

Distributed Workforce: How to Support a Remote BIM Team



Holger de Groot



INTERNATIONAL CONVENTION CENTRE

SYDNEY

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About the Speaker

Holger de Groot

I'm the CEO and Founder of Modmation and as a certified BIM Manager, I provide BIM consulting services to our clients within the AECO industry. I'm also the Vice Chairperson at buildingSMART Australasia and a Sessional Lecturer at the University of NSW.

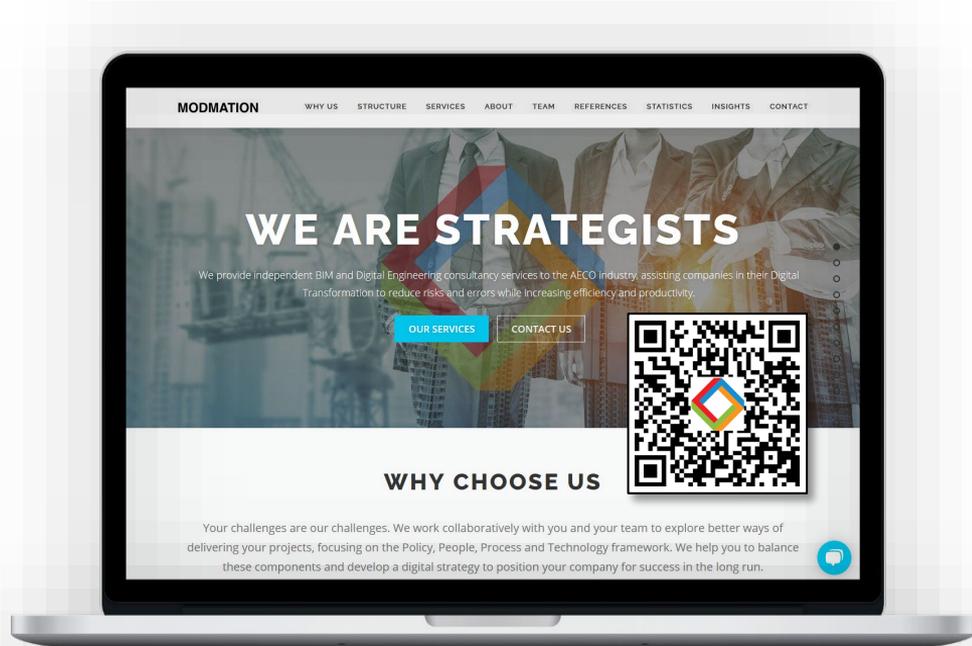
 <https://www.linkedin.com/in/holger-de-groot-11741336/>

Independent Consultancy

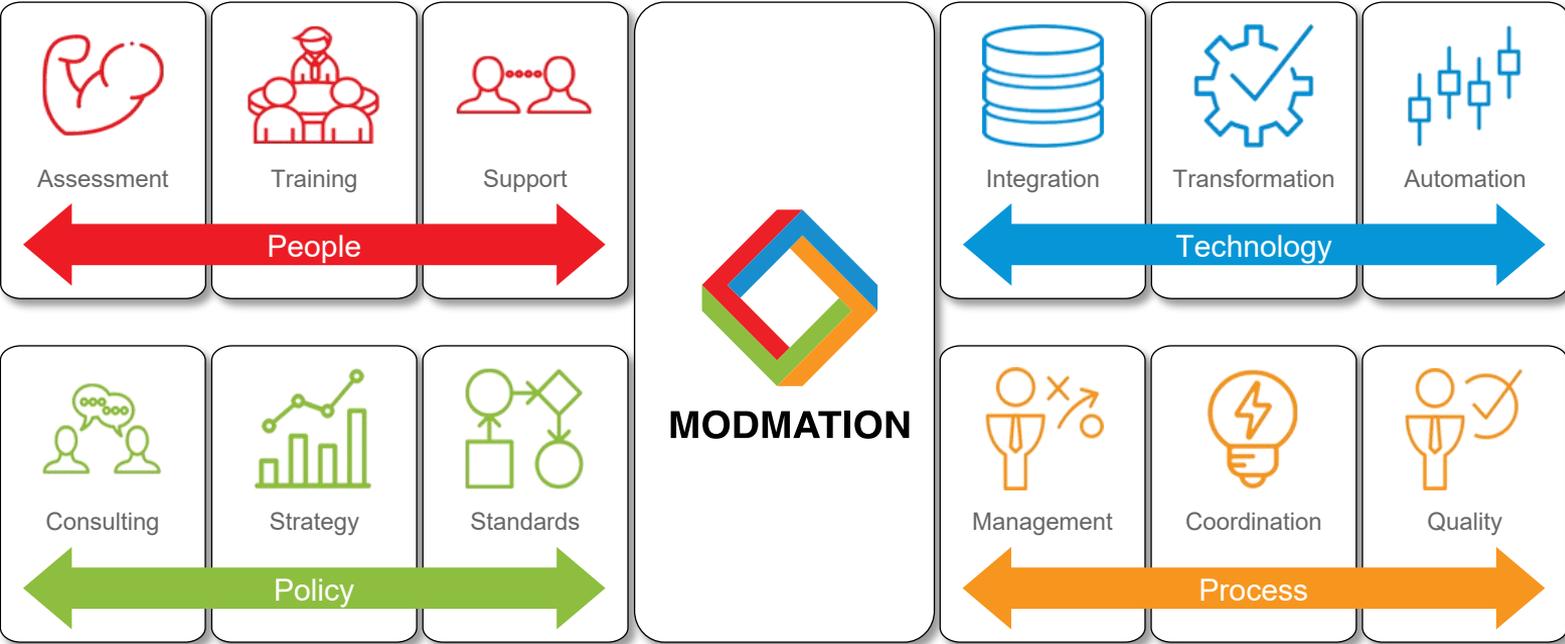
Digital design and construction plays an ever-increasing role in all aspects of today's AECO industry.

For more than ten years, our team members have supported companies, working with virtual team members in over seven different countries.

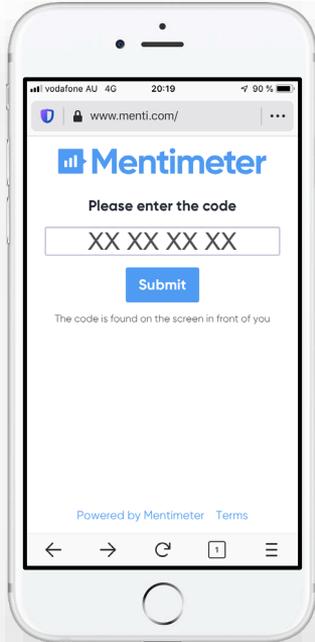
The strategies we use reflect our years of experience figuring out what works best to keep teams efficient.



Independent Consultancy



Who are you?

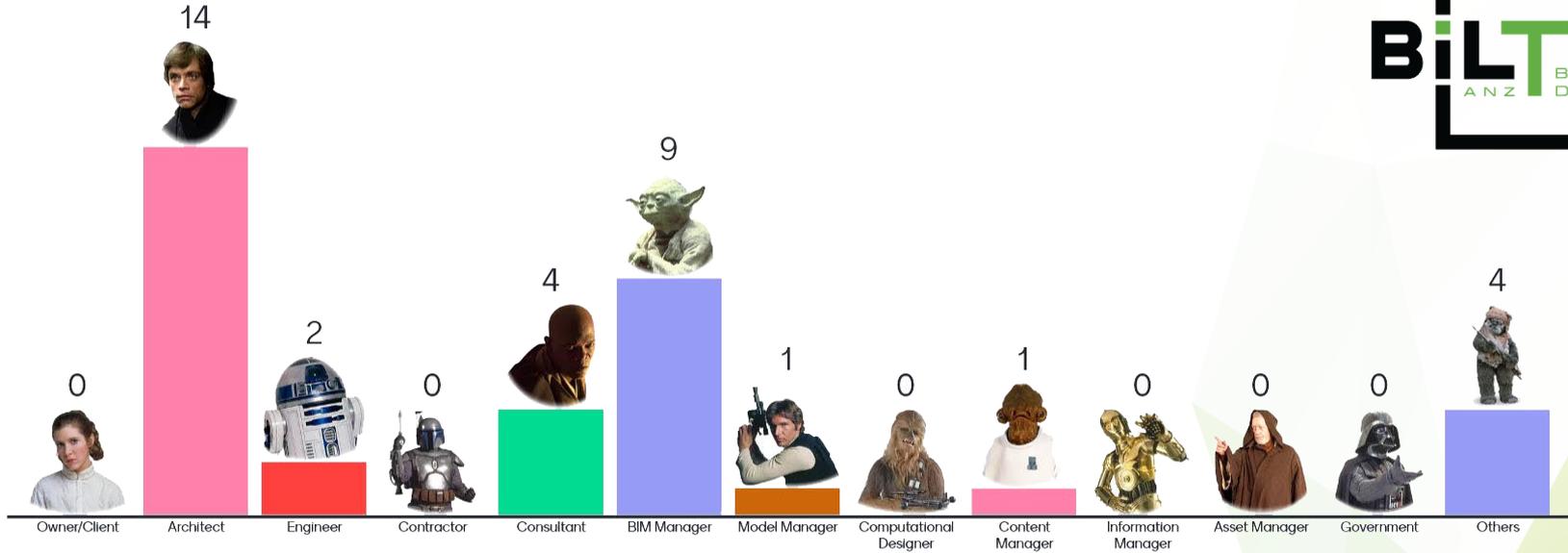


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Who are you?



In this Session

- Remote Support Challenges
- Rules of Engagement
- Cloud Collaboration
- Coaching, Mentoring & Managing
- Ownership, Accountability & Trust
- Lessons Learned

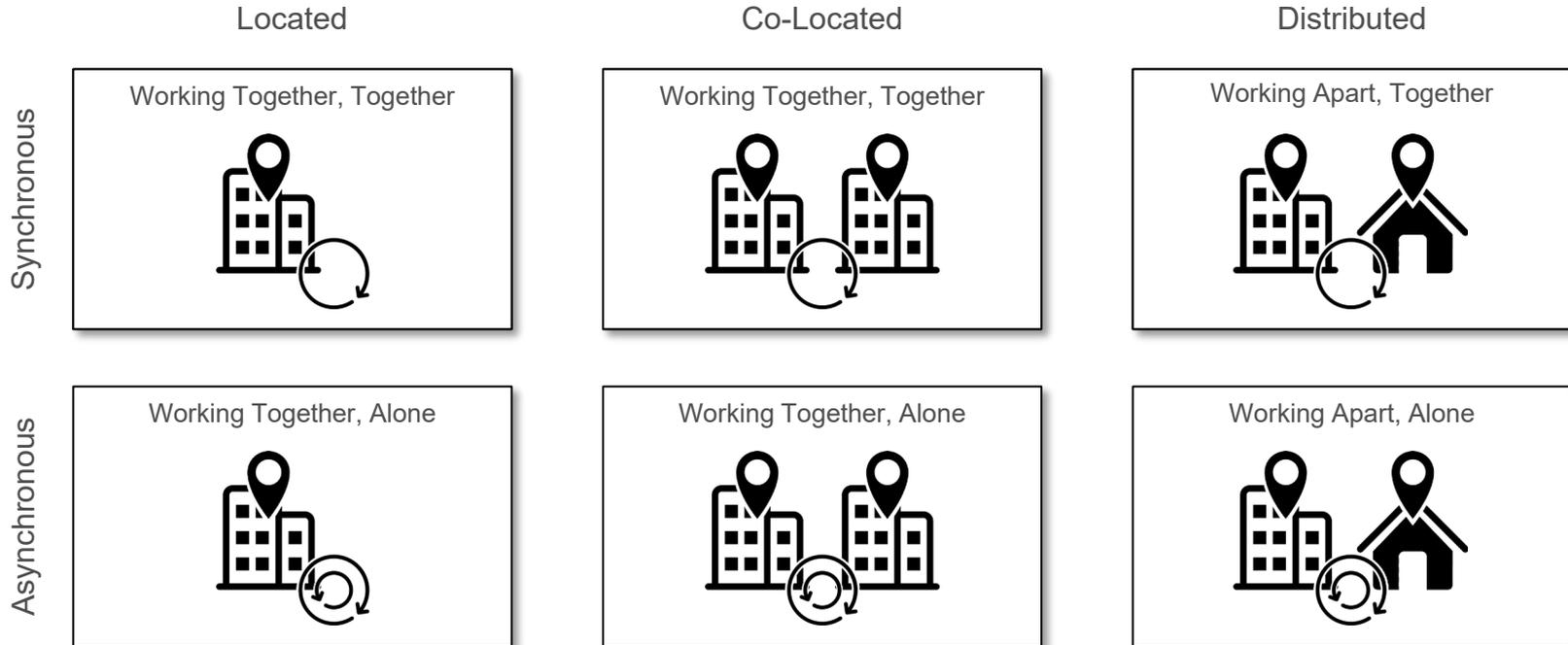


Remote Support Challenges

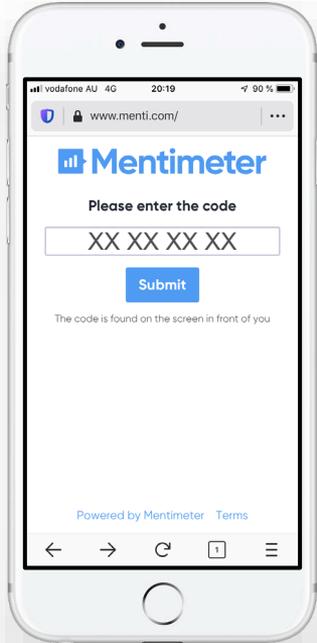
**As BIM centres on
collaboration, successful
teams need to be equipped
to deal with it.**

Deepak Maini, Autodesk Expert Elite

A New Way of Working



How do you work?

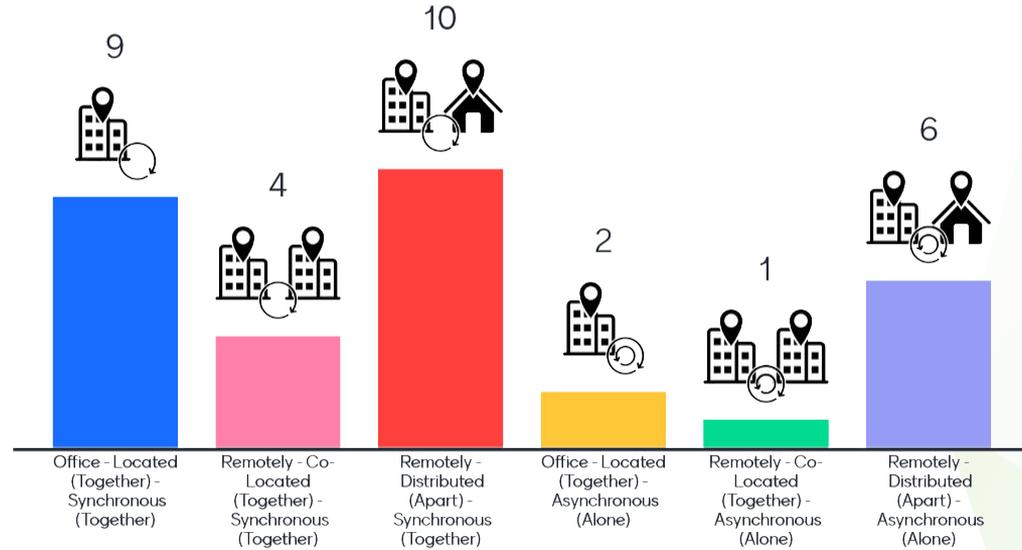


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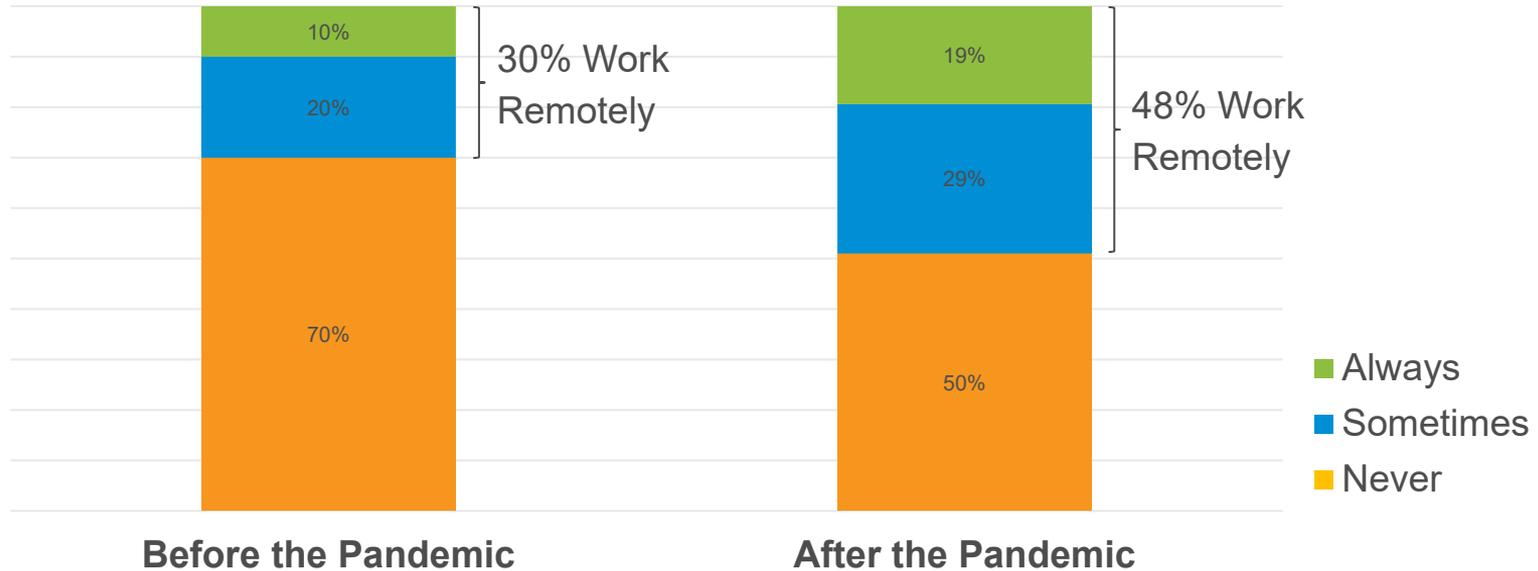
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How do you work?



Remote Work is Here to Stay

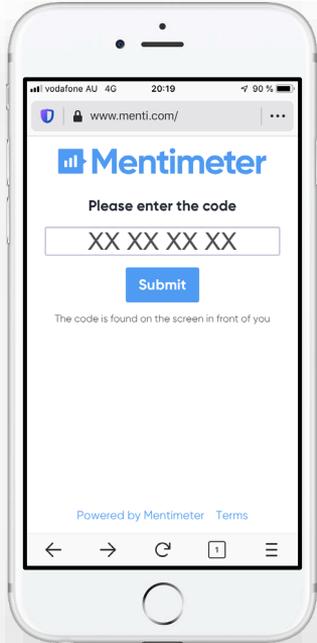


Moving Projects to People

- Enable stakeholders
- Think differently
- Adopt digital workflows
- Success stories



What may prevent companies from hiring for remote work?

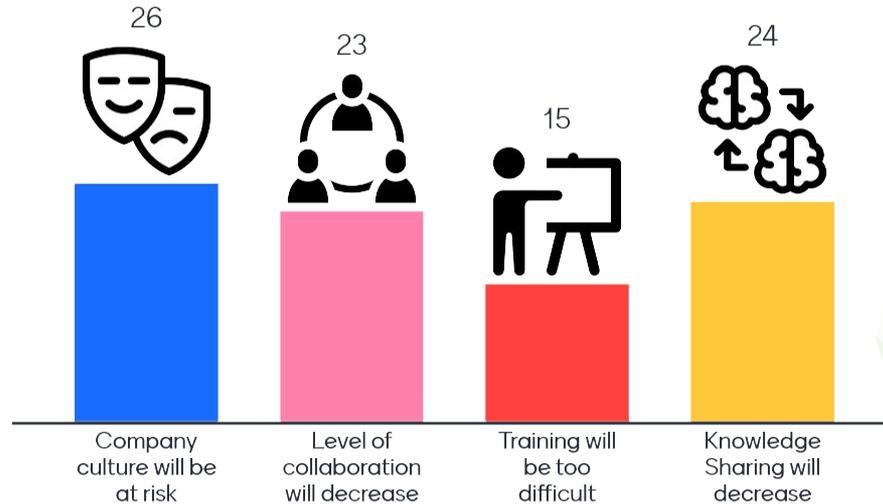


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What may prevent companies from hiring for remote work?

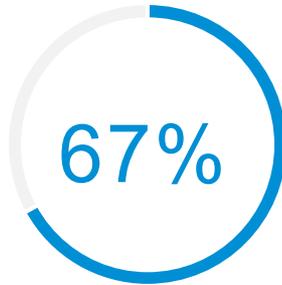


Companies Perceptions of Distributed Work



Culture

95% of companies say culture would be at risk.



Collaboration

67% of companies worry about collaboration.



Training

67% believe training would be too difficult.



Knowledge Sharing

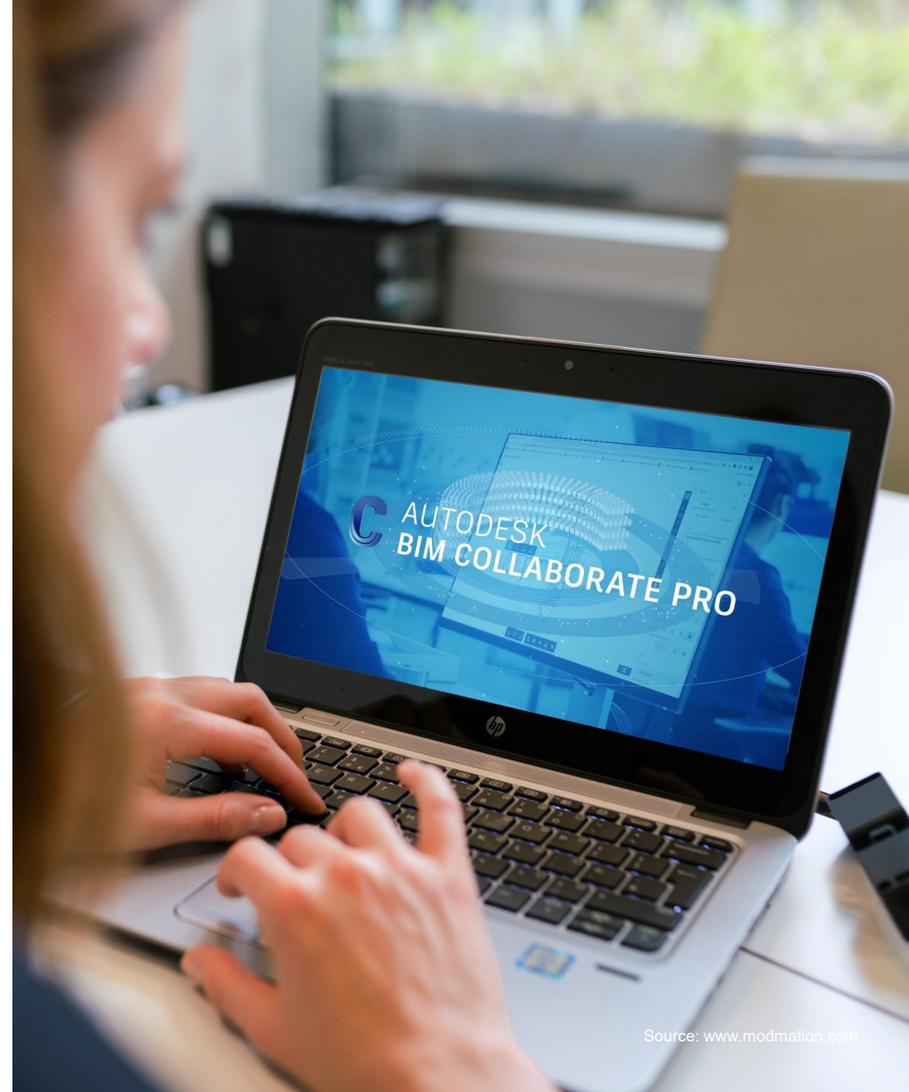
57% would struggle with knowledge sharing.

Understand the Challenges

As companies are becoming more agile and upgrade their technology, it is important to assemble teams that are capable of working in a remote environment.

When supporting teams remotely, BIM managers need to understand the factors that can make remote work incredibly challenging.

Otherwise, teams may experience declines in performance when they begin working remotely, especially in the absence of training and support.



Remote Support Challenges

- Communication
- Face-to-face supervision
- Cohesion within the team
- Access to information
- Professional development



Rules of Engagement

Communication

- Digital transformation
- Communication tools
- Set clear expectations
- Means, frequency and timing



Pyramid of Digital Communication

EMAIL

Where a written record of what has been said is useful, emails can be great, but not so much if it is urgent.

MESSAGING

Chat programs are great for the multi-tasker and quick instant messages where you need real-time interaction.

AUDIO CALL

Audio conferencing or phone calls are more personal but much easier than facilitating a video conference.

VIDEO CALL

Video conferencing or face to face communication gives you more visual clues of what is going on with the other person.

Human Bandwidth – Effort versus Quality

Establish Daily Check-Ins

Establish a daily check-in call with your remote team to make sure there is nothing blocking them from achieving their goals.

This could be a series of one-on-one calls, if your team members work independently from each other, or team calls, if their work is highly collaborative.

Make regular and predictable calls, providing a forum in which your team members know that they can consult with you.

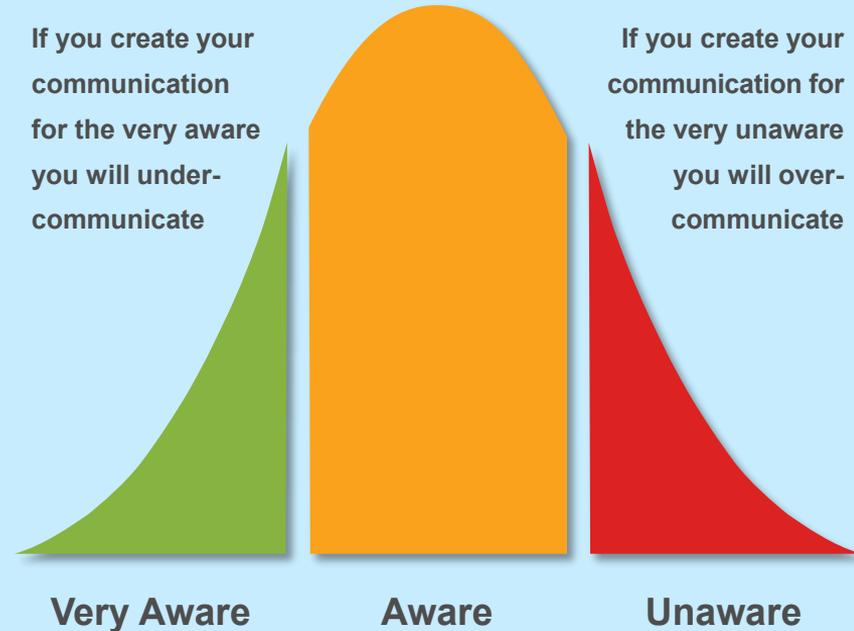


Over-Communicate

In a non-distributed workforce, lack of communication can already be a challenge, but when your team is working remotely under-communication is a key risk.

Beyond your daily check-ins, over-communicating is imperative when it comes to your team's tasks, duties, responsibilities and desired outcomes.

BIM managers need to over-communicate and create opportunities such as regular meetings for everyone to talk about their (Revit) challenges.



Communicate Confidence

Research on emotional intelligence tells us that teams do not only look to their BIM Manager for help but also for clues about how to react to challenges.

If a BIM Manager communicates helplessness and stress to a team, this will have a trickle-down effect on their individual team members.

Effective BIM Managers acknowledge the challenge that a team member has, but also provide affirmation of their confidence in that member.



Exhibit Empathy

Especially for a newly remote team member, it is important for BIM managers to acknowledge stress, listen to concerns and empathize with their challenges.

If your team is struggling but not communicating, ask them how they are doing - they may give you some feedback that you might not otherwise hear.

Once you ask the question, let the stress, concern or the challenge of your remote team member be the focus of this conversation.



Rules of Engagement

Establish “Rules of Engagement” with your team for the projects that you support remotely.

- Use video conferencing for daily check-ins and instant messaging when it is urgent.
- Establish your teams' expectations on the best time to reach you for ad hoc calls.
- Make sure that your team knows how they can reach you in case of an emergency.

The most important factor is that your team shares the expectations for communication.



Cloud Collaboration

Access to Information

Remote teams are often surprised by the added time & effort needed to gain access to knowledge.

- **Knowledge Sharing Platform**

This phenomenon extends beyond training & support to standards, templates & workflows.

- **Internal / Cloud Storage**

And data corruption when teams use unsupported workflows (file-based worksharing via VPN or FTP).

- **Cloud Collaboration**



Cloud Collaboration

Autodesk Construction Cloud connects workflows, teams and data at every stage of project, bringing teams together from design to turnover on a single construction software solution.

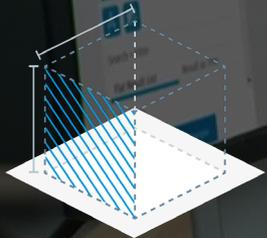


Autodesk Construction Cloud

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Design



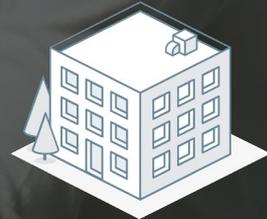
Plan



Build



Operate



Cloud Collaboration

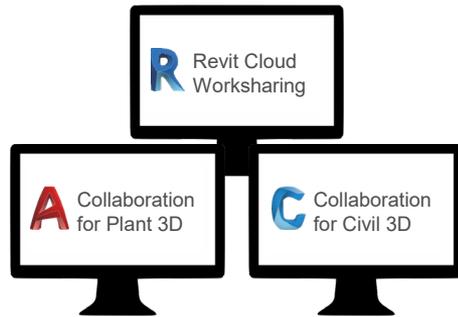
Autodesk BIM Collaborate is a cloud-based design collaboration and co-ordination software that connects remote teams, helping them to edit and share information on a single platform. BIM Collaborate Pro adds cloud collaboration capabilities for model authoring.



C Autodesk BIM Collaborate

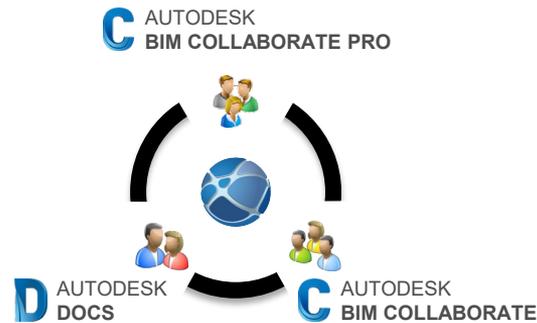
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*Working anytime, anywhere in
Revit, Civil 3D & Plant 3D.*

DESIGNERS (AUTHORS)



*Centrally manage your data
in a unified platform.*

REVIEWERS



*Shared feedback, view insights &
detect clashes on any device.*

DECISION MAKERS

Coaching, Mentoring & Managing

Professional Development

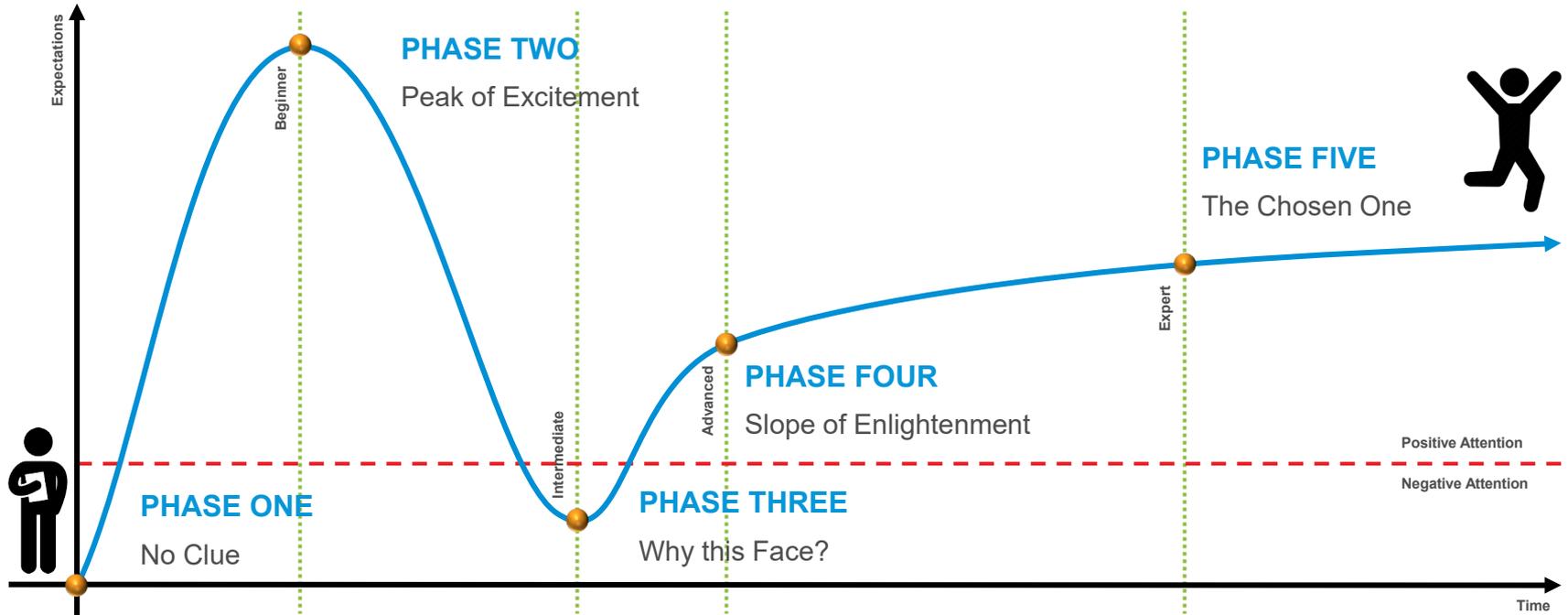
Companies want their teams to learn quickly, to improve productivity. Achieving this goal involves managing, mentoring and coaching.

The primary differences between coaching, mentoring and managing are based on the relationship between the individuals and what outcome they are looking for.

The best BIM Managers understand the differences between leadership and management. They mentor and coach more than they manage.



Five Phases of Revit

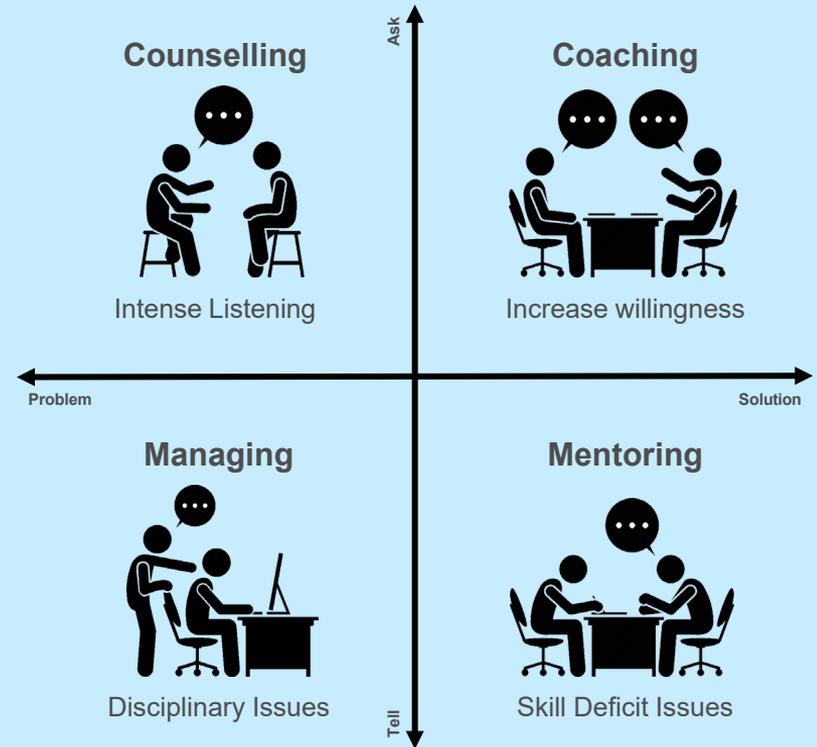


Coach, Mentor or Manager

Coaching is a more personal, generally short-term relationship that is fostered to achieve personal or professional development.

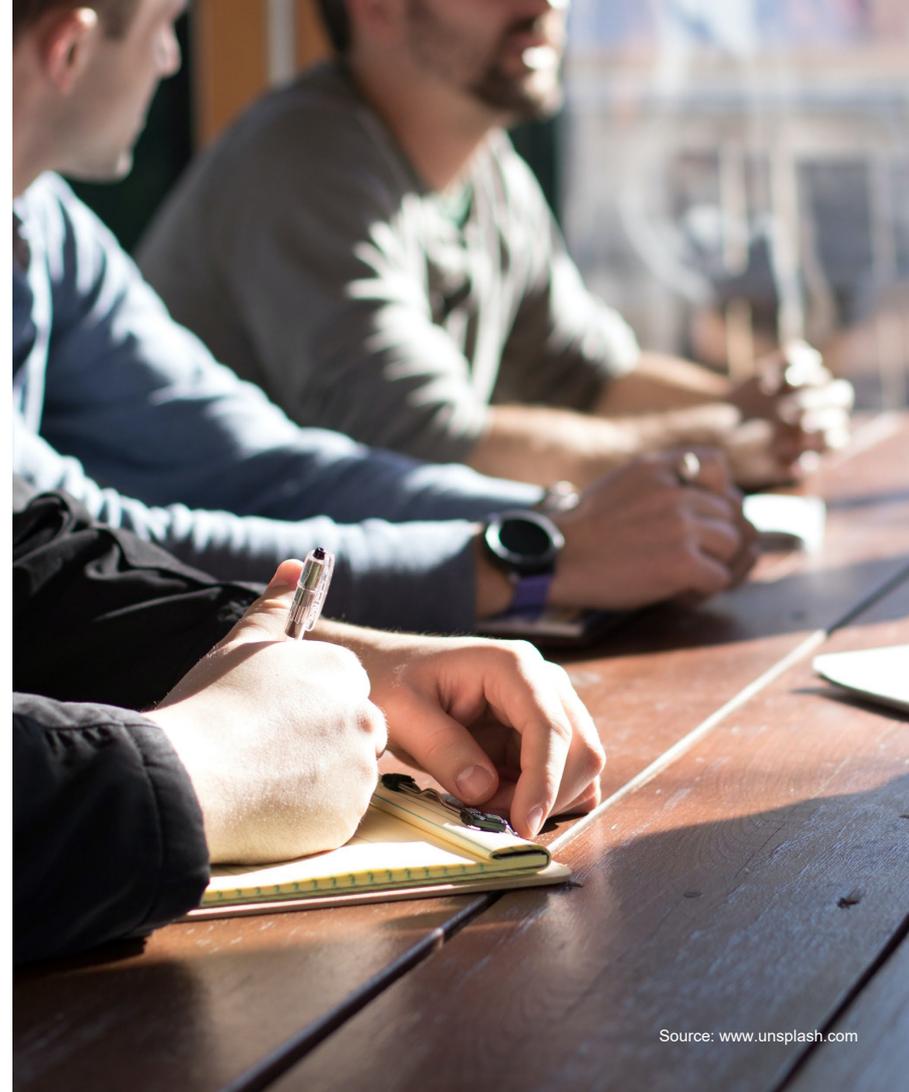
Mentoring is a mutually beneficial relationship with the purpose of developing a specific skill rather than achieving a task - it generally lasts a year.

Managing is a professional relationship used to achieve operational results. It is indefinite in duration and defined by organizational structure.



Coaching Styles

- **Democratic:** Step in when needed to keep the process going and let the coachee feel in control.
- **Authoritarian:** Decide what, when and how to do it, and make the coachee understand.
- **Holistic:** Give the coachee a sense of their role, help them to feel more connected.
- **Autocratic:** Rather than opening a dialogue, tell the coachee what to do rather than asking.
- **Visionary:** Encourage and empower the coachee by giving direction and strategies.



Mentoring Styles

- **Challenger:** Be supportive but firm and push the mentee to focus on a specific goal.
- **Cheerleader:** Be supportive and encouraging, and push the mentee to grow new skills.
- **Connector:** Use your social skills and teach the mentee how to network and connect.
- **Educator:** Having a training background and push the mentee to develop their deficiencies.
- **Ideator:** Use creativity to spark brainstorming, and push the mentee to get creative.



Ownership, Accountability & Trust

Ownership

There is a strong link between team members who take ownership, having a culture of accountability, and having a high trust workplace.

Ownership, accountability, and trust are critical for the success of any project and company. They make collaboration possible - especially in remote work environments.

Let us start with some definitions for ownership, accountability and trust in a distributed workforce. What does it mean for your team members?



Accountability

Taking ownership is about taking the initiative. When teams take ownership of their work, they treat the project as if it were their own project.

Being accountable is about being responsible for the result. It is about acknowledging that your actions affect others' abilities to accomplish their goal.

Trust encourages team members to take ownership and reinforces accountability because when you are trusted, you do not want to let your team down.



Trust

Taking ownership tells others:

“You can trust me to do the right thing”.

Being accountable tells others:

“You can trust me to do what I say I’m going to do.”

Having trust in a team tells others:

“I believe you will do the right thing and I believe you will do what you say you are going to do.”



Lessons Learned

Lessons Learned

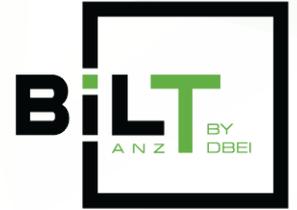
- Understand the challenges
- Regular structured check-ins
- Multiple communication options
- Ongoing support and encouragement
- Mentor and coach more than you manage
- Remember ownership & accountability build trust
- You got this!



Thank You

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Reminder

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