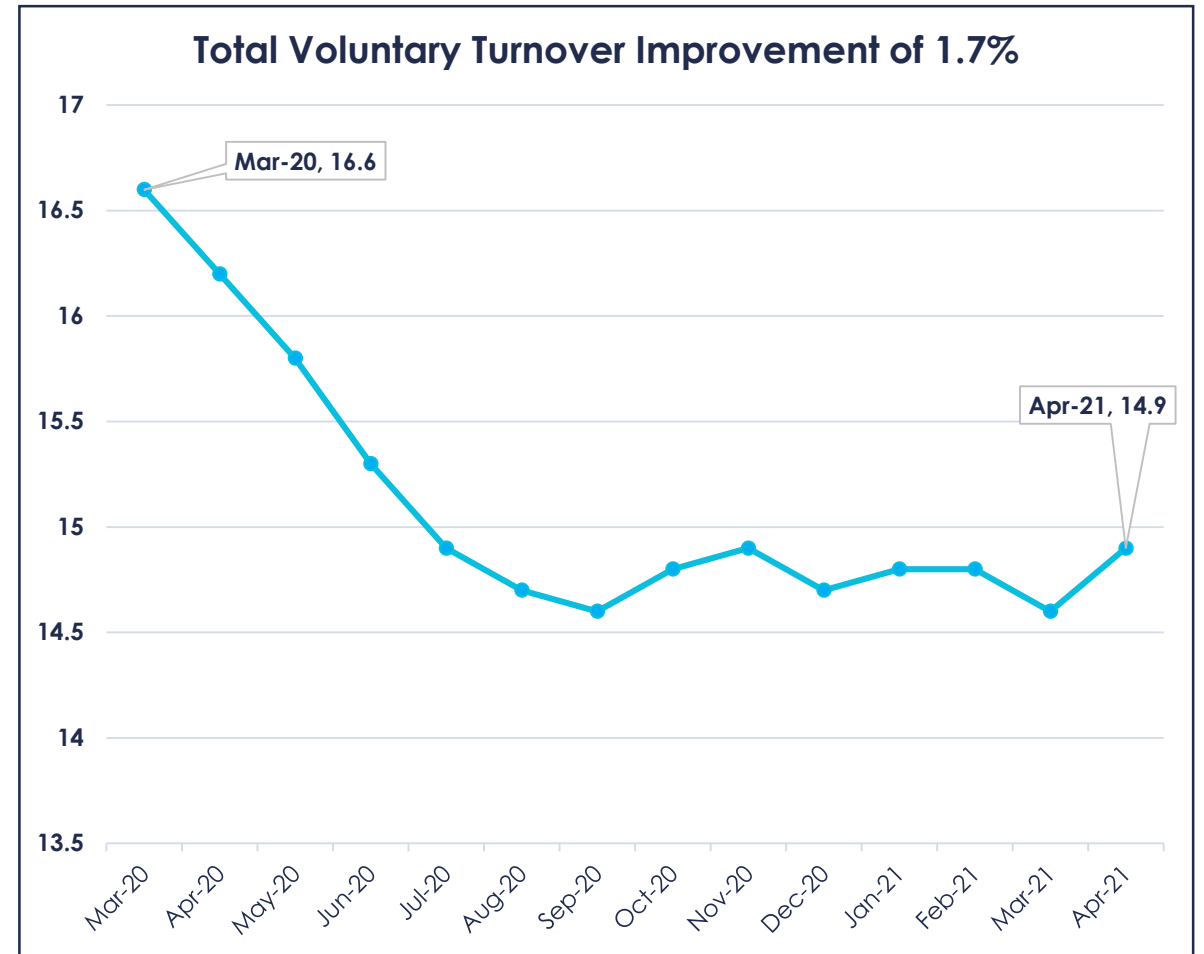
(Based on 6 months salary)

Source

1: ITSD-U Onboarding Capstone Project.

2: <https://bit.ly/36hAy1J>

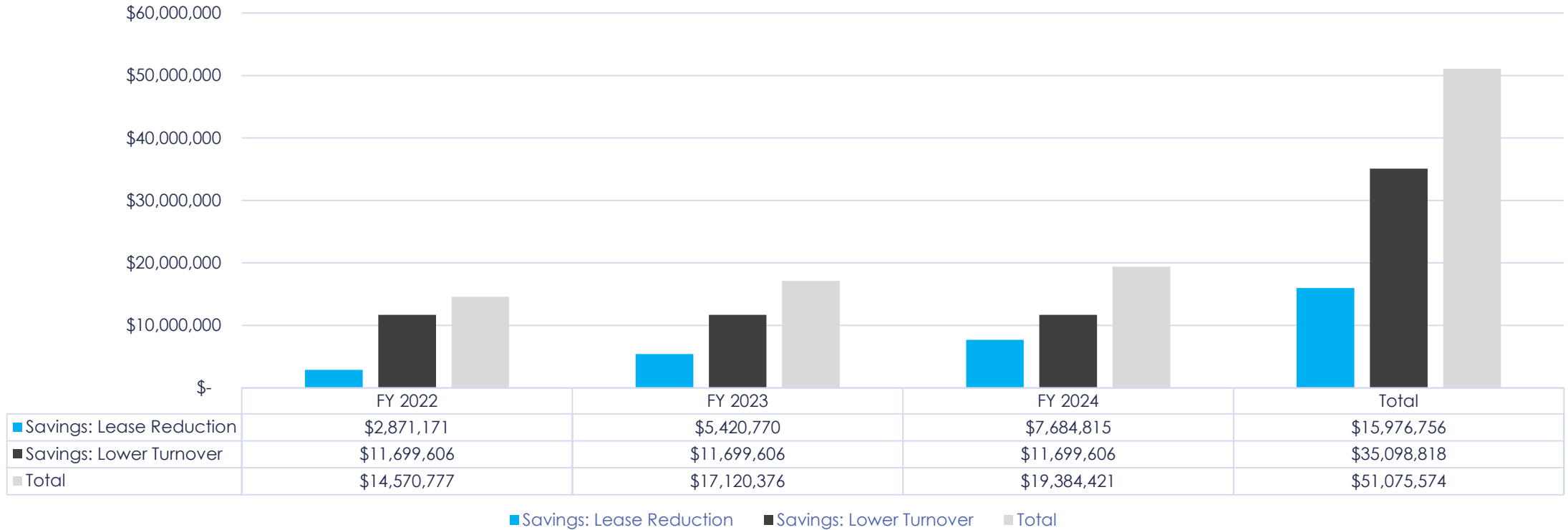
3: <https://bit.ly/3AFYLMQ>



Financial Impact

Total savings from distributed teams is projected to be significant.

Total savings of approximately \$51 million in 3 years



How We Can Have Successful Distributed Teams

Accountability

- Role Clarity
- Performance Measures

Leading Distributed Teams

“Start with building a good team, being a good supervisor, and already holding staff accountable”

How We Can Have Successful Distributed Teams

Over 500 surveys completed representing all departments across state government

94%

Respondents indicated that team members know what is expected of them each day

93%

Respondents indicated that team members are able to stick to a daily work schedule

82%

Respondents indicated that team members feel connected while working remotely

Accountability

Performance measures are a key piece of the puzzle.

Role Clarity

Set expectations up front

Communication about who will be accountable for what

Agree on timetable for every project/ assignment

Monitor progress by scheduling regular check-ins

Measures

Individual performance tracked

Could see each others' performance

Coached when performance dropped

Replaced team leader

Changed policies and procedures to lock in new way of doing business



Accountability

How DED defined roles and measured distributed team performance

Owner	Task	Qty for Review	3/17/2021	RPH	3/18/2021	RPH	3/19/2021	RPH	Total	% Completion
Jane D.	Application Review	96	41	5.13	48	6.00	7	7.00	96	100%
John B.	Application Review	91	14	1.75	55	6.47	22	3.14	91	100%
Mike R.	Application Review	59	14	1.75	23	2.88	22	4.00	59	100%
Pam L.	Application Review	211	44	4.89	51	5.37	43	5.73	138	65.40%
Tina M.	Application Review	72	6	0.75	31	3.37	24	2.67	61	84.72%
	Total Reviews	529	119	2.85	208	4.82	118	4.51	445	84.12%

*RPH = Reviews per Hour

Leading Distributed Teams

Helping our supervisors better understand how to manage distributed teams is critical to success – and the training already exists!

MO Learning Path for Leading Distributed Teams (12 hours)

Managers and Supervisors should concentrate on:

- Leading Remote and Virtual Teams
- Performance Management
- Effective Virtual Meetings

Source: <https://bit.ly/3jPShVJ> (must be logged into MO Learning)

3 Leading Remote and Virtual Teams

9 ITEMS · 1h 56m



COURSE

Managing Virtual Teams

LinkedIn Learning · By: Phil Gold · May 2019

Learn how to manage a virtual team made up of remote team members located in different geographies and time zones.

217,689 learners

4 Performance Management

3 ITEMS · 9m 29s



VIDEO

Accountability in virtual teams

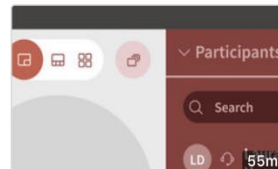
LinkedIn Learning · Feb 2020 · From the course: Holding Your Team Accountable

Learn about the advantages and disadvantages for team accountability that arise in teams that are not colocated. Virtual teams can be just as, if not more, productive than colocated teams when they are well managed.

14,776 learners

5 Effective Virtual Meetings

5 ITEMS · 2h 32m



COURSE

Learning Webex Meetings

LinkedIn Learning · By: Oliver Schinkten · May 2020

Learn everything you need to know to host and participate in meetings using Webex.

13,376 learners

Who Can and Should Be Distributed

- Determining eligibility
- Determining suitability

It's not for everyone, but it is for some

Determining Eligibility & Suitability

Determining who is right for distributed team work is a key part of success for all departments.

Departments should focus on two areas:

Eligibility – Is the position a good fit?

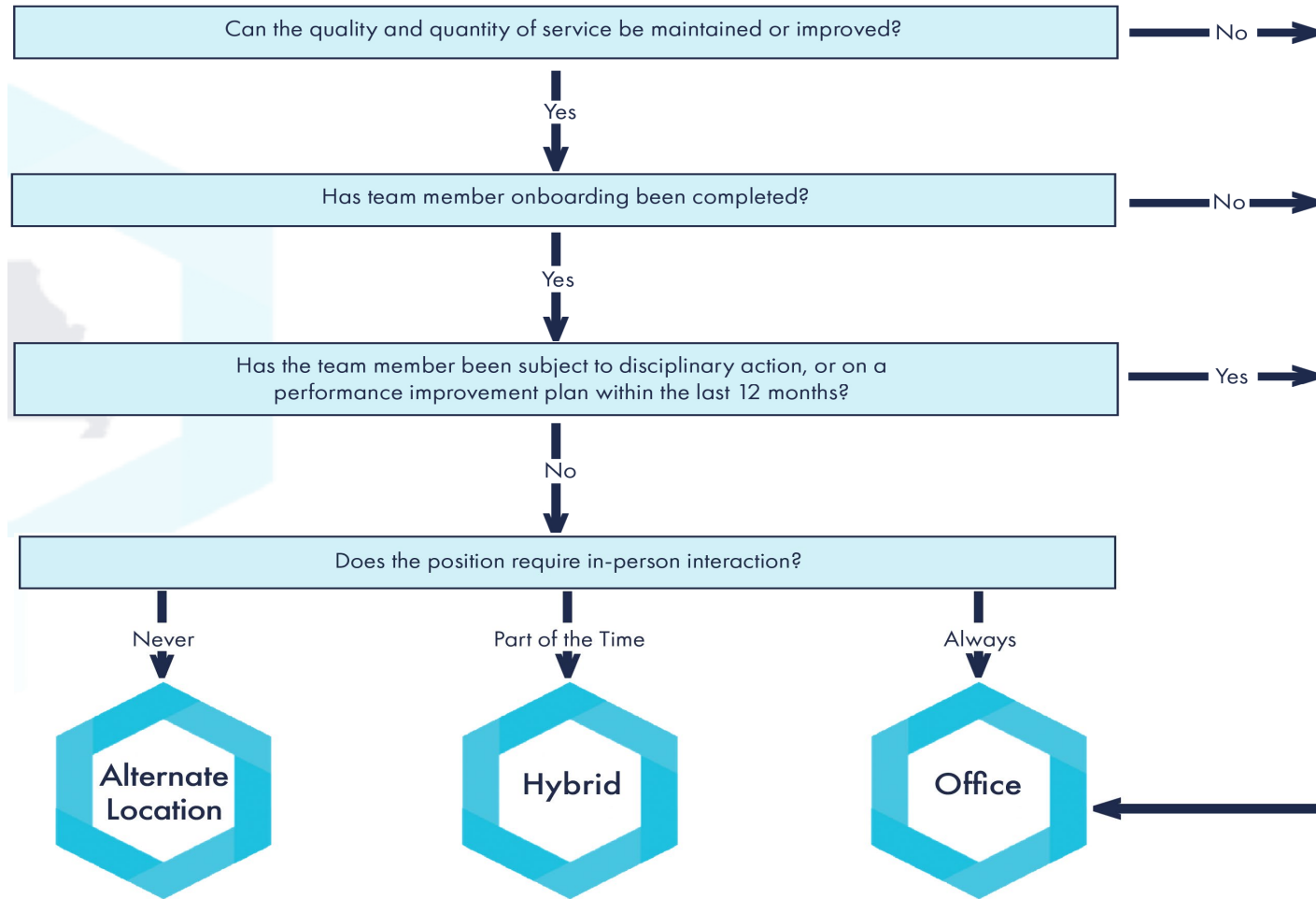
Suitability – Is the individual a good fit?

Distributed Team Assessment Tool:

What: A tool to easily determine eligibility and suitability

Goal: Empower middle management and streamline the process of requests

Determining Eligibility & Suitability



*Section of tool provided above. See exhibit for extended version.

Successful Distributed Teams

WHY

- Marketplace Competitiveness
- Improved Performance
- Operational Resiliency
- Financial Considerations

HOW

- Accountability and Leading Distributed Teams

WHO

- Determining Eligibility and Suitability

Quotes from Missouri State Employees about Distributed Teams

“Personally, I spent an extra 1.5 hours per day due to commuting and dressing
“Job satisfaction has increased, my workload has decreased, my work-life balance is better, and I think that distributed work allows a better flexibility for workers. Our call in
and pay for work done on the road, which has been a great benefit. A risks,
winter sports, etc. I have never had a day that people were off work as
“Distributed teams are better for emergency response. We have had several emergencies, illnesses, and our supervisor, we developed a system that continued to provide the same weather but
we were still able to provide services. had given our customers before the pandemic started.”
actually had to remind themselves to take breaks.”

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