

E-BOOK

Meet The New 5 P's Of High-Performing Marketing Teams

How to thrive in a world of relentless change



Real-world examples by marketing and digital transformation leaders who work(ed) at Talpa Network, Google, Heineken, Forrester, Deliveroo, Publicis Groupe and JPMorganChase.

Introduction

How do you create a consistent brand that inspires, connects with customers and helps achieve company goals?

Marketing is changing at the speed of light. So many channels, tools and data. As a former CMO of a scale up and having worked for CMO's of three Fortune 100 companies, I personally know the challenge all too well. That's why I founded HelloMaaS.

With HelloMaaS, we offer Marketing as a Service. In everything we do, we operate as a network. From the early inception late 2017, we worked with our advisors hailing from Silicon Valley, New York, Amsterdam and Sydney. As a networked organisation we tap into real world experiences and practical know-how like no other.

Move over Mad Men: this e-book shows that ways of working in marketing have changed considerably. We combine stories from inside the most iconic companies today: Google, Heineken and Talpa Network to name a few.

HelloMaaS believes there is room for a different operating model for marketers. Companies often reinvent the wheel, and make expensive mistakes with new marketing channels and tools. With us, you have smart access to great marketers that made a conscious decision to work within a quality network. We're a fast growing startup today with the ambition of becoming the best agency 2.0 tomorrow.

We are passionate to help all companies do well in marketing regardless of your budget. Therefore we launched HelloMaaS Packages. You can directly buy fixed scope, fixed price marketing solutions. For instance, an Instagram specialist to set-up your channel, create content, grow and engage with followers and help achieve your business goals without budget concerns.

Hope you find our proposition and this e-book useful. Please feel free to reach out anytime, we'd love to work together with you.



Louise Doorn

CEO/FOUNDER HELLOMAAS

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INTRODUCTION

How to Thrive in the Marketing World of Relentless Change?

Managing marketing teams is becoming even more complex than ever. With a wide array of ever growing and ever changing marketing disciplines and tactics, like PPC, Data dashboarding, Conversion Optimization, Vlogging, and Voice creating a consistent marketing plan and well performing marketing team feels like trying to solve a puzzle with round, square and triangular pieces.

What's more, today's team structures have changed significantly. These new types of teams include a mixture of full-time and part-time employees, freelancers, consultants and interns.

With all of these factors, it can be difficult to get a project off the ground with tons of hidden challenges popping up throughout the conception, execution, review and final stages.

Just like our marketing strategies evolve, the way we manage our marketing teams should also evolve to fit this new way of working.

The problem comes when we try to apply traditional models for project planning, goal-setting, meetings and boosting productivity. No two people on your team are alike. Rather than boxing everyone in to the same work environment, consider

what each individual needs to be successful.

Here at [HelloMaaS](#), we work with some of the most creative marketers in the industry. Similar to the 4 P's of marketing, we've come up with our own 5 P's of marketing management based on the challenges and best practices we've seen.

Instead of Product, Price, Promotion and Place, consider:

#1 PROJECT

#2 PROCESS

#3 POTENTIAL

#4 PERSONALITY

#5 PLACE

#1. Project Management with Jeremy Brook

Everyone knows the first step to starting a project is explaining to your team what you want to achieve and then getting into how each individual will contribute.

Right? If you've ever seen Simon Sinek's immensely popular TEDTalk "[How great leaders inspire action](#)" you might think differently.

When selling a product, most companies start with what the product is, whether its a computer or pizza, and then differentiate by explaining how their product is better. But, as Sinek explains, the most successful companies start with 'why'.

In this section, we'll help you create a project plan that not only sets clear expectations for what you'll be doing and how you'll be working, but also inspires your team with the 'why' behind your project.

[Read all about the "Why" in Project Management now](#)

#2. Potential with Jeroen de Bakker

Did you know that a shocking 50% of companies [don't have a clearly defined digital marketing strategy](#)? Setting goals is extremely important for both motivating your team and reporting results back to the rest of the company once a project is completed.

The problem is, goal-setting doesn't work the same way for each person or task. Some areas like growth marketing may already have very clear ways of measuring results and effectiveness. Meanwhile, measuring things like brand awareness may be much less straightforward.

In this section we'll discuss the biggest mistakes teams make when setting marketing goals, different methods and how to set goals for difficult to measure deliverables like brand awareness.

[Improve your Potential today](#)

#3. Personality with Louise Doorn

While personalization allows us to understand the behaviors of our audiences and use this information to communicate effectively, personalization hasn't seemed to translate into the way we manage our teams.

Personalization doesn't just apply to our audiences. Personalizing our management practices can also help us build better team dynamics.

In this section we'll discuss how personality can provide a lens through which you can better understand the motivations, behaviors and needs of your team members. Understanding these key differences will help you maximize the strengths of each personality type and motivate them to excel.

[Learn about a data driven approach to soft skills](#)

#4. Process with Charlene Li

Let's be honest. Exactly how many ineffective meetings have you had to sit through? They seem to drone on and on without a clear train of thought and ultimately, no clear resolution. That's sixty minutes of your life lost.

A [study](#) by Atlassian found that excessive emails, pointless meetings and constant interruptions were the top barriers to productivity employees experience in the office.

In this section we'll share productivity hacks and tools to make sure all your processes are as productive as possible, including meetings, 1-on-1s and internal communications.

[Process sounds boring, let us prove you differently](#)

#5. Place with Digital Nomads

We put so much time and effort into evolving our workplaces into centers for productivity. Ditching cubicles, open office spaces, even bean bags and an array of psychologically soothing colors have been employed to coax people into a sense of workplace zen. But is it actually working?

The debate over in-house vs remote work is raging on with some major players like IBM, Yahoo and Google dropping their work from home policies, while others are firmly standing behind and even promoting their flexible work options to gain new hires. With so many pros and cons to consider, how do you know which option is best for your team?

In this section we'll tackle the topic of place, exploring some of the most commonly asked questions: Should I allow my team to work remotely? How do I know if people are actually working when they're not in the office? Should we stick to the traditional 9-5 working hours? How do I make sure remote team members feel included?

[Work is where there is WiFi. Learn about working from home, wherever that is](#)

It's time to reconsider how work actually gets done. Check out parts 1) Project, 2) Potential, 3) Personality, 4) Process, and 5) Place where we go in depth into each of the 5 P's of managing a marketing team.



#1 Project Management with Jeremy Brook

Project management is one of the most important skills marketing managers need to sharpen and develop over time. Especially in today's data driven interconnected world, the effectiveness of your team will have a chain effect on the success of the sales, customer service and even development teams.

PROJECT

POTENTIAL

PERSONALITY

PROCESS

PLACE

Your role as a marketing manager is to set your team up for success through effective project management. But what does that actually mean?

A few years ago, Google conducted a study called [Project Aristotle](#) to discover what the secret was to creating the most effective teams. One important difference they found was that the way we view effectiveness changes based on our perspective. For executives, results were defined as the main measure of team effectiveness.

Meanwhile, interestingly, they found that for employees, team culture was more important. As you can guess, team leads saw effectiveness as a combination of both, placing emphasis on “ownership, vision and goals.” This shows how important it is for you to be the bridge between these two perspectives.

What’s missing in the way we plan our marketing projects?

Everyone knows the first step to starting a project is explaining to your team what you want to achieve and then getting into how each individual will contribute. Right? If you’ve ever seen Simon Sinek’s immensely popular TEDTalk [“How great leaders inspire action”](#) you might think differently.

When selling a product, most companies start with what the product is, whether it’s a computer or pizza, and then differentiate by explaining how their product is better. But, as Sinek explains, the most successful companies **start with ‘why’**.

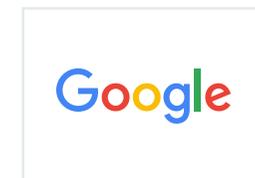
This idea has given rise to a new type of marketing. Instead of focusing on product, what we’re seeing is a move towards purpose-driven marketing. With the massive

range of options available online, it’s all about **connecting with customers beyond their basic needs**.

Explaining your ‘why’ isn’t just important for customers. A study by Globoforce found the top reason respondents wanted to stay at their company was because they [found their job meaningful](#). This reason even topped compensation and benefits.



Jeremy Brook



Translating The ‘Why’ for Your Team

If you want your campaigns to successfully transmit your brand’s purpose, your marketing team also has to understand and believe in the ‘why’ behind their work.

We spoke with our advisor [Jeremy Brook](#), to get his perspective. As current Head of Marketing for Deliveroo Australia, and a former team lead at Google and Heineken, effective project planning became a key ingredient he developed to motivate his team. As Brook explained:

“Connecting to the why, not only at a brand vision level, but also at a project level is essential. If a project is important enough to be doing then it’s also important to ladder up into your vision.”

This isn’t just for important campaigns and messaging. Connecting, even everyday tasks, to your ‘why’ will help each of your team members understand the important role they play within your organization.

“One notable example I can recall was when I was at Heineken, my team was tasked with updating the responsible marketing code. Another department in the company had made this external commitment and it could have easily be seen as a ‘must-do’ every 5 years. But when we looked at the why, we saw an enormous opportunity to empower marketers to embrace new mediums with confidence when they were properly age-gated. As a result, this would drive both creativity and adoption of new and emerging media (both key KPIs for our CMO).”

People don't buy **WHAT**
you do; they buy **WHY**
you do it.

Creating Ownership Through Inclusion

Understanding your 'why' is just the first step to great project management. Including your team's input will go a long way in helping you motivate and inspire action. To truly be motivated by your purpose, your team also has to feel they are part of it. The best way is to share ownership. Whether you hold a brainstorming session or simply have an open discussion for ideas, concerns and questions, involving your team in the planning is essential.

Everyone on the team will see your project from a different perspective based on their area of expertise, personal experience and many other factors. Leverage these differing perspectives to strengthen your projects.

[Studies show](#) that when an employee feels psychological ownership over their work, they're more likely to experience job satisfaction, commitment to the organization and improved performance.

According to Brook, this is one of the most important steps to making your team project more effective:

"I was lucky enough to be working at Google when the company was obsessing over the effectiveness of teams. In my own team we invested a lot in understanding our own dynamics and working out where there was most room for improvement. One specific thing we realised early on was that we were less effective at engaging and collaborating with remote team members which, given the scale and nature of Google's business, was a huge handicap for us (for reference project teams can span 10+ timezones and as many countries and cultures).

To address this we asked people we had collaborated with remotely in the past three things: What was great about working with our team? What sucked? What could we do to make it suck less in future? These wash-ups were actually an idea from a remote team member who loved working with us but saw there were limitations. Wash-ups, regardless of whether the project was great or not (or if it was ad-hoc), are a great way to learn." - Jeremy Brook

Setting Clear Goals

Finally, you need to give your team the autonomy they need to take full ownership of their tasks. The third step you need to solidify ownership is to set expectations with clear goals for the project.

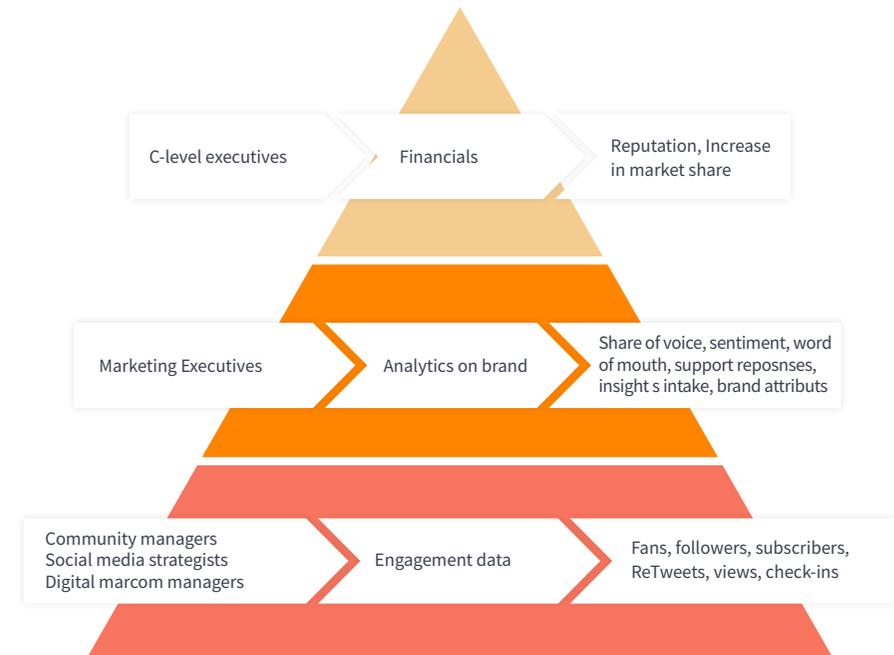
Again, these goals shouldn't just come directly from you. "If you can agree what the end result is, then it's easier for people to sign-up to how you get there," Brook shared.

Find a time to sit down with each team member and come up with SMART goals:



To hold everyone accountable, you then need to make your team and individual goals for the project visible in a project plan. This can be written out in a Google doc or, if you prefer a more visual approach, use a tool like Trello to provide a full picture of each step and individual task each team member will undertake.

As Brook explained, your project plan should be, "Concise. Simple enough for everyone to understand and written with the end-user in mind."



Engaging freelancers with your ‘why’

[Our team](#) helps marketing managers and experienced marketing freelancers connect every day. One of the main challenges we see managers struggle with is being able to attract and create longer term relationships with talented freelancers.

Remember, it's not just your full-time team members who need to be engaged. If you want to attract the most talented freelancers or consultants to your project, you need to start by explaining why your project is worth their time and include their opinions and expertise in the project planning phase.

“Everyone should be on the team for a reason. It shouldn't matter what their contractual relationship is to the company, but rather that they have a role to play. Freelancers can often do this way better at a project level because they have a discreet and identifiable start, stop and (hopefully successful) outcome. As a result, freelancers can often sign up to the project goals more easily than other team members but it's essential to call out their authority and autonomy in their respective role as equal to any other project member,” said Brook.

#1 PROJECT MANAGEMENT

Checklist and Recommendations

Checklist for effective project management:

- Connect the project back to your 'why'
- Make everyone, also remote team members and freelancers part of the team
- Set expectations clearly and detail in metrics. Both for each team member and for the entire team
- Use tools for fast and easy communication and collaboration
- Set up regular meetings

Our recommended project management tools:

Slack:

Easy collaboration, faster than email, more fun with Giphy's

Trello:

See what everyone in the team is working on, swipe cards to show progress, make changes in priorities easily

Airtable:

Pre-set marketing campaigns and actions. No need to reinvent, just select your marketing activity from the Airtable library.



#2

Potential

with Jeroen de Bakker

CMO of Talpa Network radio, Jeroen de Bakker shares his insights on creating a data driven marketing strategy.

PROJECT

POTENTIAL

PERSONALITY

PROCESS

PLACE

Communicate Effectively

Digital transformation is at the top of every executive's agenda. With more pressure on the C-level to demonstrate ROI to investors and members of the board, managers are also under pressure to make all of their activities data driven. This is especially important for marketing teams.

A [Forbes Insight Report](#) found that, "64% of survey respondents "strongly agree" that data-driven marketing is crucial to success in a hyper-competitive global economy." In today's digital landscape this makes sense.

People Want More Personalized Marketing

Today, consumers are pickier than ever. They want brand messaging which is relevant and tailored specifically to their needs and interests. A [study](#) by Adobe found that:

- 67% of consumers think it's important for brands to automatically adjust content based on their current context
- 42% even went as far as saying they get annoyed when their content isn't personalized

To stay competitive, companies will need to leverage data based insights to better personalize their content distribution processes.

Departments Are More Interconnected

In the digital age, our departments are becoming more interconnected than ever. The leads your marketing team is expected to generate each quarter will impact

your sales team's projected Sales Qualified Leads.

Based on this, your customer success team will plan how much time and resources needs to be allocated to existing and new clientele.

Planning and decisions therefore need to be made based on data rather than guesswork. Establishing company wide goals and common definitions of what success looks like is essential.



Jeroen de Bakker



Our Teams Are Less Connected

What's more, our teams themselves are changing. With ever increasing demands, [outsourcing marketing activities](#) to freelancers and consultants has become a common solution for marketing managers in need of new skills and more marketing muscle.

At the same time, the addition of part-time employees, freelancers and consultants means that having a clear way of aligning and proving your team's effectiveness becomes even more important.

In this environment, marketing managers are under more pressure than ever to set data driven goals which drive teams towards their full potential.

Yet:

- 50% of companies [don't have a clearly defined digital marketing strategy](#)
- 81% of marketers agreed that [implementing a data driven strategy](#) is difficult

We spoke with Jeroen de Bakker, Director of Product and Growth at Talpa Network Radio and an expert in digital transformation, to get his insights on how to create a data driven marketing strategy.

1. Get your team to start thinking in a data driven way

According to de Bakker the first step to creating a data driven team is, ***“By giving them the data, tooling and training they need to be able to work in this way.”*** Unfortunately, becoming data driven isn't something that happens

overnight. It requires both a physical transformation and a shift in mindset.

Too often data will stay siloed with your growth marketers being the only ones with access to the platforms and tools being used to track and measure metrics. What's even more common, is when everyone on the team has access, but simply doesn't know how to use these tools to filter, analyze and draw the insights they need to track progress.

In order to help your team through this transition you have to ensure data is more transparent and accessible. Look for tools and platforms which can optimize your processes, but are also user friendly for the less technically savvy. Provide training and set weekly reporting so your team gets used to keeping data top of mind.

Every 6-8 months you should reevaluate how useful the tools you're currently using are and whether there are new options which could integrate multiple functions (and data) in one. Just because you've always used a particular tool doesn't mean you should continue doing so.

2. Start with ‘The One Metric That Matters’

With so many priorities on a marketing team's plate, from generating leads to building brand awareness, it's often difficult to know where to start. Luckily, you won't have to come up with a strategy that somehow combines everything into one, instead, ***“Think carefully about ‘the one metric that matters.’”*** de Bakker said.

Finding one company wide OMTM (one metric that matters) helps break down silos and ensures all departments are working together towards a common objective.

To align your marketing strategy with sales, customer success and even product, it's essential for your company to define your OMTM. [According to Neil Patel](#) of Kissmetrics.

“The OMTM is a single metric that you care about at a given point in time, for the stage of your startup. So the first thing to remember is this: the OMTM will change. It's not a single number that matters throughout your startup's existence.”

If you're a young scaleup looking to reach ambitious growth targets, then your marketing team's objective should be to generate more leads. In this case your target metric should be Marketing Qualified Leads.

If you're a more established company that's pivoting in a new direction with a company wide rebrand, a branding strategy focused on increasing brand mentions or media coverage may be more important.

3. Setting Goals for Difficult to Measure Objectives

Once you have your overarching goal, you need to set KPIs for each marketing activity or campaign your team is planning to launch to reach this metric.

“You must dare to make choices based on your strategy and test whether the data

you need is available to make the desired effect of your marketing efforts transparent.” de Bakker explained.

Setting data driven KPIs for growth marketing may be easy, but how do we actually measure the success of activities like events, brand awareness and thought leadership in a quantitative way? Does this mean sacrificing creativity for cold hard numbers?

According to de Bakker, this shouldn't be an issue, ***“Strong beliefs are important for creativity. You just have to be prepared to validate your assumptions - preferably in advance - in order to optimize the implementation of your idea or concept.”***

If you're a more established company that's pivoting in a new direction with a company wide rebrand, a branding strategy focused on increasing brand mentions or media coverage may be more important.

And no, it's not just cold hard data, ***“We not only measure quantitative, but also qualitative effects with frequent panel studies, among other things.”***

Here are just a few metrics you can consider when planning KPIs with your team:

- PR - Share of voice, backlinks, referrals, shares, reach, increase in earned media vs CPC
- Branding - Direct traffic, brand mentions, qualitative surveys, social media followers
- Events - Registrations, spikes in direct traffic, social media engagements, media coverage, MQLs (based on UTM links or a special code given to participants)

#2 POTENTIAL

Checklist & Recommendations

Creating a data driven marketing strategy doesn't have to be difficult.

Just remember to:

- Provide the tools, data transparency and training your team needs to become data driven
- Start with 'the one metric that matters'
- Set KPIs based on quantitative and qualitative metrics for each marketing activity

Our recommended project management tools:

Mixpanel

Mixpanel is a strong behavioural analytics tool that can track your OMTM and all the quantitative metrics that influence it.

Hotjar or Uxcam

With Hotjar you can track qualitative data like recordings of your website. If you have a mobile app you can use Uxcam.

Segment

Instead of implementing every data tool from scratch, use Segment to integrate all of your favorite tools. This way you can empower every team to use the tool they want without wasting developers time.

Bonus tip for startups*

Tools can get expensive. With the start up program of Segment you can get more than \$25.000 worth in free + discounted tools.



#3

Personality with Louise Doorn

Personalizing management practices to build better team dynamics. CEO of marketing as a service platform HelloMaaS, Louise Doorn, shares the importance of personality in building great teams.

PROJECT

POTENTIAL

PERSONALITY

PROCESS

PLACE

Personalization has become the new objective of marketing teams everywhere. Before, our strategies were built on segmenting our audiences based on demographics like gender, location and age. Customer personas were then used to make generalized representations of each segment, allowing us to create a campaign for Jake, the single 26-year old techie, who supposedly represents the tastes and interests of all single male 20-somethings.

But now, advanced tech like AI, machine learning and big data are bringing our marketing game to a whole new level by allowing us to create content for individuals, not customer segments. The power behind this advancement means that we now know Jake, and his seemingly identical single roommate Bob, have absolutely nothing in common.

“If we invest more time at the start of a project by understanding each other’s personalities, and communicating about the potential challenges, we feel more engaged and appreciated as a human being which usually leads to better work experiences.”

While personalization allows us to understand the behavior of our audiences and use this information to communicate effectively, personalization hasn’t seemed to translate into the way we manage our teams. Today, some marketing managers

know more about Jake than Jessica, the designer who sits next to them in their open office space. Personalization doesn’t just apply to our audiences. Personalizing our management practices can also help us build better team dynamics.

We spoke with HelloMaas’ CEO, Louise Doorn, to get her insights. As an expert in creating [on demand marketing teams](#), she’s seen what it takes to build a high performance work culture, even when half or more of its members are working remotely.



Louise Doorn



Personalizing Your Management Style

Each member of your team is different. Using the same communication style for one may not be as effective for another. Some people are excellent communicators who thrive in an open office environment which allows them to interact and collaborate with teammates on projects. Meanwhile others prefer quieter environments in which they have the space to analyze and process information, undisturbed.

There are big picture thinkers and detail oriented sticklers. People who thrive in organized and process oriented environments and others who feel their creativity is stifled by too many rules and procedures.

Marketing teams in particular are often made up of more results oriented growth hackers, analytical content writers, creative designers and extroverted PR professionals. Failing to recognize these differences can result in miscommunication, lost productivity and disengagement.

In today's working environment, with many team members working on a remote, part time or freelance basis, effective communication is even more important than ever.

This may sound a bit overwhelming... Just how do you know what each person's work style preferences are and how can you cater to the different and potentially conflicting needs of each team member?

If you really want to create a high performance team, you have to go deeper than a person's role. As Doorn explained:

“Marketing is a creative profession. Today data, tools and A.I. are used when hiring people. Not necessarily a bad thing. Yet, with the rapid rise of freelance working, online matchmaking can become too task and output focused without considering the personality of the person.”

It's likely you've heard of the [Myers-Briggs](#) personality test or MBTI. The assessment identifies 16 distinct personality types. Each of these types are made up of a combination of:

- Introversion vs extroversion
- Intuition vs sensing
- Feeling vs thinking
- Judgment vs perception

While everyone has a combination of each of these characteristics, we all have a natural inclination towards one or the other. According to Doorn:

“It's clear some types might be more natural leaders, deep thinkers or out-of-the-box creators, but all 16 types can find a way to work and play well together.”

Of course, personality assessments aren't an exact science and people won't always fit squarely into one category or the other. But knowing your team members' personality type provides a lens through which you can better understand their motivations, behaviors and needs. This can serve as a basis to adjust your management style and work environment accordingly.

Communicate Effectively

Each personality type will have a preference for different communication styles and ways of receiving information. For example, when it comes to feedback, extroverts may prefer to receive praise in public and constructive feedback 1-on-1, so they can discuss it in person.

Meanwhile, introverts are more likely to feel uncomfortable when put in the spotlight, even if your message is positive. When it comes to constructive feedback, they may prefer to have some time to process your comments before discussing it with you in person.

Understand Behaviors

Imagine your designer and your growth hacker are arguing over two different strategies. Your growth hacker wants to release a campaign in the next week to boost conversions. Meanwhile, your designer is in the midst of a full scale rebrand and believes launching a new campaign with the old templates will cause confusion.

Both are expressing valid, but opposing concerns. Detail oriented thinkers can

often be concerned with maintaining quality, while results oriented thinkers may place more importance on growth, even at the price of sacrificing a degree of quality.

Resolving conflicts between team members can be much easier when you understand the different ways personality types may approach a problem.

Assign Tasks Effectively

Everyone has different strengths and interests. A manager's real strength lies in being able to leverage these strengths to drive motivation and, in turn, productivity.

ISFPs, or 'Explorers' as they're sometimes called, will thrive in positions that allow them to use their creativity to push boundaries and think outside the box. They won't, however, enjoy rules oriented and organizational tasks like taking meeting minutes or creating project timelines.

INTJs, or 'Architects', on the other hand, are natural born strategists who bask in the satisfaction a well organized and executed plan can bring.

Understanding these key differences will help you maximize the strengths of each personality type and motivate them to excel.

Psychological Safety In Teams

While you can tailor your actions when interacting with 1, 2 or even 3 different personalities, is there actually a way to create an inclusive team environment for everyone on your team?

In a study into what makes up the best teams, Google found that [psychological safety](#) was key. A psychologically safe environment is one in which everyone feels free to share their thoughts, ideas, and opinions, without fear of criticism.

This type of environment allows every personality type to follow their natural inclinations, as long as they adhere to the team norms of trust and mutual respect.

Personality type doesn't just help you connect with your team better, it can also help you manage your relationships better with new hires and remote freelancers and consultants. Doorn explained:

“We like to make sure brands, agencies and freelancers connecting on our platform are not only a good skill and experience match but also good personality matches. That’s why we’ve added the option to list your MBTI type on your profile.”

If you want to get started, check out [16 Personalities](#) which provides a free MBTI test online and a great break down of each personality type.

HelloMasters Podcast



Boukje Taphoorn
(CMO [Bol.com](https://www.bol.com))

Listen to her marketing secrets and tactics at [Bol.com](https://www.bol.com)

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#4

Process

with Charlene Li

Based on 25+ years experience coaching the C-suite of global companies on digital transformation, Charlene learned that process brings culture, and culture eats strategy for breakfast.

PROJECT

POTENTIAL

PERSONALITY

PROCESS

PLACE

How often have you gotten to the office ready to get through a to do list of x, y, z priorities only to find your day hijacked by a barrage of never ending meetings, a mountain of emails and 1-on-1s.

In today's fast paced business world we simply don't have the time to spend on processes which aren't effective. A [study](#) by Atlassian found that excessive emails, pointless meetings and constant interruptions were the top barriers to productivity employees experience in the office.

The changing dynamics within modern marketing teams, which now include full time, part time, remote and freelance team members, means that traditional meeting and 1-on-1 processes are becoming even more obsolete.

We spoke with leadership development guru [Charlene Li](#), author of New York Times Bestseller Open Leadership, about how marketing managers can make processes more effective. She explained:

“Effectiveness is relative — are you getting more done on behalf of your customers at higher quality in a shorter amount of time than before? This requires constant monitoring, evaluation, and refinement. Simplified, this means whenever a process gets in the way of you serving your customers, versus enabling and accelerating your ability to serve them, then something needs to be changed.”

In this article, we'll share Li's insights on how you can rethink your processes to enable your team to get x, y, z done and be generally more productive throughout the day.

What's the biggest barrier to workplace productivity today?

An over-reliance on email as a communication and collaboration tool. It's powerful but not right for everything. For teams in particular, identify and agree on how and where you will work and communicate for different types of interactions.

Use the full suite of tools available from messaging to project/collaboration platforms, to high fidelity ear-to-ear and face-to-face meetings. Don't simply default to email because you haven't taken the time to think through how you'll work together.

Do you have any tips on how managers can make meetings more effective?

This is a big issue for me! There are three simple things that are actually hard to do:

- 1) Have an agenda with clear objectives.
- 2) Have the minimal number of people in the room needed to move that agenda forward.
- 3) Start and end on time.

I have a rule that if you don't feel you are contributing to a meeting, then you are free to leave and do something else that's a better use of your time.

Or if there is no agenda or clear outcome, you can ask that it first be established before the meeting continues. Finally, if the meeting is running over, you can leave to get on with your day.

“Meeting effectiveness requires that everyone, not just the meeting organizer, has agency around their role in making the meeting effective and productive.”

Are managers making the most out of 1-on-1s? How could they better use this moment?

Ideally, don't have them! Or at least, don't have a regular time scheduled to simply check in because it implies that you don't check in in-between those times.

Similar to the effective meetings above, the 1:1's should have a clear purpose (development, assessment, feedback on a project) with a clear outcome. Otherwise, do away with scheduled 1:1's and instead have daily team stand-ups where there's also an opportunity to connect directly about any pending issue.

I'm a big advocate of “stand up meetings” where I can connect with a team member “1-on-1” about a specific issue. We literally stand up, discuss what we need to for a few minutes, then get on with our day. Do away with blocks of time on your calendar and you'll have more time to have meaningful, purpose-based conversations with your team members.



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Charlene is a Founder & Senior Fellow at Altimeter, a Prophet company, and author of the New York Times bestseller, “Open Leadership”, “Groundswell”, “The Engaged Leader” and her upcoming book “The Disruption Mindset”.

Do you have any personal productivity hacks you could share with us?

1) Write as few and as short emails as possible.

My general rule is less than 5 sentences. Any more, and I should be picking up the phone or walking over to someone's desk. Anything with detailed information or instructions goes into a collaborative space like Google Docs, where everyone working on the project can chime in with questions and clarifications.

2) Set your calendar to 15 minute increments.

Why should something take 30 minutes if it only needs 15 minutes?

3) Use online calendar scheduling tools.

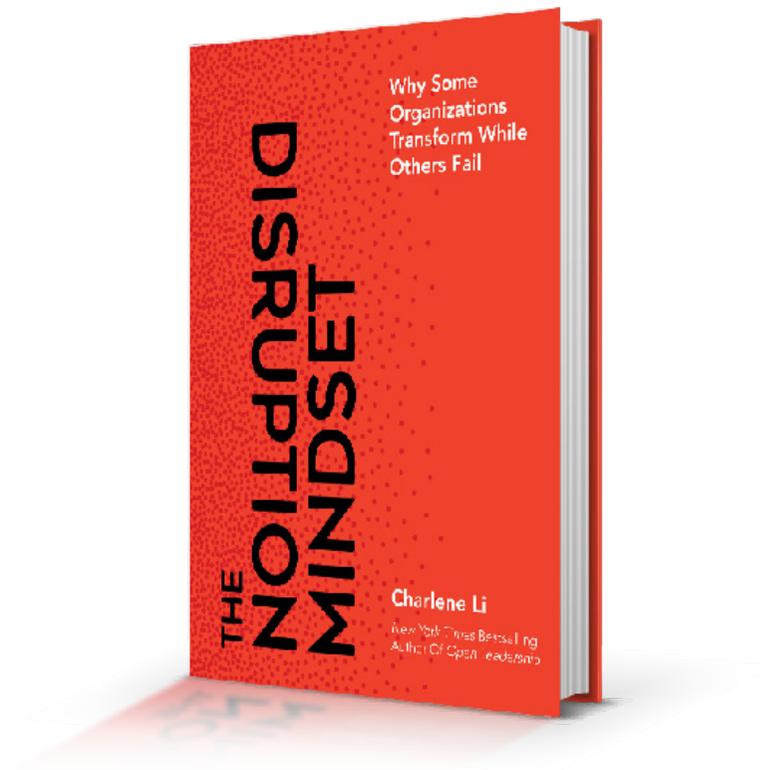
I use Calendly for as much scheduling as possible — it reduces the back and forth. It doesn't work for all situations, but about 90% of my meetings are scheduled virtually.

4) Make your inbox "smart".

I use SaneBox and Superhuman to filter my emails so that anything that isn't from someone in my contact list is filtered into folders. It helps me prioritize and focus — I check the "other" emails just once a day.

Just as our organizations are getting leaner, so should the way we manage our marketing teams. Follow Li's tips to trim your processes down and make productivity a priority.

For some amazing insights on how to create a strategy for disruptive growth, check out Li's latest book [The Disruption Mindset](https://charleneli.com/disruption-mindset/) coming out in June 2019.



<https://charleneli.com/disruption-mindset/>

#4 PROCESS

Checklist and Recommendations

Improve productivity in the digital workplace

- **Team, transparency and tenacity**

- 1) Do daily 5-10 minute stand-ups for the team know who is doing what
- 2) Bi-weekly 1:1 between manager and specialist with top 3 wins and top 3 improvements
- 3) Monthly retrospective with team where everyone bring top 3 wins and top 3 improvements. Agree on top 3 action and appoint 1 owner to solve in the next month

- **Cut e-mails and limit the number of people of cc**

- **Face-to-face in person or Google Hangout is so much better than phone calls. Avoid conference calls**

Recommended tools:

RetroTime

Save time by collecting, organizing, and acting on important feedback from your team.

Asana

Sprint Retrospective template: part of a larger project management tool.

Superhuman

E-mail reinvented. Slick interface. Smart slicing and dicing of what emails matter.

Say hello to the HelloMaas team

Love what you read and want to learn more on how to futureproof your marketing team or freelance marketing career? Drop us a line at the website chat or email us at sayhello@hellomaas.com

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Full Stack Developer



Reinier de Ridder
Technical Assistant



Anna Notovska
UI/UX Designer



#5 Place

Where and when do we get our best work done?

We put so much time and effort into evolving our workplaces into centers for productivity. Ditching cubicles, open office spaces, even bean bags and an array of psychologically soothing colors have been employed to coax people into a sense of workplace zen. But is it actually working?

PROJECT

POTENTIAL

PERSONALITY

PROCESS

PLACE

We put so much time and effort into evolving our workplaces into centers for productivity. Ditching cubicles, open office spaces, even bean bags and an array of psychologically soothing colors have been employed to coax people into a sense of workplace zen. But is it actually working?

There are so many [studies](#) showing how open office spaces can fuel your team's connectedness and, as a result, their productivity. In fact, companies like IBM, Yahoo and Google are now actively discouraging or have a strict no tele-commuting policy in place. At the same time, you can find just as many studies demonstrating that [people are much more productive](#) when working from the quiet of their own home.

For some, like Ivo Paschold, founder of [DigitalHeroes](#), remote working options are an absolute must-have:

"I started my career at Microsoft where I learned the advantages of working remotely and how to make it work. My top 3 learnings are:

- 1) I am more productive when working from home without colleagues who are disturbing me (all the time)
- 2) It saved me about 2 hours per day in terms of commuting, which I can now spend on playing sports or other relaxing activities
- 3) It makes it easier to combine your job with your private life. For example, if you need to stay home to receive anything ordered online!

Nowadays I'm running my location independent business called DigitalHeroes globally and mainly work remotely for clients. It gives me the freedom to work

from anywhere in the world. Nevertheless, I still meet my clients in person as well.

Ultimately: It is all about the value employees contribute to the business, not about where they contribute that value from!"

But how do you know if people are actually working when they're not in the office?

One of the biggest fears of remote work skeptics is that people won't be as productive when they're not physically in the office. Whether it's getting distracted by personal errands, or deliberately treating remote days as an unsanctioned day off.

For Paschold, this all comes down to trust:

"Ask yourself the question: how do you know if people are actually working when they are in the office? The trick is to hire intrinsically motivated professionals. Those people who are willing to walk the extra mile and who you can trust to get the job done, regardless of their location. If you feel like you can't trust your employees when they're working from home, fire them and find people who are actually motivated to work for you."

By the same token, remote workers can sometimes suffer from [“face-time bias”](#). Studies show that employees who get more passive face-time with managers (this means simply being seen, as opposed to active interactions) are sometimes unconsciously perceived as being more dependable and committed. For remote workers, this can lead to lower performance review scores, smaller raises and fewer opportunities for promotion.

For Marlien Vijfhuizen, a freelance technical content manager and copywriter for a big corporate, the decision to work remotely was a lifestyle choice. Living in a castle in rural France, being surrounded by nature is where she finds her inspiration.

This also means that she doesn't get the everyday interactions that her in-house teammates do. The key is to actually schedule in regular updates:

“In our current team we work via Scrum which means we work in sprints where we plan ahead on what we're going to do the coming month. Also, we have (almost) daily standups in the mornings, which is a short 15 minute call in which everyone shares what they've been working on and if there are any impediments,” she explained.

Should we stick to the traditional 9-5 working hours?

Though it may be hard to believe, one study of 2,000 full time employees found that in a traditional 9-5 workday, the average amount of time actually spent working was just [2 hours and 53 minutes](#).

Research into ultradian rhythms shows that our bodies cycle through periods of peak productivity and low productivity at [90 to 120 minute intervals](#). The catch is that our bodies go through these periods at different times depending on both internal and external factors.

The truth is, there isn't one specific time in the day during which we all collectively get a sudden rush of inspiration. Some people are more productive in the morning, some people are night owls who get their best ideas around 2 am. The point is to let people decide for themselves when they're at their peak and when it's time for a mental break.

When asked if we should keep the 9-5 schedule, Paschold had pretty strong feelings on the subject, “The answer is ‘yes’ if you don't want to attract any young ambitious professionals and want to go bankrupt within 10 years! One of the ways to be future proof is to have flexible working hours and flexible locations. Nowadays technology makes it easy and convenient to work from different locations at different times (with some restrictions).

So if you need to pick up your kids in the afternoon and work a little bit in the evening when the kids are sleeping: why not!

Same for feeling less productive in the afternoon: just go to the gym, have dinner and open your laptop to be productive for 2 more hours during the evening! Uh, so 'yes' was a lie and my answer is a big 'NO'!"

Vijfhuizen agreed, ***"I'm certain if employees get more flexibility, efficiency will rise and less hours are needed for the same amount of work."***

Is it time to stop paying for office spaces?

The truth is, there is no right answer. Teams are made up of introverts and extroverts, visual learners and people who like cold hard data. Depending on the type of work they're doing, some people need to be in constant contact, while others need long stretches of uninterrupted concentration. The trick is to provide a flexible balance which allows each person to find their own workplace zen.

In Paschold's view, this isn't just a passing trend:

"The new generation doesn't want to be in the office from 9 to 5 and just do their work. They want to make an impact the way they want it and from a place which suits them on that day. It can be from home, a coffee bar, co-working space or the office but just not every day, at that same office, behind that same desk. Companies should think about this and adapt to a new way of working if they want to stay ahead and hire the new generation of workers."



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