

Designing Distributed Leading Doist's Fully Remote Design Team

Remote Work / WFH

Remote Work / WFH

≠≠≠

WFH during Covid-19



Three differences

1. Trust

2. Balance

3. Communication

Our core values

They are few, but they are mighty. From creating processes to decision-making and recruiting, we build our five core values into nearly every single thing we do.



Independence

+



Mastery

+



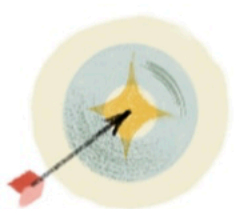
Communication

+



Ambition & Balance

+



Impact

+

Our core values

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Independence

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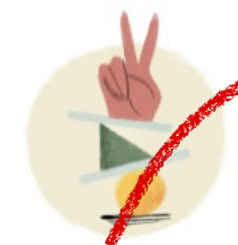
Mastery

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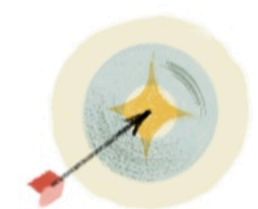
Communication

+



Ambition & Balance

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Impact

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1. Trust

Tracking software

~~Tracking software~~

Online indicators

~~Online indicators~~

Enforcing work hours

~~**Enforcing work hours**~~

Discussions in silos

~~Discussions in silos~~

Doist

No tracking

No online indicators



Send a private message to **brenna loury**

 **Don't expect an immediate response** 

Teams are more productive when everyone can disconnect to focus and **respond when they're ready**. Instead of saying "You there?", just **ask your full question and check back in later**.

 [How to best use messages](#)

Message to brenna loury



No working hours



Design your own schedule

Work during the time of day that's best for you.

Doisters are encouraged to work 8-hour days and no more than 40 hours/week.

Transparency

Preview Release Postmortem - TXPush

#Todoist Windows



David Fishlock 03/18/2019

This weekend a Preview build went out totally broken, this was due to obsolete resources coming down from TXPull that could no longer be applied through x:Uid as the type of the associated control had changed. This caused exceptions which ultimately caused all of the main views to stop rendering.

I guess I dropped the ball here, as a TXPush was required to amend those resources when Porto merged to develop. I wasn't really aware that the Preview builds were going out with such frequency and were totally automated from develop.

Question is, what's our process regarding TXPush? I keep asking when this should be done but there doesn't seem to be an answer. The translations process and our release process seem a little incompatible.

“Companies with high-trust cultures experience 50% lower employee turnover.”

2016, Great Place to work

2. Balance

**Not respecting
employees' time**

**Being busy
as a badge of honor**

Burnout and stress

Doist

**Put on your own
oxygen mask first.**



Focus on your wellbeing



Recharge with generous time off

Doisters get 8 weeks (40 days) of PTO per year to use as they wish on vacations and national holidays.



Spend time with your new baby

New parents receive 5 weeks of paid parental leave in addition to 13 weeks of paid pregnancy-related medical leave.



Invest in your health and wellness

Take care of yourself with a monthly budget for things like a gym membership, healthy snacks, massages, health insurance, etc.



Amir 03/13/2020

+😊 👤 81 ⋮

Hi, again folks,

We are already seeing the coronavirus situation affecting people in negative ways, e.g., when daycares shutdown or you need to take a day off to buy supplies.

From the company's perspective, we have always been people first, and health and family come before work. So if you need to take some time off, please do. It's also fully understood that we can't be super productive with all this craziness going around.

The only critical thing is communication around this, so you don't block others. But other than that, please take care of yourself, and your family 🙌💙

❤️ 58 👍 43 🙌 29 +

What happened? Have you burned yourself out?

I'm not sure there is an exhaustive official list of the burn-out symptoms. [Andrew made a list of them a while ago](#), but on the Internet, you can find different definitions or symptoms. I know there's nothing worse than diagnosing themselves from the Internet, so I decided to stick to a "less medical" title.

How does it feel like?

Sharing some observation on how it feels for me "from the inside."

- **It's like the flu.** Interestingly enough, it's not constant. It looks like an "emotional flu," where there are days when I can feel better and more productive, and the other days I feel wasted.
- **The imposter syndrome is aggravating.** There is a nagging feeling that I am worse than anyone else at what I am doing, whether it is coding or managing.
- **Everything is getting personal.** The rational mind tells me, "you are not equal to the work you are doing," but it doesn't help. It's getting impossible not to judge myself based on my work results.



You're not truly taking a break unless your notifications do.
Disconnect and fully recharge.

When Time Off is in effect, Twist won't send desktop, mobile, or email notifications. Your team will see that you're away and when you're coming back.

[Set Time Off](#)

3. Communication

Too many meetings

Constant notifications

No deep work

Doist

October 2020

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Asynchronous first

Mindful meetings

October 2020

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Mindful communication



[AskDoist] Show us your pets!!

54 Followers



Pierre 12/04/2018

+😊 👤 86 ⋮

Whether they are good boy, cats, lizards, tarantulas, the whole animal kingdom is welcome in this thread 😊

If you have a picture that fits the context of the holidays, even better!

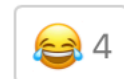
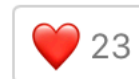


Scott Lovegrove 12/04/2018

+😊 👤 0 ⋮

Our grumpy little Christmas Cracker 😊

[IMG_0048-Edited.jpg](#)




**What about leading
the design team?**


**We care about each
other personally.**

**We organize work
around vacations,
not the other way
around.**



**We use tools that
facilitate async
communication.**

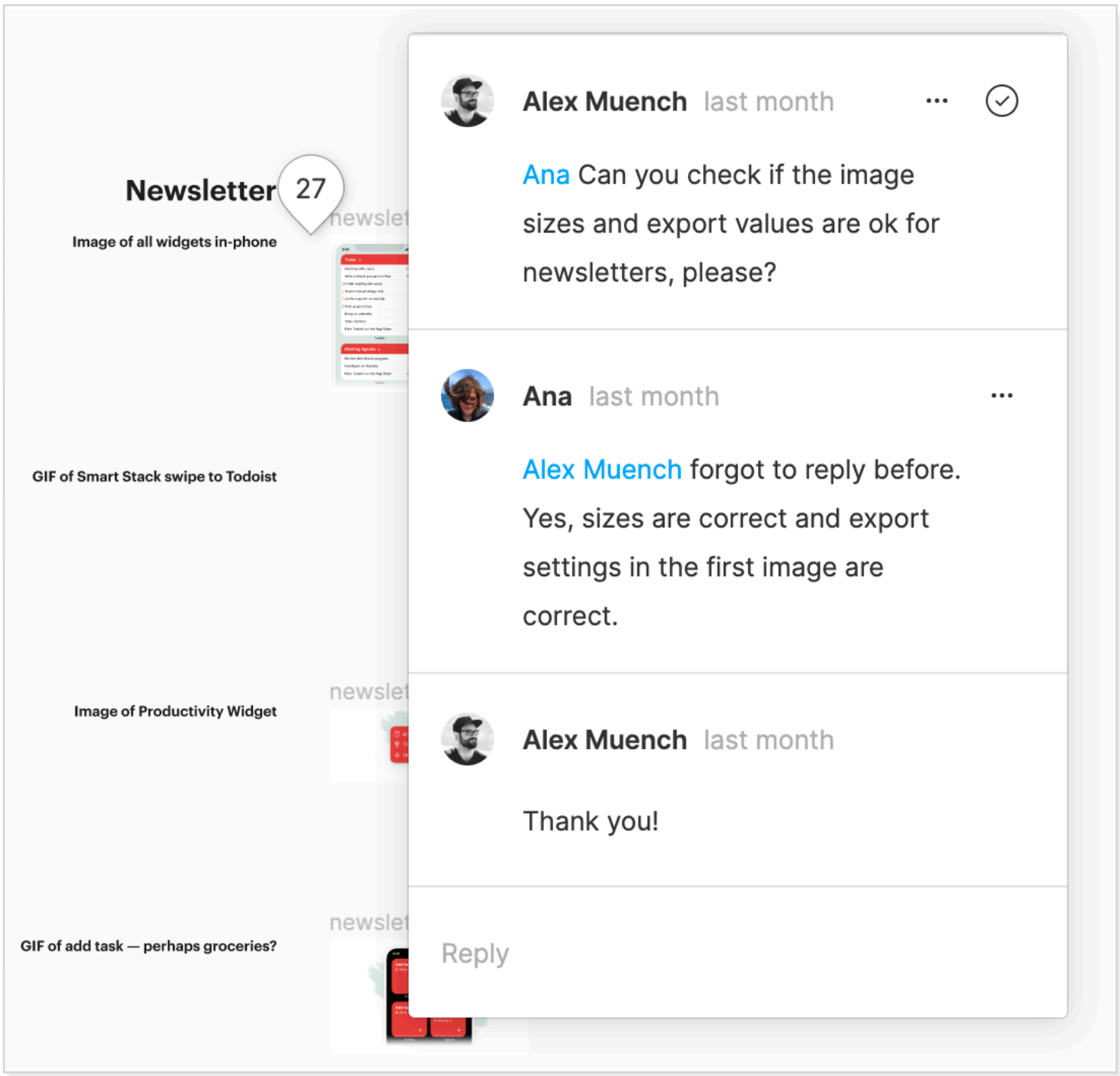
Mark as unread Resolve

 **You** 1 second ago (edited)
We also need to specify what happens when not we don't have space for all the icons. (for example iPhone 5 size). And same in Android.
[Edit](#) · [Delete](#)

 **Panagiotis Tsamoudakis** 4 hours ago
[@Ana F](#) correct me if I'm wrong, but I think the solution we agreed for this case was to hide the project icon inside the overflow menu when there's not enough space to show them all. Which shouldn't be a popular case in both Android and iOS.

Just want to make sure I remember the discussion correctly before I add it to the spec. 😊

 What do you think? 



The screenshot shows a chat window overlaid on a background of design assets. The chat messages are:

- Alex Muench** last month ... ✓
[Ana](#) Can you check if the image sizes and export values are ok for newsletters, please?
- Ana** last month ...
[Alex Muench](#) forgot to reply before. Yes, sizes are correct and export settings in the first image are correct.
- Alex Muench** last month
Thank you!

The background assets include:

- Newsletter** 27: Image of all widgets in-phone
- GIF of Smart Stack swipe to Todoist**
- Image of Productivity Widget**
- GIF of add task — perhaps groceries?**

A red L-shaped cursor is visible at the bottom of the chat window, and a "Reply" button is partially visible.

**We always have
smaller tasks.**

**We have
brainstorming
meetings.
(When needed.)**



Panos 09/15/2020 (edited)

Update: Me and Ana had a quick brainstorming call to discuss all the above mentioned options. We concluded that it would be nice to go with what's shown in the prototype I shared [above](#) for the initial internal testing version and if it doesn't "feel" good enough, we'll go with the more explicit [edit option](#) that will be available only when a custom sorting is active.

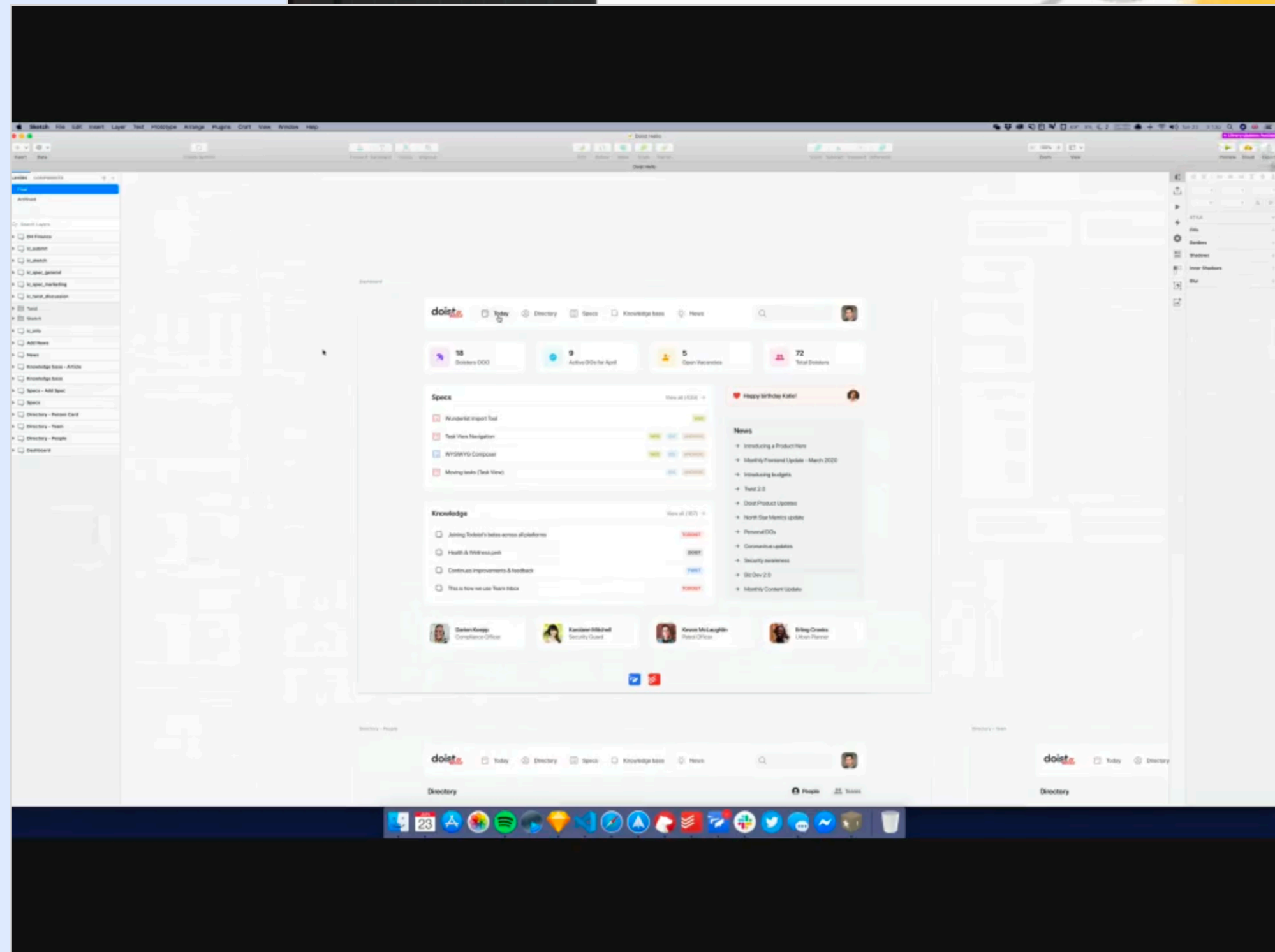
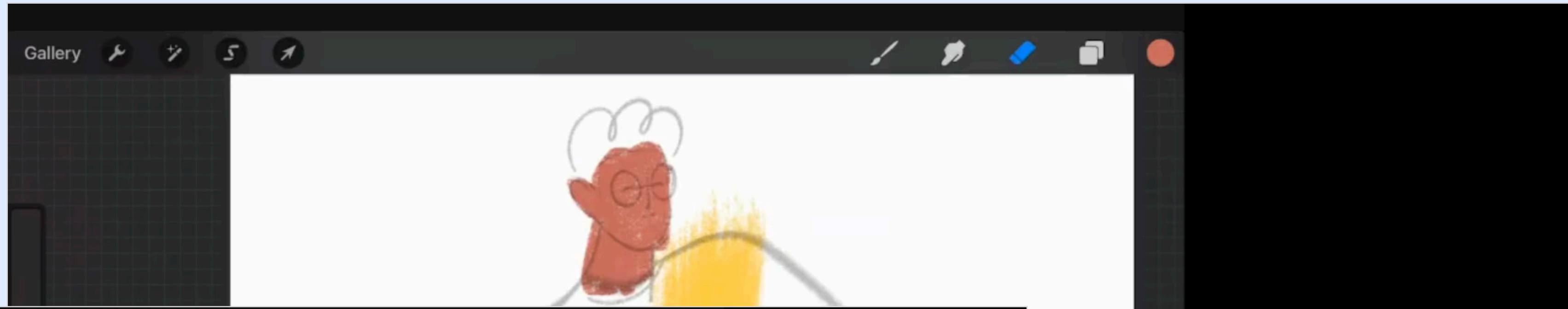
With the above in mind, I'll update the spec with the latest Web mockups and we can continue discussion in Dropbox Paper.



**And we have video
workshops and
presentations.**

Gallery

The image shows a digital art application interface. The main canvas displays a stylized drawing of a person with a red face, wearing glasses, a white shirt, and red pants, sitting on a chair. The drawing is composed of simple lines and flat colors. The application has a dark theme with a top toolbar containing icons for gallery, zoom, pan, and other tools. On the left side, there is a vertical toolbar with icons for selection, erasing, and undo. On the right side, there is a video feed of a woman named Margarida Mouta, who is wearing glasses and a brown top, looking down at her work.



**We have shared
documentation,
libraries, and files.**

We work in public.

**We have a clear
owner of each task.**

**We don't have
schedules. We trust
people to work and be
productive on their
own time.**

So, to summarize...

**Care about your
colleagues.
And choose people
over work.**

**Create an
environment of trust,
where you encourage
employees to create
their own work
schedule.**

**Evaluate the work,
not the hours.**

**Don't rely on
meetings to do the
work.**

**Find other ways to
communicate.**

**If you need to
have a meeting,
start with an agenda...**

**... and end with
a list of next steps.**

**Allow for
deep work hours every
single day.**

Thank you!

ana@doist.com

@ac_f