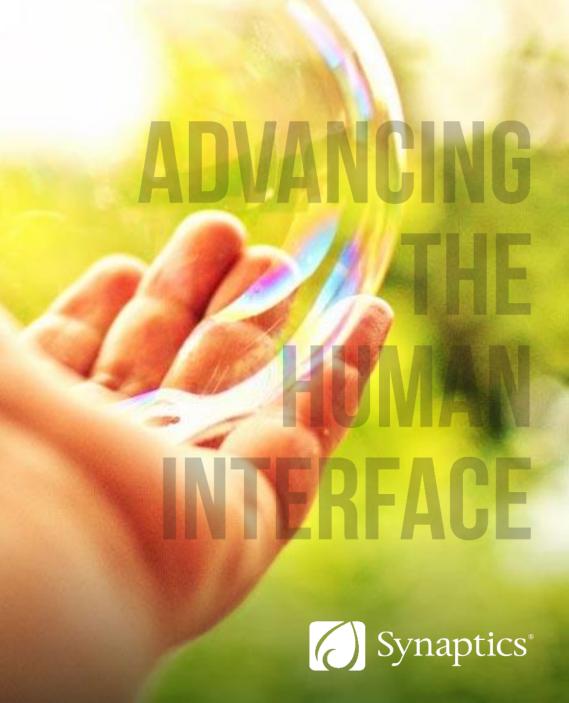
# Managing Teams In A Non-Flat World

Presented To The Silicon Valley Chapter Of The IEEE TEMS

Oct 5th, 2017

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#### **Agenda**

- My Background
- The Team
- Team Goals
- The Challenges of Remote Teams and Tips to Overcome Them
- Closing Comments





#### My Background

- Moved to the US 23 years ago
- Worked at a remote design center in Atlanta, GA for 11 years after MSEE from North Carolina State University
- Moved back to Bangalore in 2007 and worked at TI & Cypress for 2 years before returning to the US to work at Headquarters
- Can speak 4 languages and am learning Mandarin as a 5<sup>th</sup>





#### The Team

- ~100 engineers focused on all aspects of ASIC development
  - Digital design, Functional verification, Analog design, AMS verification, Physical design, FPGA implementation, Test FW development, Silicon characterization/validation, Product & Test
  - Approximately 5 chips per year
  - Multiple US locations (SJ, Austin, Atlanta, Home offices) and multiple international locations (Hyderabad, Taipei). No experience with European or South American teams.
  - Some inherited teams and some grown from scratch
- Collaboration with approximately 100 engineers in parallel teams reporting into other leaders in Japan and Taiwan



#### **Team Goals**

#### Define and Communicate Roles and Goals for Each Regional Team

#### **US** teams:

Innovation Centers with limited future headcount expansion possibilities

Goal: Pioneer cutting edge product development each year

#### **Asia teams:**

Execution Centers - close to the *needs* of the customers and scale capacity with business needs

Goal: Proliferate key technology into multiple products required to support business roadmaps



#### The Challenge: Cultural Differences

- Asian teams tend to:
  - Avoid direct confrontation
  - Resolve issues in private conversations
  - Rely on personal relationships and after work meetings
  - Avoid uncertainty
  - Emphasize religious or other holidays
  - Assign value to perks and other gestures that recognize people for contributions (except maybe in Japan)



- Asian teams can be aggressive in their long term goals (India) and impatient to get there
  - Individual recognition and titles mean a lot in India. Team recognition is important in Japan and Taiwan.
- Teams in India can disintegrate into cliques
  - India consists of many separate nations joined together somewhat artificially

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#### **Tips to Address Cultural Differences**

#### Be a Cultural Chameleon

- If you can speak the language that is a big head start!
- Relate to some of their past experiences
- Do what locals do don't hesitate to imitate!
- Understand what motivates key individuals in your team
  - Education history
  - Family background
  - Goals
  - Strengths and weaknesses
  - Interests outside work



#### The Challenge: Working with Remote Teams

- Rumors spread faster than wildfire
  - Hallway conversations amplify the negative
  - Can feel like somebody's out to get them
- Every decision will be scrutinized in the most negative light possible (this is possible in local teams as well)
- Don't do well with idle time
- Larger and more diverse teams tend to be more secure in their roles compared to smaller remote teams focused on a single function
  - Small remote teams need constant reassurance of their importance in the big picture



#### Tips for Working with Teams: Vision & Strategy Alignment

- Consistently provide company updates
  - What are the strategic goals for the next 2-3 years?
  - What are the tactical goals for the upcoming year? What products will enable the revenue/profit goals?
- How does each team fit in the vision and strategy?
  - How can their success help the success of the company?
  - How does their failure impact the company?
  - Does each employee have goals that align to the strategic priorities and goals?
- Does the leadership at remote teams understand the company vision?



#### Tips for Working with Remote Teams: Communication & Trust

- Ensure Collaborative Decision Making
  - Emphasize that leaders are trying to do the right thing it is possible they miss certain points of view when making decisions
  - Try focus groups in remote teams for important decisions
  - When decisions are communicated provide context and rationale
- Address rumors and encourage team members to dispel them as much as possible and seek answers instead
- Encourage remote team members to ask clarifying questions
- Periodic skip level 1:1s are very helpful
  - Encourage 1:1s with everyone when you visit
  - Follow up diligently on issues raised during the 1:1s

Visit regularly even if the team is small if you consider them critical to success!

## Tips for Working With Remote Teams: Local Leadership and Understanding

- Hire (or designate) a strong local leader who is aligned with the mission of the team and with company values and goals
- Understand and plan for efficiency differences between geographic locations
- Understand the insecurities of each team
  - Speak with individual team members in addition to the leaders
  - Understand history from prior organizations or companies they were part of
  - Avoid patterns of behavior or conversations that exacerbate their insecurities
- Ensure each remote team feel sense of purpose and challenge (keep them busy) and feel recognized for their contribution

#### **Closing Comments**

- Making a global team productive is hard work!
- If the goals are clear remote teams can contribute significantly
- Travel to meet face to face is the best way to build trust



### ADVANCING THE HUMAN INTERFACE

Questions?



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