

Transcript of:

029 Marketing Foundations: Your Team, how to work remotely successfully with Shauna Moran



[00:00:01.600]

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[00:00:10.450] - Chloe Thomas

Hello and welcome. If you are looking to improve the performance and return on investment of your marketing, then you have tuned in to the right place. I'm Chloe Thomas, the host of this marketing-focused podcast, and it's super cool to have you tuning in so, thank you for joining me. In this episode, I'm talking to Shauna about your team and how to run your marketing team because this month we're all about getting your eCommerce marketing foundations in place. Something we learn in 2020 is that those businesses who have the right foundations in place are the ones who are going to survive and thrive and adapt to challenging circumstances far more easily, far faster, far more successfully than those who don't have the right foundations in place.

[00:00:56.320] - Chloe Thomas

Last time we talked about getting your tech stack right. And almost as important, or maybe even more important than having the right tech stack in place is the foundation of running a successful team. And one of the things you have to get right is how your team functions, who's on it, who's doing what, what sort of team you've got using agencies? Is it in-house staff? Is it freelancers? VA's around the world as virtual assistants, how you're doing it.

[00:01:23.200] - Chloe Thomas

So there's lots of angles we could have covered on teams, but something which we've had to do, whether we wanted to or not in 2020 is to get used to ourselves working remotely and also managing teams remotely. So I figured that would be absolutely the best topic we could cover when it comes to getting your team foundations right. How do we work successfully without being sat in the same room, which of course applies whether you're using freelancers or whether it's your own

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team or whatever it is, however you're structuring that team, it's all about working effectively. And these days that really does mean remotely.

[00:02:01.870] - Chloe Thomas

So I've got us an expert, an absolute expert at this, as she will explain very shortly on how to go about operating remotely, successfully and not stressfully. So we're going to get into that in a very quick second. But before we do, please do check out our sponsors.

[00:02:22.570] - Chloe Thomas

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[00:02:55.000] - Chloe Thomas

Today on chatting with remote working expert Shauna Moran. Shauna spent four years working in partnership for eCommerce site platforms Shopify and Kumo before founding her own business Operate Remote in 2018 to help businesses create remote working environments that create highly engaged and productive teams. Now, although Operate Remote has only been around for a couple of years, it's already been named one of the top 10 leadership development coaching companies in Europe. Hello, Shauna.

[00:03:24.400] - Shauna Moran

Hi Chloe. How are you?

[00:03:26.410] - Chloe Thomas

I'm getting congrats on the award. That's really cool.

[00:03:29.170] - Shauna Moran

Thank you so much. Yeah, we're very proud of us.

[00:03:31.850] - Chloe Thomas

I would be to an amazing achievement. Well, let's let's get straight into it. How did you end up going from managing partnerships at Shopify to launching your own remote working consultancy?

[00:03:45.670] - Shauna Moran

I know, I know, it's a crazy stark contrast, but it does have an overlap. So when I was managing partnerships at Shopify, I was working remotely from Ireland and I was working with a team that were based across eight to nine different time zones. And I was also reporting in Shopify head office, which is in Canada. So it was a very complex working environment. And many years ago when I was doing that, Shopify was not digital by default, which they are now because everyone's working remotely.

[00:04:20.500] - Shauna Moran

So there was a lot of challenges and complexities when it came to communication, when it came to engagement, building relationships, performance management within the team. And on a personal level, I went through my own challenges as a remote worker around time management, how to prioritize, how to manage my day, how to create that flexibility that best serves me but still get everything done and manage different time zones. So I was left with a lot of questions, and when I'm left with a lot of questions, I decide to empower myself with knowledge.

[00:04:54.610] - Shauna Moran

And that's exactly what I did. Went back to university while I was at Shopify, studied innovation management and based all of my research around remote teams. And what was really interesting was a lot of these partners were coming to me with the exact same challenges that we were having on our team and even more so in the eCommerce space. One of the biggest challenges for them was how do I attract and retain talent in one specific location? So remote working and distribution teams made a lot of sense for them, but they just didn't know how to do it.

[00:05:28.960] - Shauna Moran

So that's where the idea from Operate Remote came from, was from the research, the strategies that I created, and from the conversations and from the needs of the eCommerce ecosystem. And then quite quickly on what I realised was from consulting with all of these partners and these businesses around how to work remotely. What I realised was oftentimes what held people back from being really effective, whether it's as an individual or as a leader in remote working, was oftentimes their mindset.

[00:05:58.270] - Shauna Moran

And that's where I decided to go back and again qualify as an executive coach. So now we specialize in both. We do the consultancy and we do the leadership development and the coaching, because that's the stuff that sticks for the long term, especially in an ever-changing, ever-growing, ever-evolving world that we're in.

[00:06:20.180] - Chloe Thomas

So, I love that there's 2 big parts to it. There's the how-to, the cut in the nuts and bolts and then there's the how to make it successful with that mindset piece.

[00:06:25.780] - Chloe Thomas

Which would you say is the most difficult to get right or which one should we spend most? What percentage of all time should we spend working on each, I suppose?

[00:06:36.550] - Shauna Moran

So that's a really great question. I think the most difficult one for people is the mindset approach to remote working. There's a difference between being able to work remotely and being effective at remote working. And I think this year Twenty Twenty has, or sorry last year. That year had, has proven to everybody that it's quite possible we can all work remotely and do our jobs, you know we can get things done. But what the challenges of Twenty Twenty has shown us is that not everybody can do that effectively.

[00:07:12.310] - Shauna Moran

So the challenges around burnout, seven out of ten working professionals have been burnt out in twenty twenty from working from home. On average, those of us working from home are clocking up an extra twenty eight hours a month, which equates to about four days. That study was done in the summer of twenty twenty with LinkedIn in partnership with Mental Health Foundation. So that is telling us that people don't have the self-awareness or the coping strategies to deal with the complexities of working from home.

[00:07:43.450] - Shauna Moran

And not only that Chloe, but even existing remote workers and I know you might be able to speak to this is we haven't had our usual coping strategies. Or usual routines, you know, you and I, we would have been traveling quite a bit. That would have been a huge part of us, you know, having that mix and that variety, we would have gone to coffee shops, maybe coworking spaces, going to the gym. That's all been taken away.

[00:08:09.080] - Shauna Moran

So it's been a very, very different story happening around remote work and very different to 2019.

[00:08:18.230] - Chloe Thomas

Yeah, it's from my perspective, it's been interesting because, as you said, I usually work from home apart from when I'm traveling somewhere for some reason or other, which know I do slightly miss my time on trains. And I have had calls with other people in similar situations too. Who're used to

doing a lot of traveling who have started renting a hotel room to work in. But just for the change of space, which is kind of crazy, but makes sense.

[00:08:42.230] - Chloe Thomas

But I think the thing which is kind of building on that, the thing which has struck me most, is that I had a couple of people say to me, you must be kind of sitting there looking at the rest of us going, Ha! Ha! Ha!. You're all having to struggle with remote working. It's like, I am definitely not going Ha! Ha! Ha! I'm going. Oh, my God. I wanted to work from home. I wanted to be on my own in my office, on my own.

[00:09:04.940] - Chloe Thomas

And I spent four, I have spent five, six years tweaking and changing that process. And the first few weeks I did it, I was still in the office for one day a week. And I was, I'd built a whole system up, ready I'd prepped the team, we prepped the systems. You know, we must have spent a good three months getting ready for me working from home. And then we've spent months and months optimizing, tweaking with the full option of catching up available to us.

[00:09:38.930] - Chloe Thomas

And even when we got to the point where I was never going to the office, we'd still meet up and have a full day once a quarter where we will be in the same room and brainstorm and strategize and just catch up. So I have the most huge sympathy for anyone who he's having to do this, whether they wanted to or didn't. Yes. No notice.

[00:09:58.940] - Shauna Moran

No notice, and with maybe small kids, big kids at home, animals, maybe you're working on your own in your own apartment. You don't see anybody you know, or maybe you have you're sharing a house with loads of other people and you're trying to find a space, quite space to work in the humans behind the screen today. You know, they're going through a lot more than we've ever had to go through when we've worked remotely.

[00:10:24.620] - Shauna Moran

You know, and I think it's really important to say that too

[00:10:27.980] - Chloe Thomas

What have you, because you've been speaking to a lot of people in the last twelve months who've been suddenly working from home when they maybe wanted to, maybe they didn't want to. What are the key challenges that you're seeing? You know, the top three things, I suppose, that people are struggling with the most.

[00:10:44.930] - Shauna Moran

So the top three things, I suppose the number one thing that I see time and time again is time management.

[00:10:51.830] - Shauna Moran

And people are spending so many hours every day, every week, every month on calls. So what a lot of teams and businesses have done is they've tried to replicate the office environment. So they're asking for meetings all of the time. Know what they don't know is that in remote teams, there's two ways of communicating and you need to change how you communicate. They're synchronous communication like what we're doing here together today, Chloë, in real-time, we're communicating exactly like having a meeting, that's synchronous communication.

[00:11:29.300] - Shauna Moran

And then there's asynchronous communication and that is in delayed time. So that is when your listeners are going to listen back to this episode at a time that suits them. It's when we send a colleague a slack message or an email or a loom video giving them an update. That is in delayed time. So the biggest mistake that teams are making now is that they're only communicating in synchronous communication styles. So they're asking for meeting after meeting after meeting when they don't actually get curious as to how can we communicate this message or this update or have this conversation in a more effective way for everybody to save everybody time.

[00:12:11.720] - Shauna Moran

So what and look, this leads then to people feeling overwhelmed, the resume fatigued. They're not coming to the table with new ideas because they're absolutely exhausted. They're burnt out. And everyone, you know, it's just never ending that to do list, six hours on zoom meetings all day, and it's more things added to your to do list. When does it end? Doesn't. So that's the biggest thing, and that's something that I work a lot with teams on, is bringing asynchronous into what they do so that they can save everybody time and be more respectful of time.

[00:12:41.180] - Shauna Moran

You know, as a as a company culture, we need to respect everybody's time. And it's as simple as even if, you know, you're asking somebody on your team a question, it's to make sure that the question is very well written that it includes an example of what you're looking for, that it has details, that it has a time frame, that it has a very specific ask or request instead of sending them down a rabbit hole where they have to ask you ten questions back to actually get the question in the first place.

[00:13:13.240] - Shauna Moran

So it sounds so simple, but it's so common. People are putting that effort into that routine communication, that asynchronous communication. So deciding as a team just to start small, you know what? Can we move to async? I work with a team recently that had 10 of their team members on a daily stand up every morning. Very common, especially in the world that we're in, in eCommerce and a daily stand up is really important in terms of projects and how things are running.

[00:13:44.590] - Shauna Moran

But what they found was they were going on for 45 minutes and sometimes nearly an hour every morning.

[00:13:50.110] - Chloe Thomas

You know, that's not a daily stand up is it? It's not a stand up.

[00:13:54.970] - Shauna Moran

So what they did, like, multiply that by 10 people, you know, that's 10 hours every day of people's time.

[00:14:03.010] - Chloe Thomas

Very expensive meeting. Yes, very expensive.

[00:14:08.940] - Shauna Moran

But people don't put the cost against it. You put the cost against it, then you're going to change it. So what we did was we automated that in slack. Now, what we found was that time for them together as a team every morning was really important. But instead of discussing what I've done or what I'm planning to do, they discussed the blockers. So the updates were given in slack. It was all automated so they could read everything, they could be informed, it was very transparent.

[00:14:34.810] - Shauna Moran

But then they would get on a 30-minute call and brainstorm blockers together. So they were starting the day off with an innovative mindset, high engagement, problem-solving, and it kind of set the momentum for the day. So the team still really valued that and obviously getting together interpersonally. It was super important connectivity. That's one example.

[00:14:55.540] - Shauna Moran

And it's not going to work for everyone because maybe not everybody has daily standards, but start getting curious as to even you yourself, your own calendar. Do you have recurring meetings in there

that maybe don't serve a purpose, that don't have an agenda? Maybe it might make sense to do a couple of loom video updates.

[00:15:13.870] - Chloe Thomas

What is a loom video update?

[00:15:16.420] - Shauna Moran

Uhhh loom video update, I should explain that. So loom is a free technology. You can install it on your browser. It is a game-changer and you can share your camera, you can share your screen and your voice. So if you are even working on a document, some kind of project, it's great that you're able to just share that, give a quick update may be of what you've worked on, what are your questions? And you can send that to somebody so they can watch it in a time that suits them.

[00:15:42.520] - Shauna Moran

So it's a free tool would definitely recommend it. So it's another way of us communicating asynchronously

[00:15:50.230] - Chloe Thomas

Nice and is that loom?

[00:15:50.950] - Shauna Moran

It is.

[00:15:51.940] - Chloe Thomas

Oh, okay cool. So we had our first one was the time management, which is about thinking about the synchronous and the asynchronous communications. So what's the second biggest challenge you've seen amongst people?

[00:16:04.690] - Shauna Moran

The second one I think as individuals would be around that self-awareness piece. Then I suppose because people are so busy now, they fail to actually tap into their own self-awareness as to when they work best, how they work best, what works for them. You're given an opportunity now with remote working to really find out what works for you remotely so, for example, for years we've been chained to the nine to five, hopefully, now you have a little bit more flexibility with when you work.

[00:16:39.800] - Shauna Moran

And oftentimes when I ask people this question, when do you work at your best? They don't know. You know, I asked them, what are the things that you do to make you feel at your best, what's your morning routine to make you feel at your best? What do you do when you're feeling overwhelmed? What's your coping strategy? What do you do when you are overworking or maybe when you're procrastinating? And this is something that we all have to commit to and it's ever-changing.

[00:17:10.460] - Shauna Moran

I've had to change my coping strategies a lot this year.

[00:17:13.940] - Shauna Moran

You wouldn't believe, but that's what's going to serve us for the long term.

[00:17:18.740] - Shauna Moran

What I see within companies is leaders are trying to fix these challenges for their team. So they're saying, well, try this. We'll try that. Try this strategy or try this new habit. That's not going to work because it's you know, it's not something that they've created themselves. So people need to find their own unique solutions. There's no one size fits all with this stuff. What works for me may not work for you and what works for you is not going to work for me.

[00:17:44.810] - Shauna Moran

So developing that self-awareness, it's an emotional intelligence skill. You know, so emotional intelligence, how we manage our own emotions, how we socially connect with one another and manage the emotions of the world like it's an emotional intelligence skill and the skill can be developed. So we need to just tap into that. And I think the quickest way you can do it starting from today, is just to reflect every day what went well today, what didn't go well today, and what can I change tomorrow based on that.

[00:18:15.470] - Chloe Thomas

Such good advice. And is there within that because, you know, saying about how people need to get in tune with themselves, what works for them? You know, I can imagine it naturally comes if you sat in the office and you're feeling a little bit frazzled, you walk, make yourself a cup of coffee and have a random natter with someone. But you can't do that when you're at home. So I totally get that.

[00:18:35.870] - Chloe Thomas

The one thing which I've always, always, often hear people saying when they're working from home is that, you know, you said about how we're apparently working 28 extra hours a month, which is insane, is that the time just bleeds either because you end up doing the washing, the laundry at some point, just do the laundry, then that actually takes half an hour.

[00:18:58.490] - Chloe Thomas

So you end up working half an hour later and the time just kind of bleeds. And I find I do this a lot. You know, every few months I have to actually stop it. You keep working till 7:00, stop working until seven, bring it back to six because you don't need to work till seven. And it kind of please, which some people swear by working whenever they want. But I always find it's easier if I try and keep it to Monday to Friday.

[00:19:20.720] - Chloe Thomas

Is that am I unusual? Is that normal? Should we be trying to set some boundaries?

[00:19:25.580] - Shauna Moran

Boundaries are so important. You are absolutely normal and you like I'm very much the same as you. I have to like I don't work weekends, you know, I try and actually stick to a four day week. As I was saying to you this morning, I had a call at 7:00 a.m. because I work across different time zones. And when I say that to people, they're like, oh, my gosh, but I have my calendar set in a way that at two-thirty.

[00:19:51.020] - Shauna Moran

I'm going to bring the dog to the beach and switch off for the evening. So it's actually fine. And I know that works for me because I know I'm a morning person and I know at six a.m. my brain is on ready to go and that's what I do my best work. So that's taken years to get me to that to that level of kind of self-awareness. And I do a lot of work on myself and a lot of coaching as a coach.

[00:20:13.430] - Shauna Moran

I get coaching a lot, but we can self-coach through a lot of this. So just tapping into some of those, tapping into, OK, if you're working across different time zones, what are some boundaries that you need to put in place? Boundaries are a really important one. And it's I mean, I have this conversation nearly every week with teams and even different presentations I'm doing. I just say start with one boundary. So maybe that one boundary that you're going to start this week is that you're going to switch off at six p.m.

[00:20:43.670] - Shauna Moran

OK, great. What does that look like? What do I need to do in order to finish at six p.m.? What does that wind-down routine look like? If I'm working in the one space, what does that wind-down routine look like? I personally love one where I tap into five senses. How can you change what you see? How can you change what you hear, what you touch, what you taste, what you smell? So putting on a diffuser or having a cup of chamomile tea or silence or getting out in a bit of fresh air.

[00:21:12.320] - Shauna Moran

So what can you do as a wind down routine? Just like a baby needs a bedtime routine. We need that for when we're working remotely. And then finally, who can hold you accountable to that boundary? You know, have you somebody at home? You know, I have my puppy.

[00:21:25.460] - Shauna Moran

He holds me very accountable, and to make sure I switch off

[00:21:30.230] - Chloe Thomas

I could always hear people out there listening to this going, my husband, he's always on at me. He's going to love being my accountability partner for this or the children. You know, you've got kids. Tell them you have to finish work at six. They will make you.

[00:21:46.400] - Shauna Moran

They will make you do it so find somebody. Even if you're living on your own, you know, ask a colleague at work. The interesting thing with boundaries is we're always afraid to set them. And even, you know, I know a lot of your listeners will work directly with clients and have a lot of communications with clients and maybe team members.

[00:22:06.680] - Shauna Moran

And what I often find with those when we're setting those boundaries is, oh, what will they say when they get mad? Will this be OK? Can I tell them that sorry I'm not available now or these are the times I am available. So I think we have to kind of gradually step into that by setting those kind of realistic, smaller boundaries and then understanding that, look, it's there the healthy boundaries. They're called healthy boundaries for a reason. And working on that communication.

[00:22:33.940] - Shauna Moran

Oftentimes when I work with clients around setting these boundaries, once they say to their clients, look, these are the times I'm working and these are the times I'm available to make sure that I'm really going to deliver exceptional service. This is why I'm doing it. Everybody's fine. You know, even if it's a team.

[00:22:51.940] - Shauna Moran

Look, I actually log off at six p.m. and I don't have my phone on at all.

[00:22:57.970]

I have I don't have slack on my phone. I don't have emails on my phone. If there is an emergency or not heart surgeons. But if there's an emergency, call my mobile after work hours. But I don't expect, please don't expect to hear from me until I log on again at nine a.m.. So we need to communicate the boundaries as well with our team, especially if we're changing our levels of availability. If you've been the person that has constantly been there to reply straight away to your clients, to your team, to whoever, and you change that overnight, you're going to have to communicate that to them in a way that they can understand why this change has happened.

[00:23:38.740] - Shauna Moran

So but it can be done. And it's not as scary as you think.

[00:23:42.220] - Chloe Thomas

And actually, having done a lot of boundary setting to myself over the years, things tend to get better. Every time I set a boundary within a couple of weeks, I'm like, oh, why didn't I do that before? The work is better, life is better, everything becomes better. But Shauna we've done two of your challenges and some things we haven't yet talked about is the boss or how you are the boss of a team.

[00:24:05.800] - Shauna Moran

So may I suggest that maybe a third one has something to do with being the boss or managing the boss? Maybe.

[00:24:13.660] - Shauna Moran

Yes, yes. Well, we are very aligned because the last challenge that's really important and mostly focuses on leadership is around performance management. And it's again looking at that old office mentality where we might judge or base performance or workloads by how much time people are sitting at their desks. Yeah, so somebody is in the office at nine. OK, great to have our lunch break. They're gone at five. It doesn't work like that anymore.

[00:24:48.160] - Shauna Moran

You know, if you're a remote working, you give people flexibility, you give them that flexibility so that they can perform at their best and whatever time they're at their best. And that means when we're looking at performance management, we need to measure that on output as opposed to inputs of the amount of hours. So instead of asking your team, OK, have you done your 40 hours this week? OK, so you're online from eight to five today.

[00:25:15.400] - Shauna Moran

That doesn't matter anymore. What you need to be doing is what's the output from this week and what's that like? Talk to me about that. I put what are the deliverables? So just like in a lot of eCommerce proposals and projects, we're looking at the deliverables we need to do the exact same thing with our team members. So, you know, when it comes down to trust, a lot of this and I see this time and time again is that leaders don't trust, they lack that trust within their team working from home.

[00:25:46.060] - Shauna Moran

You know, if that trust is lacking, then you've definitely got a bigger issue on your hands. And either, you've got massive, massive block or a blind spot as a leader that you need to work on. Or maybe you're not clearly communicating those expectations around your team and you don't have those kind of check-in points and conversations that need to happen or you've really just hired the wrong people, which is probably not the case.

[00:26:12.520] - Shauna Moran

You know, it's probably a mixture of those leadership blind spots. So as leaders, we need to develop ourselves and our mindset blocker's around it. I mean, I just had a conversation this morning with a CEO who's a friend of mine, and he said to me, you know what Shauna in the office? I really used to kind of walk with people and spend a bit of time with them and pop over to their desk and hear how they're doing.

[00:26:36.520] - Shauna Moran

And I don't know how things are going in their lives now. And we kind of coached around it for a while and discussed, OK, well, what's the impact of that? And really, it just came down to him. Wanting to show he cared and also that he kind of just wanted to make sure that he knew what was going on so we would have a sense of control. So it was a little bit of a blind spot that he had.

[00:26:59.290] - Shauna Moran

And it's not working anymore. So there's two things he wants to come across, like he cares, OK? He needs to learn how to do that remotely at scale. His team have grown a lot. But secondly, he needs to understand that we can't we don't have that level of control as leaders. We've never had that level of control.

[00:27:16.180] - Shauna Moran

It's only an illusion. And we need to wholeheartedly trust people that, yes, they will come to you when there's a problem and they will come to you when there's something wrong. We need to have that open door approach and introduce like things like mutual accountability and mutual responsibility where we say, look, here's the KPI, or here are the goals for this quarter. Here's the expectations. Does it make sense? How can I support you? What are your questions?

[00:27:42.520] - Shauna Moran

OK, great. So we agree on that. We agree on X, Y and Z. Let's introduce mutual accountability. So if anything changes from my side or from the leadership side, I will let you know ASAP. And I expect the same from you. If you can't achieve this, if something's going on personally or you're struggling to prioritize this or you've come up against a blocker, I expect you to come to me as well and let me know that, because that's the way we're going to work here.

[00:28:09.280] - Shauna Moran

So we have to start introducing that trust and accountability into the teams remotely.

[00:28:14.980] - Chloe Thomas

It strikes me that that's probably one of the hardest things to do in a company, is if you've recruited people without prioritizing your own ability to trust them or their ability to be trustworthy, which, you know, you could kind of ignore if you can see them twenty-four, seven.

[00:28:33.820] - Chloe Thomas

But for the eight hours, they sat there in the office, that must be one of the most difficult challenges to overcome.

[00:28:41.290] - Shauna Moran

It is, it's nearly like fast-tracking trust. We have to do that in remote environments and I like to think of it like an iPhone battery. So think about it's green when it's full, it's on the red, it's on. I don't know if it goes amber, but you know, the way the battery looks on the iPhone or on any phone when we hire somebody and we need to build a hiring process that we trust and on an interviewing process that we trust when we hire somebody, that battery should be full at about 60, 70 percent.

[00:29:11.560] - Shauna Moran

When we make that hire and we bring somebody on to a team and then that other twenty, thirty percent, we need to decide, as leaders how that trust is built and we need to communicate that with this team member, you know. So this is how trust is built within this organization. And that's done through a mixture of mutual accountability, following on expectations, having those conversations, you know, it's not necessarily just about achievement or having goals or KPIs.

[00:29:39.910] - Shauna Moran

It's the stuff in between. Right. Like, it's the you know what? I'll just send a quick email or an update on this particular project. I know the team will probably get a lot from this. You know, that's how trust is built. So start having those conversations. And I think as a leader with the most important

thing you can do is spend some time reflecting on how do I see trust being built within my team? What are the things that are important to me?

[00:30:06.910] - Shauna Moran

And then why am I getting so frustrated at that person and that person? What's lacking there around trust and how can I have that conversation with them around my expectation? Because that's the thing with leaders and remote teams, is when they're frustrated and they feel like they can't trust their team members, oftentimes it's because they don't know what they're expecting from them or they haven't communicated those expectations, you know like I had a leader recently and he was so frustrated and pissed off because his team weren't turning on their video cameras.

[00:30:39.220] - Shauna Moran

Now, he had made up a story in his head that they're not really working and they're half listening to me on this call and they're not they're not engaged. And so he had built this up over a couple of weeks. So he was super frustrated. But when I brought him back down to earth. Have you communicated your expectation around video cameras? No. OK, why is that important to, you know, like why is that important to you?

[00:31:04.410] - Shauna Moran

Well, it's important to me because I miss my team and I feel lonely. And I want to make sure that we're connected. Is the only time we get to hang out together is once a week on a team goal. And I want to see them. I want to see that they're OK. So oftentimes it comes from a place of really positive values and positive intent. But because we haven't dealt with that or communicated that or addressed it, it turns into something really nasty and negative.

[00:31:34.300] - Shauna Moran

So going back to that and looking at the why, why do you have that expectation? How can you communicate it in a way that comes across, you know, that you care if that makes sense?

[00:31:45.880] - Chloe Thomas

That makes total sense. And Shauna that has been an amazing set of advice we've gone through there, which I'm sure is going to make everyone's lives a lot better in the coming weeks and months. Well, we're going to pause now for a mind of our sponsors and then we're going to be talking about the wider world of eCommerce.

[00:32:00.750] - Chloe Thomas

Success in 2021 means building stronger relationships with your customers last year saw a lot of consumers switching to buy online, leading to surges in new customer acquisition. So how are you planning on turning your new first time buyers into profitable repeat customers? Well, that's what

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[00:32:35.700] - Chloe Thomas

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[00:32:46.460] - Chloe Thomas

OK, Shauna, so far, we've gone deep into how to deal with remote working, now you get to wow us with your insider knowledge of the whole world of eCommerce marketing and the foundations. So for the following questions. your answer can be anything to do with eCommerce marketing, etc, and which does, of course, includes managing remote teams.

[00:33:07.760] - Chloe Thomas

So Shauna, you ready for these tips?

[00:33:10.550] - Shauna Moran

Yes, let's go for it.

[00:33:12.120] - Chloe Thomas

Okay, let's start with newbie advice. So we've inspired someone to kind of, I guess take that first step with improving things in their business today. What do they need to know to give themselves the best chance of success?

[00:33:25.810] - Shauna Moran

I would go back to what I said a little bit earlier around self-awareness and developing yourself personally, and one of my favorite quotes is by Jim Roen, and it says, Your level of success will seldom exceed your level of personal development because success is something you attract by the person you become.

[00:33:46.660] - Shauna Moran

So do the work. Don't you know, look past the work that you can do on yourself, whether that's from a leadership perspective or an individual contribution perspective, it doesn't matter. Do the work take the time to do that and give yourself that gift of doing that work on yourself.

[00:34:04.990] - Chloe Thomas

Oh, good answer. OK, once we've started to improve things, of course, we've got to Keep Optimizing our teams. So what's your favorite way to improve team performance?

[00:34:17.030] - Shauna Moran

I am a big fan of putting it out to the team because the leader isn't always right and doesn't have all the ideas. One of my favorite activities, which you can do on your team, is to take a concept like communication, maybe one of the biggest challenges you have and do a stop, start, continue. What can we stop doing around communication on our team? What should we start doing and what should we continue doing? And generate all of those ideas on your team and all of that feedback and then create some action plans from that next steps

[00:34:48.720] - Chloe Thomas

Nice, like to ask the team. So it's like in eCommerce saying the answer lies with the customers in your business, the answer lies with your team.

[00:34:56.750] - Shauna Moran

Yes, exactly.

[00:34:58.840] - Chloe Thomas

OK, if someone listening wants to learn more about everything we've been talking about is they want cheap or free resource you'd recommend them to get a hold of.

[00:35:08.420] - Shauna Moran

Yes, I would love to give you guys like a free guide around asynchronous communication and has five tips that you can implement straight away to reduce the number of meetings that you have within your team, within your own calendar. So if anybody's interested in that, they can send me a DM anywhere on LinkedIn or they can send me an email on info@operateremote.com and I can send it over.

[00:35:34.670] - Chloe Thomas

And that goes back to what we are talking about with the first challenge of time management and calls and the synchronous vs. the asynchronous. And the asynchronous is where we're all in the same meeting. And the synchronous is when we're using slack.

[00:35:52.610] - Shauna Moran

Asynchronous is when we are in slack and in delayed time, and Synchronous is when we're in real-time. They are fancy words, you know, even just real-time delay time. You know, it's how can we reduce that? Because nobody wants that many meetings.

[00:36:05.750] - Chloe Thomas

Like, no, I spoke to one person early on in lockdown who had counted up how many people she'd been in a Zoom call with the previous day, and it was over thirty.

[00:36:15.740] - Chloe Thomas

Oh, well, she was like, I know why I'm tired. Yeah, I bet you do know why you're tired.

[00:36:21.320] - Chloe Thomas

OK, so this is the guide to avoiding thirty people in Zoom calls in a day, isn't it.

[00:36:27.290] - Shauna Moran

Absolutely, yeah. And you know, given yourself the gift of meeting free days where you can actually focus and get work done and just be a little more flexible, you don't have to put on a nice top or, you know, any of that. Right. It's just that relaxed. You can just get your work done and be in the flow like how many times you've been in the flow and you've been interrupted by a meeting request coming through like it's and then it's another one and another one.

[00:36:52.250] - Shauna Moran

And then you're trying to get lunch in between and do everything. And next thing at six pm and your to-do list is overflowing and you didn't get anything you wanted to get done, done that day. So, you know, we need to change the mindset of that everywhere in every single organization.

[00:37:07.260] - Chloe Thomas

Love it, so excellent guys, you can get Shauna's free guide to getting your asynchronous comms working by dropping her an email or D.M. And we'll put links to all that in the show note. So that's a that's a top answer to that question. So it's time for the last question now, which is its crystal ball time. What's coming up in the next six to 12 months we should be getting ready for?

[00:37:28.910] - Shauna Moran

Good question, remote working isn't going anywhere. So even though we might be dangling the carrot of getting back in person in the future and yes, I do hope that happens, absolutely. But what's happening is the, you know, the way that we work forever has changed. And even if your business,

your team will be having some kind of a hybrid approach where they work remotely on in the office, you're going to have to give more flexible options to your staff.

[00:37:57.710] - Shauna Moran

It's never going to be the same as it was pre covid. So what that means is do the work now, put the time in to invest and having these conversations, finding the best tools and technologies, building out the leadership skills, setting the expectations with the team, running different brainstorming meetings because it will only continue to pay off. You know, it's not that you're going to do this work and next year, you know, it's going to be gone forever.

[00:38:24.230] - Shauna Moran

It will continue to pay off because even if you're working in a hybrid environment, you still need remote fast processes. So that's the way that it is. So I think crystal ball wise, that's it.

[00:38:36.270] - Chloe Thomas

Yeah. We need to get these skills if we're going to work effectively in the future.

[00:38:40.430] - Chloe Thomas

Well, Shauna, we are nearly at the end of the show. So could you let the listeners know where they can find you and your business on the Web and social media, please?

[00:38:46.760] - Shauna Moran

I will indeed. So you can find me at Shauna Moran. I'm a huge fan of LinkedIn, so you can add me there. You can follow me on Twitter or you can head to our website. It's www.operateremote.com.

[00:39:00.440] - Chloe Thomas

Excellent! Well look guys, there you can find everything Shauna's up to. Shauna, thank you so much for being on the podcast today. You have given us a lot to think about and some great tips about reducing the complexity and the challenge of this new world we find ourselves in. So thanks so much for coming on the podcast today. It's been an absolute pleasure.

[00:39:20.900] - Shauna Moran

Thank you so much, Chloe. I hope I didn't speak at a million miles an hour the whole time. I was, but it's been a pleasure. Thank you for having me.

[00:39:29.900] - Chloe Thomas

You were absolutely brilliant. Thanks, Shauna.

[00:39:32.660] - Shauna Moran

Thanks.

[00:39:34.440] - Chloe Thomas

Well, I did say at the beginning that Shauna is an expert in operating remotely, and wow didn't she just give us loads there? If you're trying to find her online @Moran she pronounces as she pronounces her name is spelt M, O, R, A, N and Shauna is S, H, A, U, N, A.. So if you're looking there, that's how to spell it. Now she went through those three challenges and how to overcome them, the first of which was time management, which we deal with by getting a grip on what should happen asynchronously and what should happen synchronously.

[00:40:05.550] - Chloe Thomas

And of course, you're offered that great free ebook on how to how to manage that and how to to make the shift something which I think works even if you're sitting in the same office as people. To be honest, it's a good skill to have. We then talked about becoming self-aware and understanding how to make that situation work for you and of course, the importance of setting boundaries and then performance management, how leaders, how your managers, how you need to adapt to make it work better for your team to get that focus on task, not on time.

[00:40:36.870] - Chloe Thomas

So lots about trust there too. So loads and loads we've learned in this episode and you can find the links to everything we discussed. The full transcript of the episode, important notes are much more at Keepoptimising.com, which of course is spelled with an S and not a Z.

[00:40:52.290] - Chloe Thomas

Now this month we are going to be unashamedly adding a lot to your to-do list. And the key thing with the to-do list is to work out what you should do. What's going to make the biggest impact was the most important thing you should be working on, not just what you could be working on, because the list of what we could be working on, let's be honest, is massive and undoable, quite frankly. So to help you with all of that, in the first week of February, we are going to be hosting a very special 2021 planning webinar.

[00:41:24.570] - Chloe Thomas

Once you've got those January sales out the way, you've had a chance to listen to the episodes, we're sending your way to help you work out what you might want to do in 2021. We are going to run this webinar to take you through the process of working out what that plan is that's going to

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enable you to hit your goals in twenty, twenty-one. And it's not just going to be me on that webinar. I'm going to be joined by some very special guests sharing their tips and advice as well.

[00:41:51.030] - Chloe Thomas

We're going to reveal more about this as the month progresses. But right now, you can go and save your space for free at [Keepoptimising.com/webinar](https://keepoptimising.com/webinar).

[00:42:02.550] - Chloe Thomas

Now, whilst this month here on the Keep Optimising Podcast, it's all about getting your marketing foundations right over on Big Sister Podcast, eCommerce MasterPlan. It's all about a January filled with our eCommerce Growth Series sponsored by Klaviyo.

[00:42:20.160] - Chloe Thomas

That's a month or January. Right now is a month where I do, I handpick the interviews and the guests, which are going to give you the best insight on how to grow your business right now.

[00:42:35.080] - Chloe Thomas

And we've got eight episodes in all going live on Mondays and Thursdays with various retailers who've grown their businesses in all kinds of different ways. Really, as each episode really is an insight into a different way you could go about growing this year. And we're also talking to some experts, too, about key things which probably, we should at least be considered as part of your strategy for 2021. So if you're really serious about growing your business in 2021, then I really do recommend you go and check out that podcast as well and those episodes.

[00:43:06.960] - Chloe Thomas

And you can hear all of that on your podcast, Up of Choice. Just search eCommerce MasterPlan. Or, of course, head to eCommerceMasterPlan.com/podcast where you will find out more.

[00:43:18.910] - Chloe Thomas

Well, thank you so much for tuning in to this episode, the Keep Optimising podcast. I hope we've given you loads of ideas and clarity on how to make remote working work better for you and for your marketing team. And if you know someone who's looking to, you know, who's having trouble working remotely or he's looking to up their game in 2021, please do let them know about the show.

[00:43:40.200] - Chloe Thomas

Have a great week and make sure you listen to the next episode so I can help you to Keep Optimising your marketing.

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[00:43:48.890]

Access everything Keep Optimising at KeepOptimising.com, that's with an S, not a Z.