# INDEX

*Note*: Page numbers followed by "*n*" indicate end notes.


Administration, 19
Alphabet, 11
Amazon, 11–12
Amazon Effect, 20
American Way, The, 102
Applicant Tracking System (ATS), 41–42
Arcadia Group, 19
Artificial Intelligence (AI), 11, 42
Avatars, 73

Backgammon, 109
Balloon thinkers, 114
Beta-testing, 21
Bring-Your-Own-Device (BYOD), 98
Buddies, 63–64
Business start-ups, 27

Cafes, 83
California-based business, 46
Call centers, 26
Change management checklist for organizations, 34–36
Charters, 72–73
Clothing and appearance, 128
Cloud project, 48
Coinbase, 73
Collaboration, 18
Colocated organizations, 39
Communications formats, 66–67
Compaq, 21
Conventional thinking, 77–78
Corporations, 41
Covid-19
  lockdowns, 20
  pandemic, 14
Coworking spaces, 27, 83
Creativity, 87–88
Cross-cultural currents, 121, 132–135
  building trust on virtual international teams, 135–136
  clothing and appearance, 128
  Curiosity Quotient, 138–139
  emotion displays, 130–132
  ESL challenge, 121–123
  ESL classes, 123–124
  eye contact, 130
  first impressions, 127–128
  gestures, 129
  monolingual manager, 124–126
  virtual communications across borders, 136–138
Cross-cultural models, 102, 115
Cultural Dimensions Theory, 102
Cultures, 115–120
  communications style, 106
  engaging "the other", 101–102
  games cultures, 107–113
  gauging cultural responses, 102–107
  information processing across cultures, 113–115
  planning style, 105–106
  relationship style, 106–107
  way of organizing, 105
Curiosity Quotient, 52–55, 138–139
Curriculum vitae (CV), 41

Decompression, 90
Digital collaboration tools, 78
Digital communications technology, 30
Digital Equipment Corporation (DEC), 21
Digital media, 10
Digital nomads, 45
Digital technology, 30
  flattens world, 10–12
Digital Transformation of sectors, 11
Distributed teams, 40
Documentation, 64–65
Dropbox, 30

Economic participation and opportunity (EPO), 117
Emails, 97–98
Emotion displays, 130–132
Empathy, 7
English as a Second Language (ESL), 1, 121
  challenge, 121–123
  classes, 123–124
English language, 121
Equipment, 61–62
European Union (EU), 2
  Right to Repair, 32
Expectation management, 74–75
Explicit, 70–71
Eye contact, 130

Facilitation, 125
First impressions, 127–128
Fixed mindsets, 20
Floor managers, 23
Free-collaboration software, 98
Freelancers, 27

Games cultures, 107–113
Gantt charts, 68
Gender discrimination, 116–117
Gestures, 129
Ghosting, 18
Gift of collaboration, 47–50
Gigification, 12–13
GitHub, 46–47
GitLab, 62
Global Gender Gap Report 2020, 117
Global talent pool, 13–15
Go board game, 109
Growth mindsets, 20
Guidebooks, 61

Head in cloud, 46–47
Hephaestus, 9–10
  building integral organizations, 28–32
  change management checklist for organizations, 34–36
  digital technology flattens world, 10–12
  gigification, 12–13
  global talent pool, 13–15
  hierarchy, 16–19
  industries best-suited for remote teamwork, 32–33
  integral organization, 25–26
  mindset, 19–25
  organizational mindsets and structures, 15–16
  remote work flattens hierarchies, 26–28
Hierarchical organizations, 20
Hierarchy, 16–19
High-performing remote teams (*see also* Remote teams)
  conventional thinking, 77–78
  expectation management, 74–75
  managing communications across time zones, 75–76
  remote leadership, 78–81
  remote team up and running, 61–68
  virtual meeting etiquette, 68–71
  "whatever" culture, 72–74
  Zoom Bore, 71–72
Home, 83
Homogeneity trap, 37–38
Hot-desking, 28
Human resources (HR), 61
  professionals, 41
Humiliation, 123
Hungry, 55–57
Hybrid model
  of organization, 1
  for working, 28
Hybrid organizations, 39

Industries best-suited for remote teamwork, 32–33
Information processing across cultures, 113–115
Insurance claims processors, 26
Integral organizations, 25–26
  building, 28–32
International remote work, 86
Internet, 10–11, 29
Interview "terminator", 42–43

Job-hopping, 43

Kanban, 68
Key performance indicators (KPIs), 79–80
Knowledge bases, 62–63

Labor and tax considerations, 44–46
Laughter, 128
Lead collaborators, 80

Leadership skills, 6
Lewis model, 102–103
LGBTx community, 120
Local Asian histories, 141
*Long Tail*, *The*, 11
Long Tail effect for employment, 12
Lotus 1-2-3 program, 21

Mehrabian Theory, 126
Memories, 66–67
Micro-management, 18
Millennials, 48
Mindset, 19–25
*Mindset: The New Psychology of Success*, 20
Monolingual manager, 124–126
Multilingual speakers, 126
Mythical Man-Month, 76

Native English speakers, 121–122
Networks, 37
  theory, 17–18

Onboarding, 61
Organizational mindsets and structures, 15–16
Organizations, 5–6, 9–10, 141

Passion, 58–60
Personality tests, 43–44
Pivoting, 22
Planning for success, 67–68
Play, 109
Pre-mobile phone, 98–99
Presentation makers, 76
Presenteeism, 22–23, 39, 79
Product bloat, 22
Project management, 31–32
Project managers, 66
Project plan software, 67

Recorded webinars, 78
Remote bosses and colleagues, 95–97
Remote leadership, 78–81
Remote teams
  best business structure for company, 39–46
  curiosity quotient, 52–55
  gift of collaboration, 47–50
  head in cloud, 46–47
  homogeneity trap, 37–38
  hungry, 55–57
  passion, 58–60
  soft skills, 50–52
  up and running, 61–68
Remote technology, 6, 25–26, 29, 144–145
Remote work, 5–6, 14
  flattens hierarchies, 26–28
  promise and limits of, 141–145
  technologies, 17
Remote-first organizations, 6, 40
Responsible, Accountable, Consulted, and Informed chart (RACI chart), 64, 66, 68
Result-oriented collaborator, 78–81
Returns on investment (ROI), 47
Right staff, 41–42
Risk mitigation, 105
Roles and responsibilities, 65–66

Scoring mechanism, 34
Search Engine Optimization (SEO), 48
7–38–55 Rule, 126
Side-hustles, 13
Small talk, 54
Smiling, 128
Social media amplifies feelings of loneliness, 87
Social Progress Index, 119
Soft skills, 50–52
Soul-destroying technology, 17
Space, 84–86
Spain project, 5
Spreadsheets, 76
Stakeholders, 64
Start-up companies, 27
Style Guide, 77
Style Sheet, 77
Sympathy, 7

Tacit, 68–70
Taylorism, 23
Tech sector, 21
"Thumbs-up" sign, 129
Time zones, 88–89
  managing communications across, 75–76
Time-to-market, 32
Trolls, 73
Trust, 17
  building on virtual international teams, 135–136

Value-added tax (VAT), 46
Videoconference fatigue and loneliness, 87
Videoconferencing, 80, 86, 94, 127
Videoconferencing platforms (VCPs), 143
Virtual communications across borders, 136–138
Virtual International Managers (VIM), 14, 75–77
Virtual international teams, building trust on, 135–136
Virtual life, 3–5
Virtual meeting etiquette, 68
  explicit, 70–71
  tacit, 68–70
Virtual Reality applications, 144
*Virtually International: How Remote Teams Can Harness the Energy, Talent, and Insights of Diverse Cultures*, 3
Volcanic fence, 9

Western networks, 141
"Whatever" culture, 72–74
Wikipedia, 29
Wikis, 62
Word processors, 76
Work from home (WFH), 14, 30
World Economic Forum (WEF), 117
Written communications, 76

Y2K phenomenon, 76

Zoom Bore, 71–72