



Distributed Workforce

How to Support a Remote BIM Team

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**BIM
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About the Speaker

Holger de Groot

I'm the CEO & Founding Director 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.

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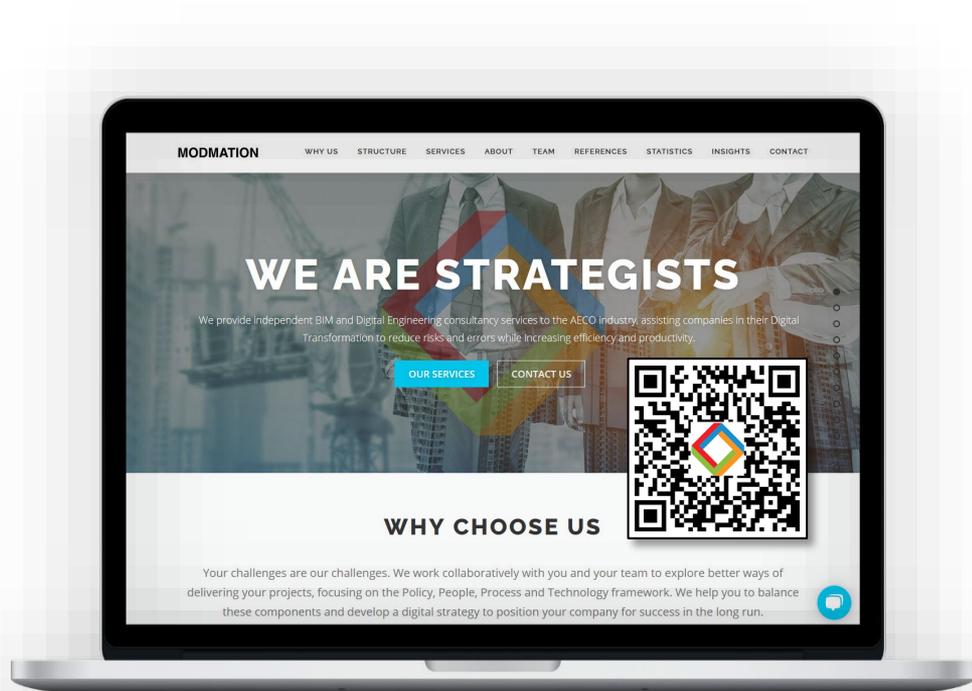


Independent Consultancy

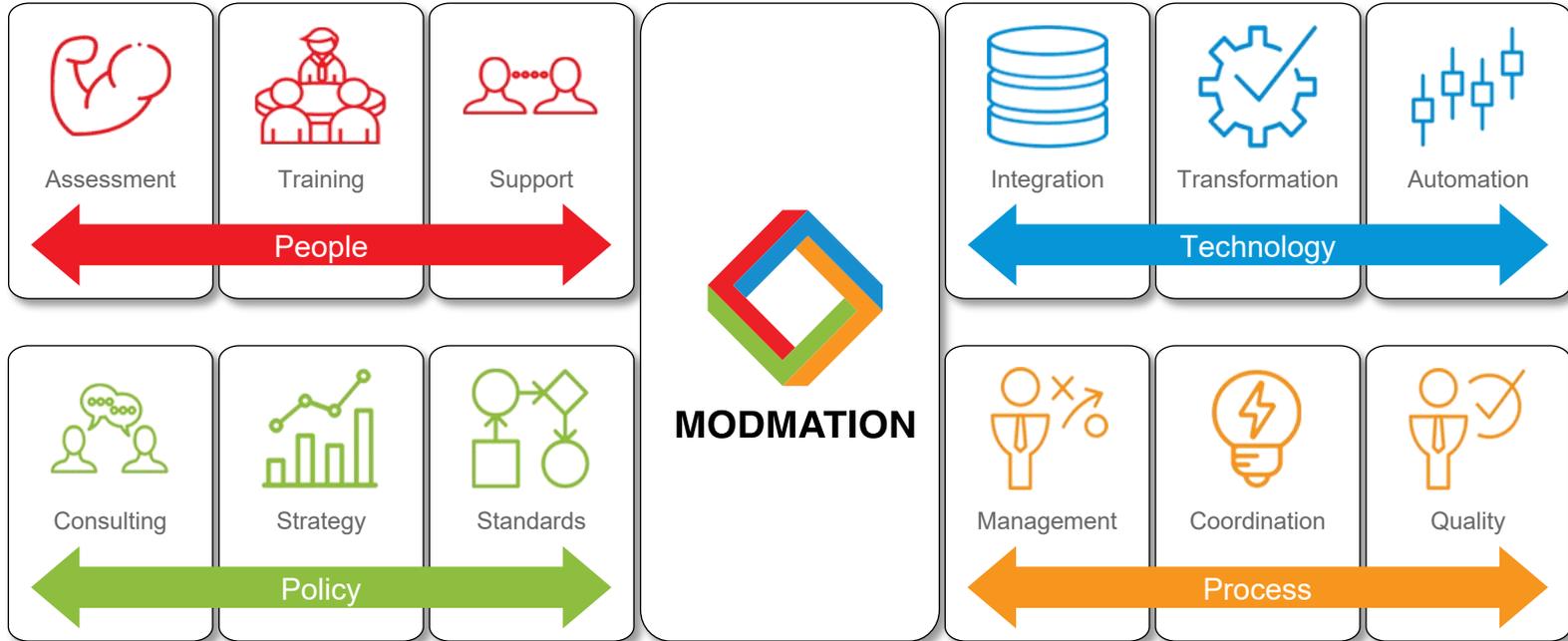
Digital design and construction plays an ever-increasing role in all aspects of today's AECO industry.

For more than 15 years, our team members have supported companies, working with virtual team members in over 7 different countries.

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



Independent Consultancy



In this Session

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



Remote Support Challenges



A New Way of Working

Synchronous

Located

Working Together, Together



Co-Located

Working Together, Together



Distributed

Working Apart, Together



Asynchronous

Working Together, Alone



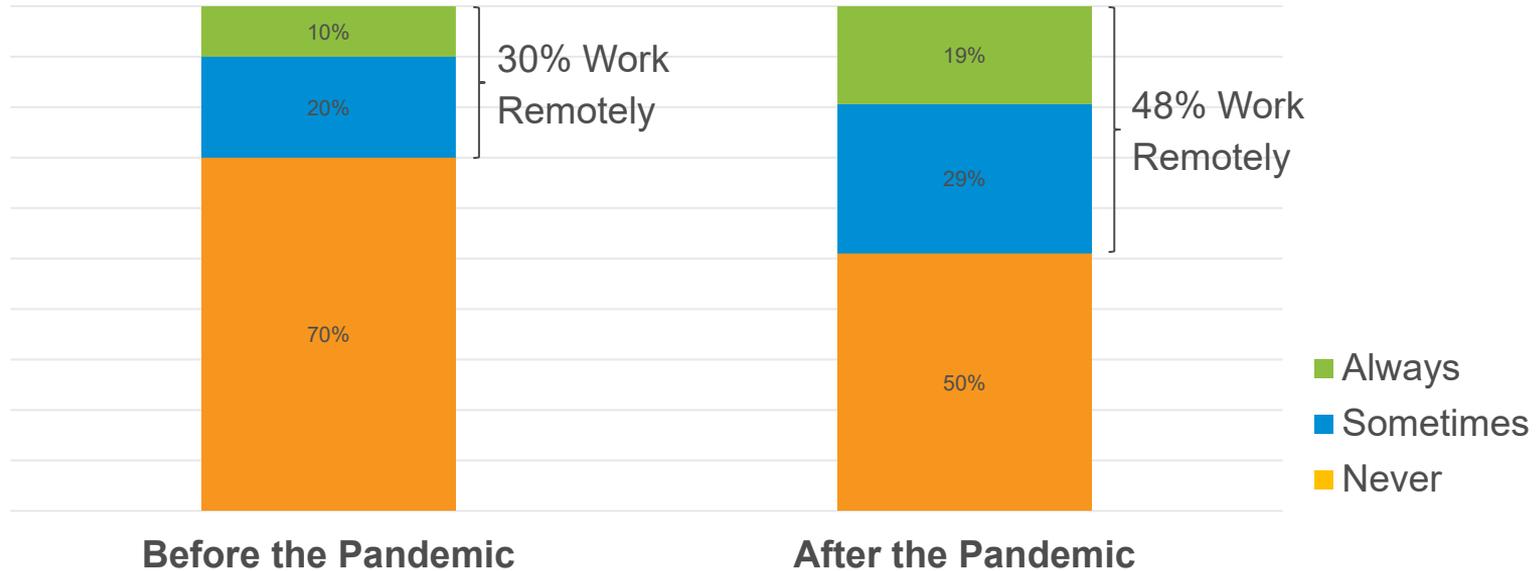
Working Together, Alone



Working Apart, Alone



Remote Work is Here to Stay



Moving Projects to People

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

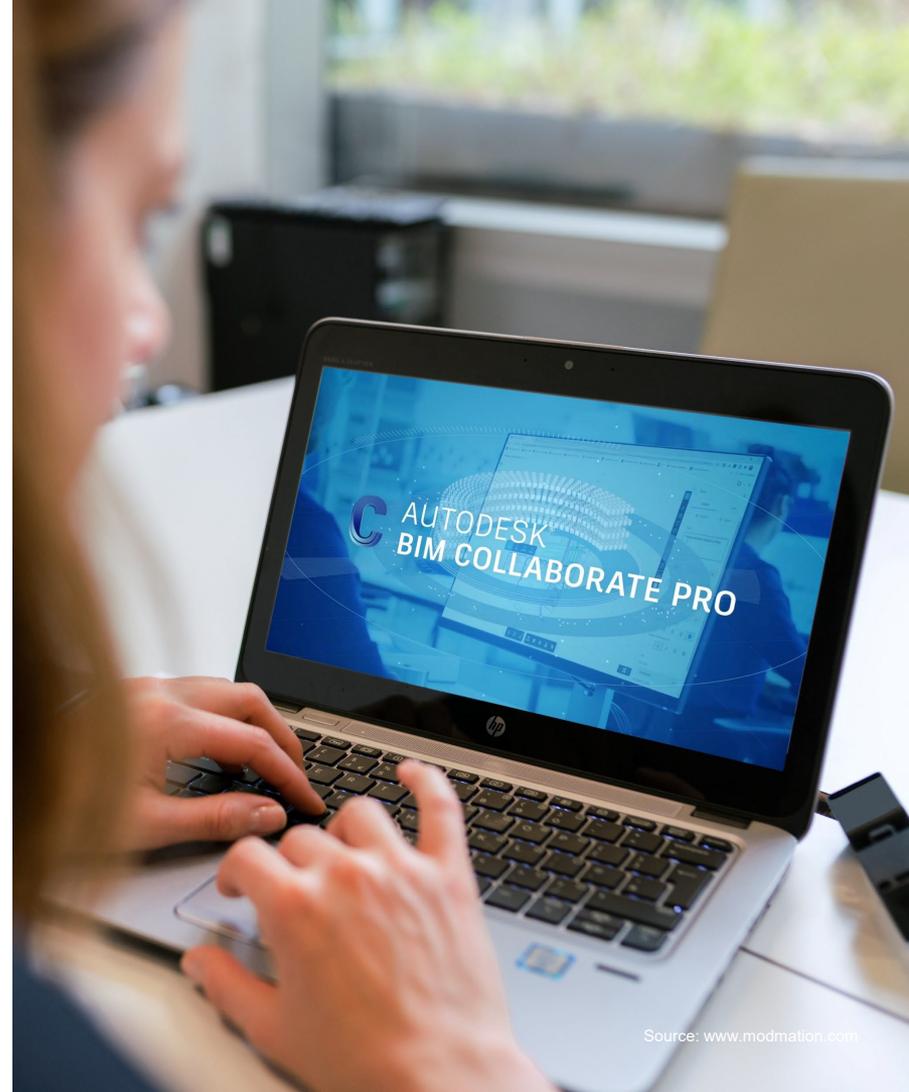


Understand the Challenges

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



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.

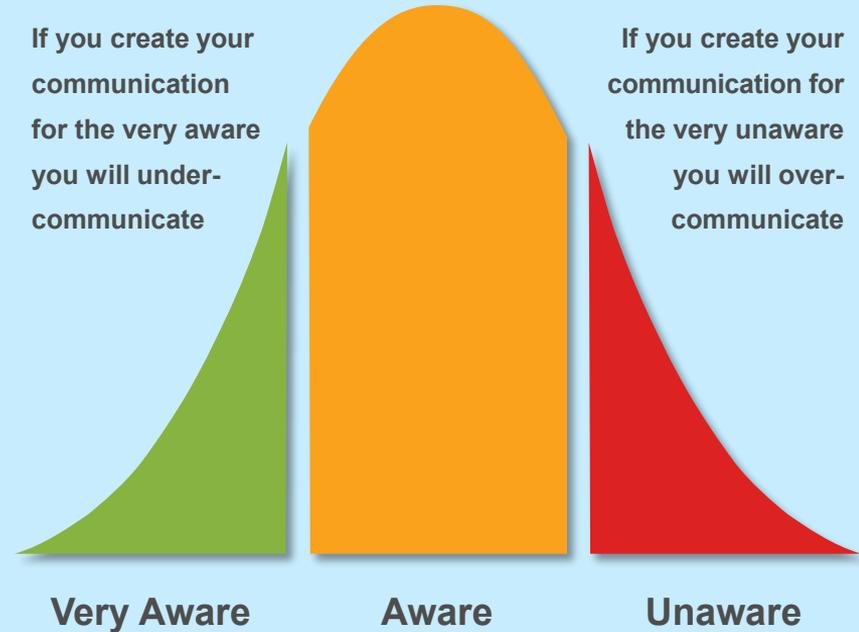


Over-Communicate

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**



Coaching, Mentoring & Managing



Professional Development

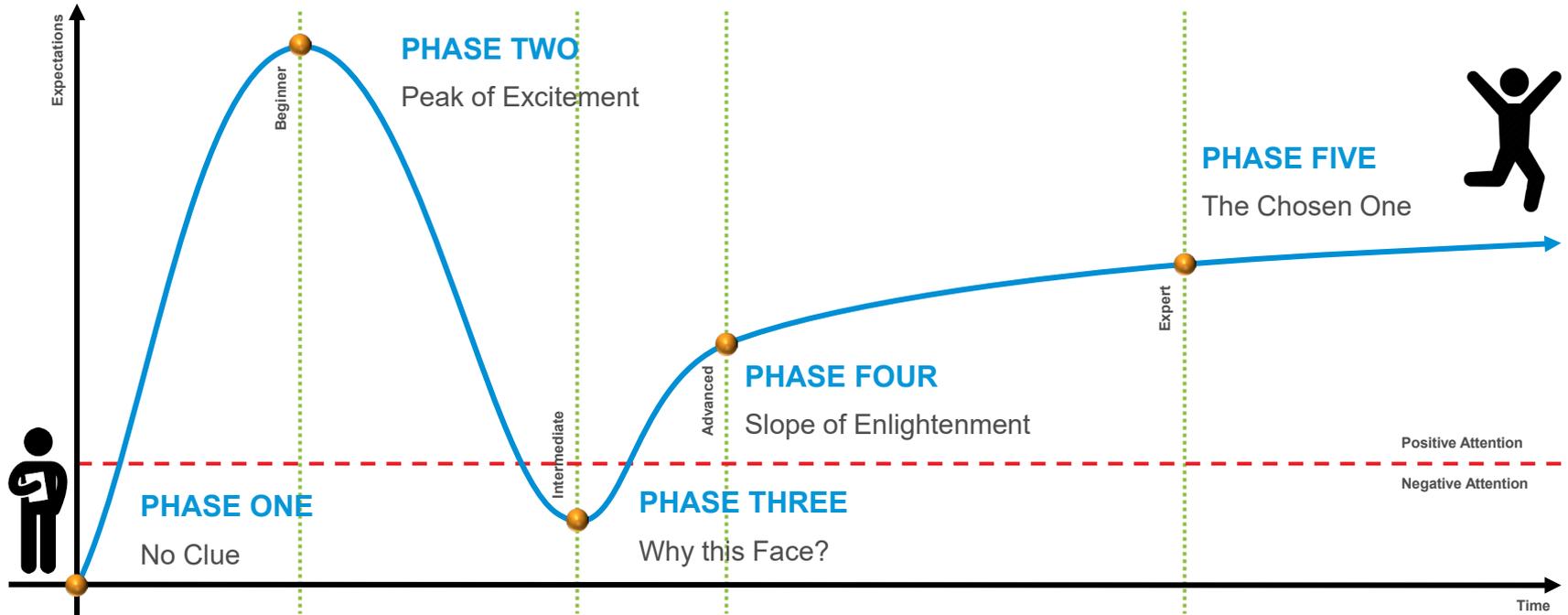
Companies want their teams to learn quickly, to improve productivity. Achieving this goal involves coaching, mentoring and managing.

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 coach and mentor more than they manage.



Five Phases of Revit

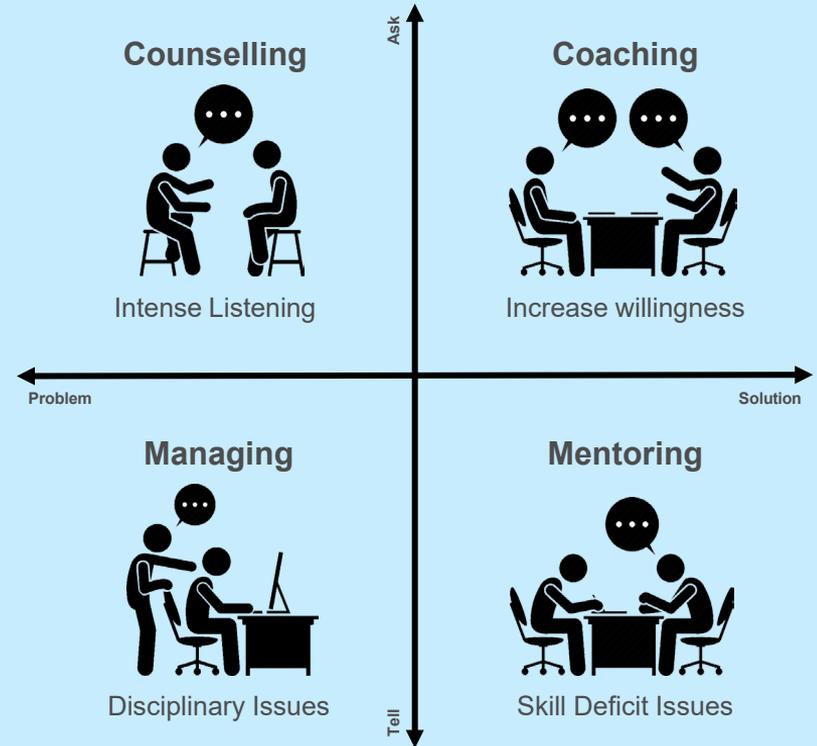


Coach, Mentor or Manager

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.



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
- You got this!





Thank You!

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