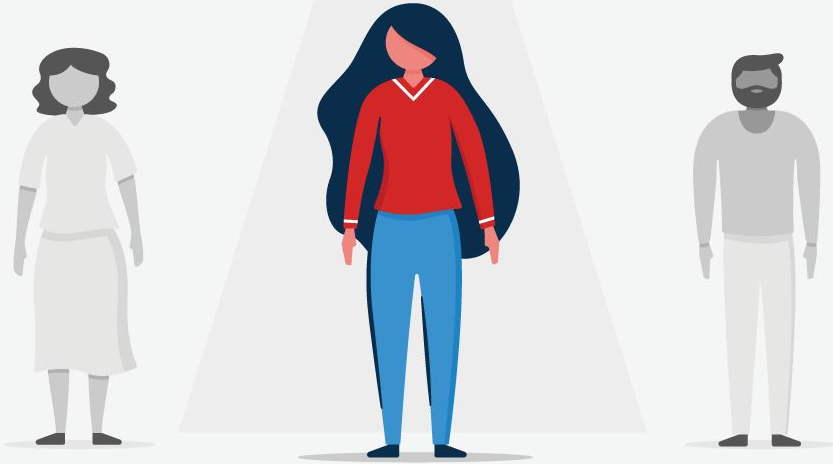




Creating an Inclusive Team Culture in Times of Change

@yennycheung

Why are you **presenting**,
Yenny?



ABOUT ME

Yenny Cheung

Engineering Manager at Yelp
in Hamburg

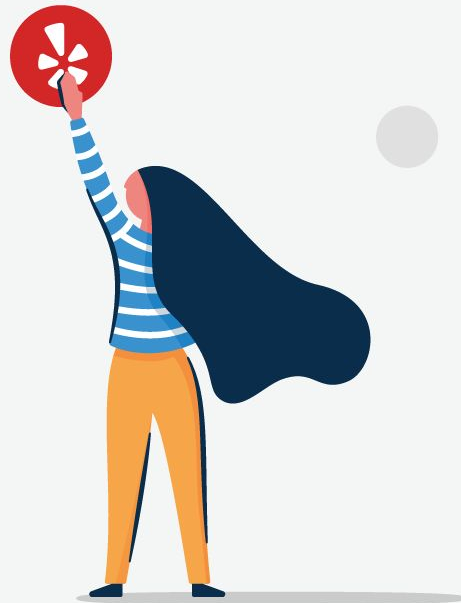
Leads the Women in Tech
employee resource group at
Yelp in Germany



@yennycheung



The main takeaway:
People first!



Leadership styles

Red	A bit of anger, frustration, edge, or urgency
Orange	Cautious, hesitant, tiptoes, low-risk
Yellow	Lighthearted, effervescent, cracks jokes
Green	In tune with feelings, loving, high EQ
Blue	Calm, cool, collected, steady
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Brown	Adds (and lives in) nuance, complexity, or ambiguity
Black	Blunt, unfeeling, no nuance, cut and dry

*From [Lara Hogan's blog](#)



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The “How” for People First

1. **Safety** & Self-care
2. Revisit our **Expectations**
3. Effective **Communication**
4. **Inclusive** Meetings
5. Check our **Biases**



Safety & Self-care



"Safety trumps all other considerations."

- Samuel Şerban, Bloomberg Engineering Team Leader in Hong Kong



There are lots of things that could induce **stress** for us now.



Promote:

- Taking breaks
- Logging off after work
- Mental health resources



The best advice I
have gotten:

Take care of **yourself**
first, then people will
follow.



Do our teams crave
social interactions?
Are we overdoing it?



We might ask ourselves this question,
What does the team **really need** right now?



The phases of remote adaptation



Skeuomorph

Imitate the design, structure and norms of an office environment.



Functional

"What if we didn't do things the way we've always done them?"



Asynchronous

Completing work without mandated synchronicity.

*From [GitLab's blog](#)



@yennycheung

Phase 1 -

Skeuomorph

- Replacing hallway conversations with private Slack messages
- Keeping all the meetings and the etiquette



The phases of remote adaptation



Skeuomorph

Imitate the design, structure and norms of an office environment.



Functional

"What if we didn't do things the way we've always done them?"



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*From [GitLab's blog](#)



@yennycheung

Phase 2 - **Functional**

- Recording meetings and filling in the undocumented knowledge gap
- Posting on Slack public channel for visibility



The phases of remote adaptation



Skeuomorph

Imitate the design, structure and norms of an office environment.



Functional

"What if we didn't do things the way we've always done them?"



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*From [GitLab's blog](#)



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Phase 3 -

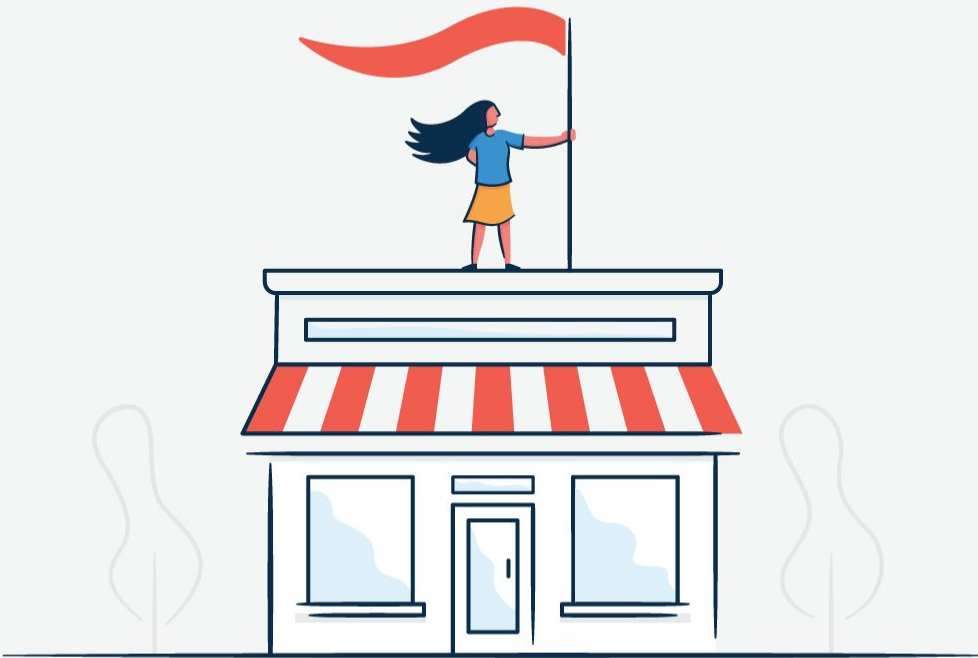
Asynchronous

- Centralized information sharing on issue tracker
- Documentations as source of truth



1:1 are the best
channels to **actively**
listen to the team





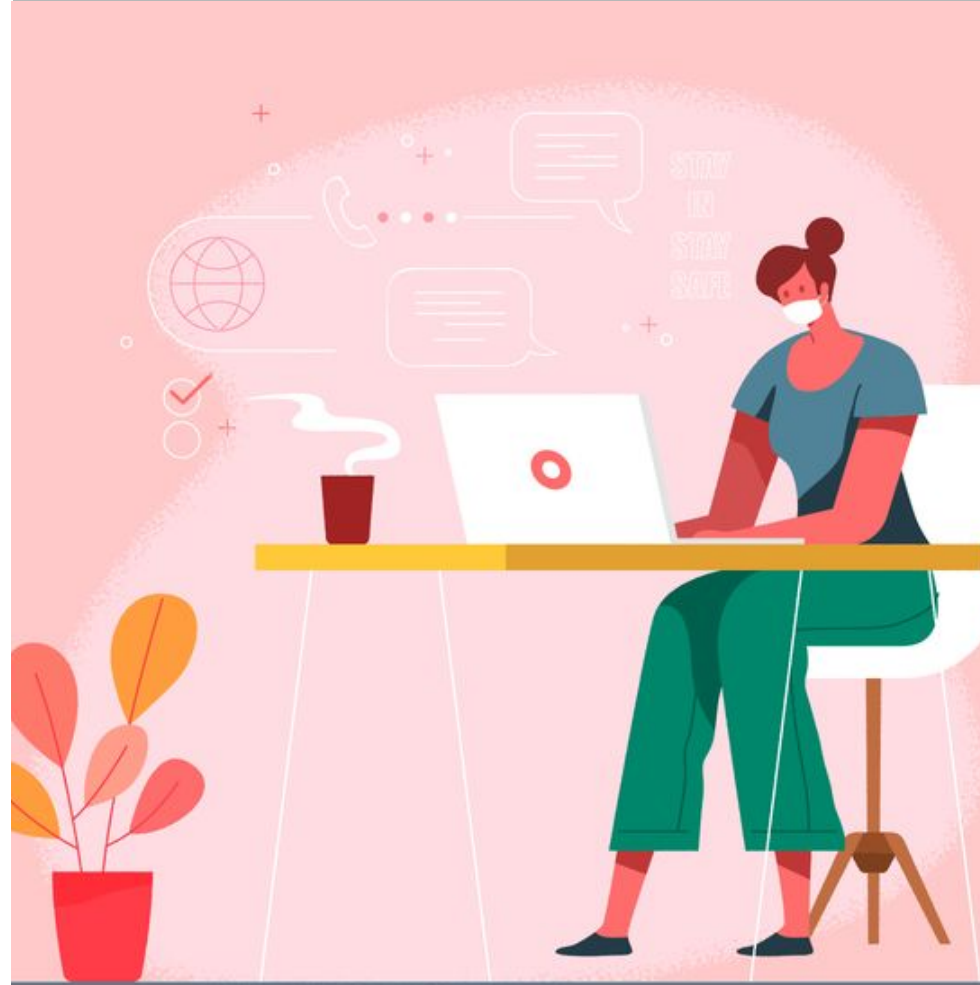
Revisit our
expectations

This is **not a normal**
work-from-home
situation.



REVISIT OUR EXPECTATIONS

Revisit our
expectations... with
the team member.



What we could **offer**:

- Flexible hours
- A list of tasks to drop or delegate to adjust workload
- Not scheduling team events in the evening



REVISIT OUR EXPECTATIONS

When giving feedback, be genuinely **curious** about the recipient.




My take: this is not
the time for **formal**
performance
management.



When the team does
great work, we still
want to celebrate.



Recognition with Yelp Love

 [Send Love](#) [My Love](#) [Explore](#) [Leaderboard](#)

Send your lovin'

Send love to Type a username


your teammates

Congrats on the amazing project launch!

Keep it simple: don't disclose confidential or sensitive information. 140 chars max

[Send Love](#) ☐ [Send in secret \(?\)](#)

[Create shareable link](#)



Who made me laugh in my darkest hour?

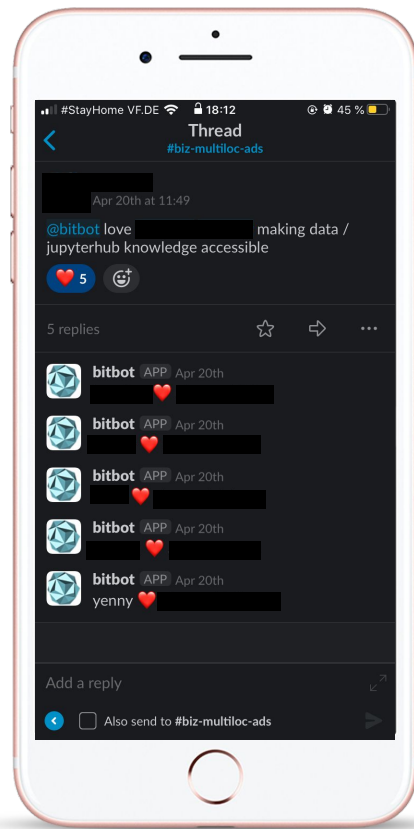
Who helped me out?

Who's my hero this week?

[FAQ](#) | [Send feedback](#)
Made with ♥ at Yelp.

REVISIT OUR EXPECTATIONS

Recognition with Yelp Love



Effective Communication



The team craves
direction and
information during
this time.

Transparency is key.



Potential **pitfalls**:

- Over-promising
- Under-communicating



For the information
we know,
over-communicate
to the team.



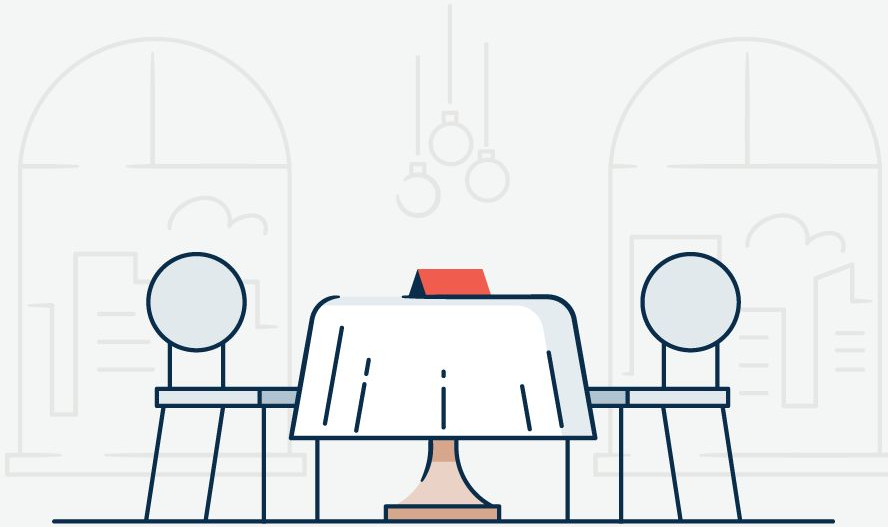
If we don't have the information yet, commit to a **time** and **channel** when we'll give more info.



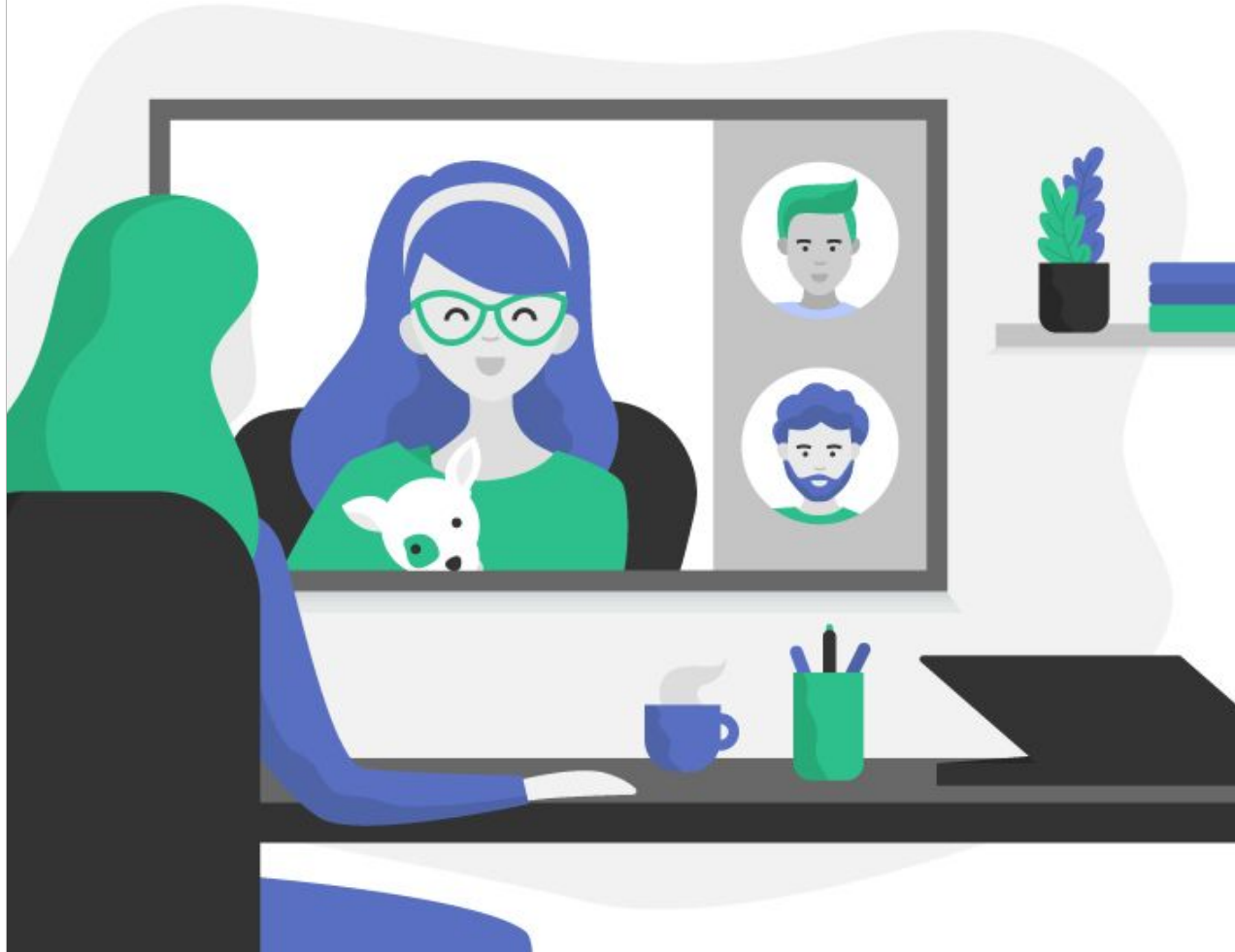
If we won't have the
information, be
honest with the
team.



Inclusive Meetings



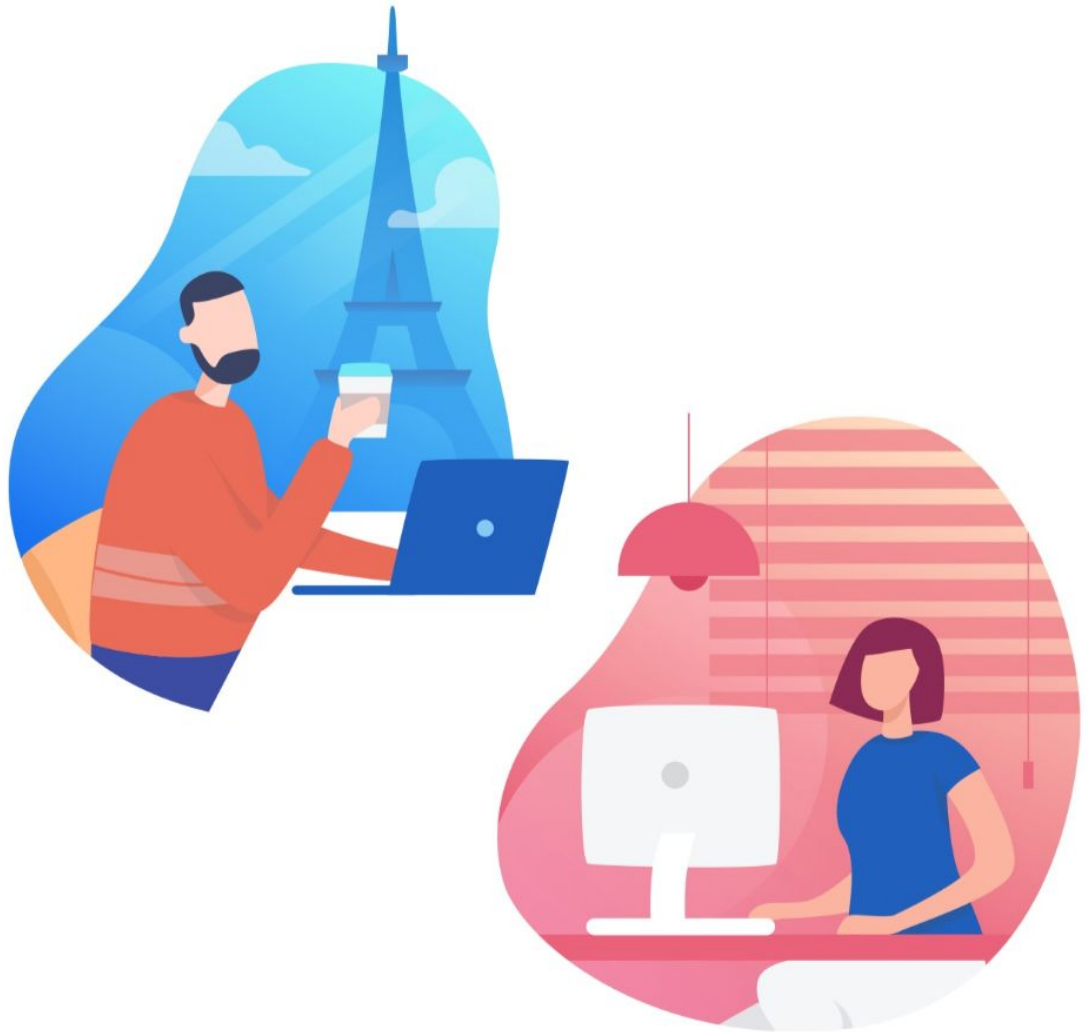
Do we need this
meeting?



INCLUSIVE MEETINGS

As a **participant**:

- Make sure other folks have time to chime in
- Emote more



As a **facilitator**:

- Distribute the agenda before
- Live captions
- Make participation optional
- Record meetings and send recaps



Check our **biases**



Availability Bias:

Overly valuing experiences that have happened recently.

Being swayed by those events that most vividly come to mind.



Stereotyping

Expecting a group or person to have certain qualities without having actually knowing them.



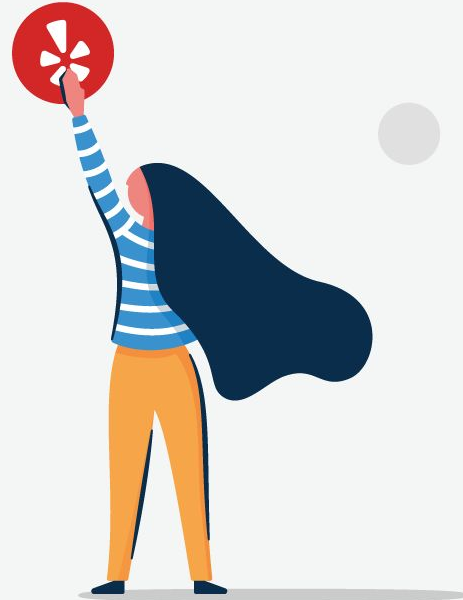
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An inclusive team culture helps us through **crisis**
and it will continue help us through **peace**.



I would want to **thank:**

**My team, Lara Hogan, Lead Dev Live, Camille Fournier,
Samuel Șerban.**



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Thank you all for attending!

Questions?

You could reach me at @yennychung.

