



Fact-Finding Seminar on Digitalisation

14 February 2017

Venue: Hotel Novotel, Fischerinsel 12, Berlin, Germany

CROSS | OVER

Per Markus Törnberg
CGM Poland, Crossover
14th February 2017

A little bit of background...

- In short about me



... change to 100% Remote work



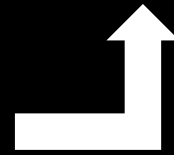


A little bit of background...

- About Crossover's view on the Future of Work and Work life balance



**We spent a lot of
time studying this...**



So what is the 'Future of Work'?

1. People
2. Playbooks
3. Platform

Workplaces still look like this...




All 'high-skill' work goes to the cloud...



work
smarter

**Enabling the best-of-the-best to get
the job (at the 'cloud wage')...**



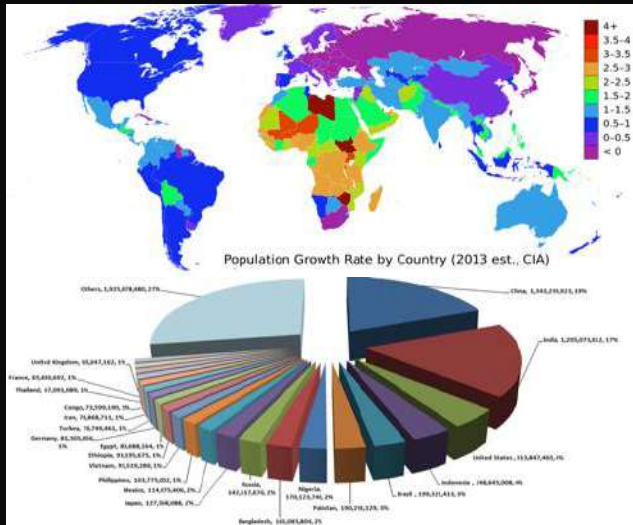
A person in a dark suit is shown from the chest down, with their hands held out in front of them. The background is a light gray. Overlaid on the person's suit and hands are various white business diagrams and icons. These include a cloud with arrows pointing to a laptop and a tablet, a circular flow diagram with 'Plan', 'Do', 'Check', and 'Act' stages, a bar chart with an upward arrow labeled 'Success', a pie chart, a target symbol, a pyramid labeled 'Production', a flowchart, a lightbulb, a dollar sign, and a team of people. The text 'High paying jobs transform society' is written in white on the left side of the image, and 'We believe that there are few things more noble than being able to connect talented individuals around the world to high paying jobs.' is written in white on the right side.

High paying jobs
transform society

We believe that there are few things more noble than being able to connect talented individuals around the world to high paying jobs.

People: The way most managers find & select workers is spectacularly outdated

Hyperlocal searches lead to talent shortages



US is only 4.5% of the global population

Outdated selection process



Resumes are over 500 years old

People: We do the exact opposite to form our teams

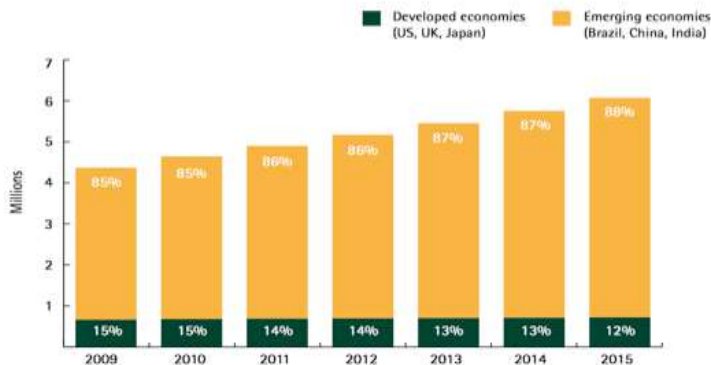
Marketing-led global sourcing to find the best talent in the world



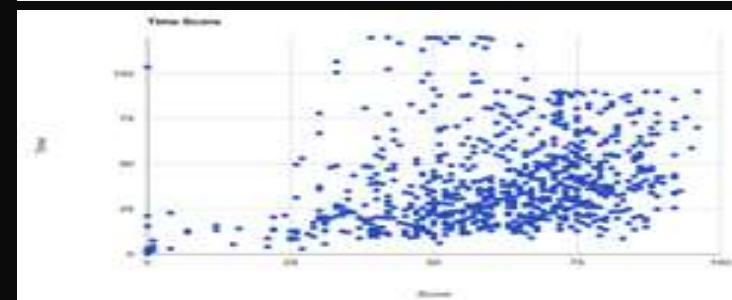
Multiple rounds of custom skills testing, language testing & job scenario trials



The three largest emerging economies already produce more STEM talent than three of the world's largest developed economies, claiming a higher percentage every year.



Source: Accenture Institute for High Performance analysis.



Hire - Applicant Experience (1 week start-finish)

Product Process

Help Button - IM or Phone avail anytime

Pre-apply information

- Rich info on 'future of work', content strategy
- Info on companies/customers, process, contractors in country, videos, webinars, ability to ask questions



Pre-apply tool

- One-button click to analyze LinkedIn info and recommend open roles that may be good fit.
- Career tool to signup for future roles with characteristics that fit and we'll email you when avail



Apply

- Apply via mobile, daily email updates on progress and status, auto-alerts if applicant not progressing
- Phone call candidate can schedule own time and see's interviewer availability - connection to learn about individual goals, explain process, evaluate candidate (English, etc)



Test

- Ability to take test via mobile
- Gamefication - candidates are notified after every question where they stand, pass/fail is immediate



Trial

- Highly-relevant trial that is fun and capped at 3 hours
- Great feedback within 24-48 hours, feedback linked to online courses for additional paid learning



TI Interview

- Interview avail within 24 hours of graded assignment, feedback provided prior to interview
- Ability for candidate to easily schedule a time convenient for them



HM Interview

- Ability for candidate to easily schedule a time convenient for them and HM
- Information about HM, company, video avail to candidate prior to meeting HM

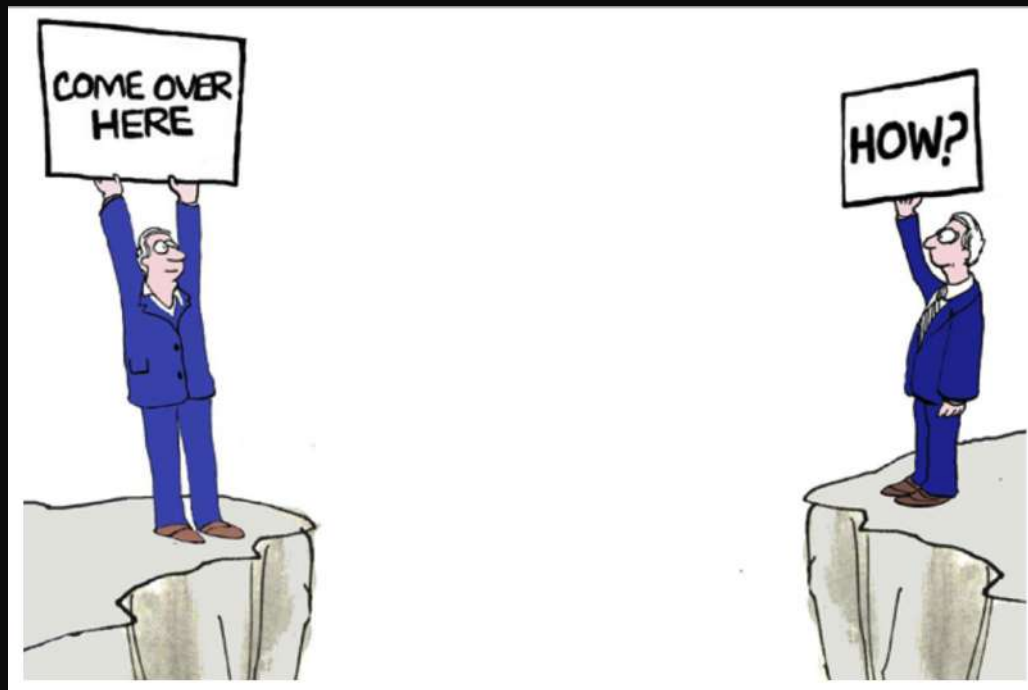


Onboard

- Video trainings, 'welcome' packet of tools/VM/logins/etc, best-known methods on remote work, HM video
- Ability to record introduction video to be sent to team before starting



Playbooks: What are those?



Lack of or inconsistent processes

No documentation

Wrong metrics
(or too many)

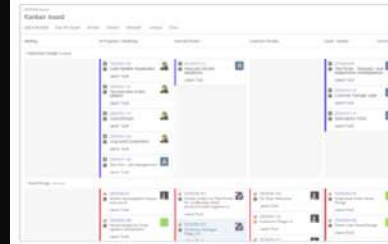
Playbooks: We ensure every team operates by our (or our customer's) consistent playbook

Contents:

1. Team structure
2. Workflows
3. Metrics & measurement
4. Daily schedule
5. Toolset
6. Collaboration & communication

50% quarterly productivity gain target

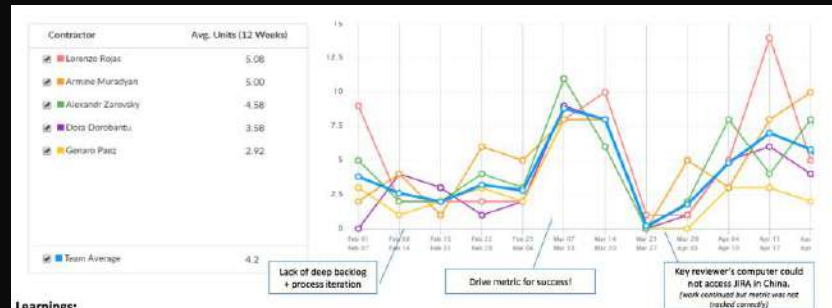
Internal Process



- Work is tracked in JIRA:
 - Work item per delivery type
 - Wireframe, Redline, Assot
 - Simple Kanban board to track status
 - Backlog -> In Progress/Redline -> In Review -> Customer Review -> Done
 - Sized based on "What can be reasonably reviewed within 10mins"



- Each person works on 2 items at a time
 - Ensures when waiting for feedback on one, can work on second
 - Target is 1 or more review per day for each item
 - Design lead is primary reviewer, drives the design until ready for a customer review
 - All reviews use InVision



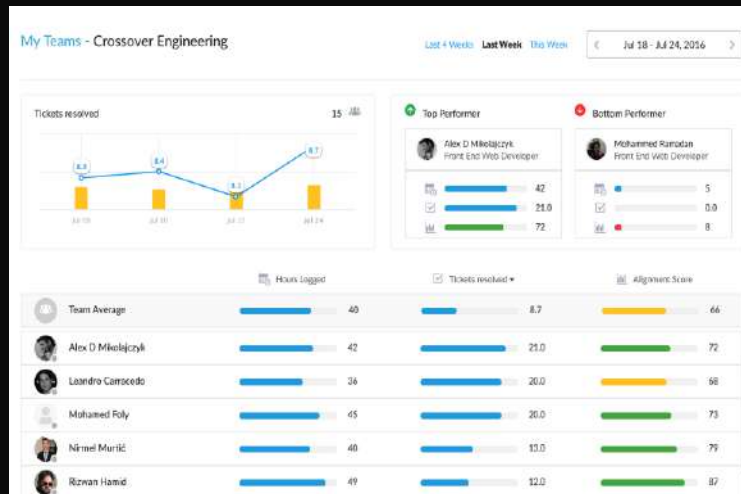
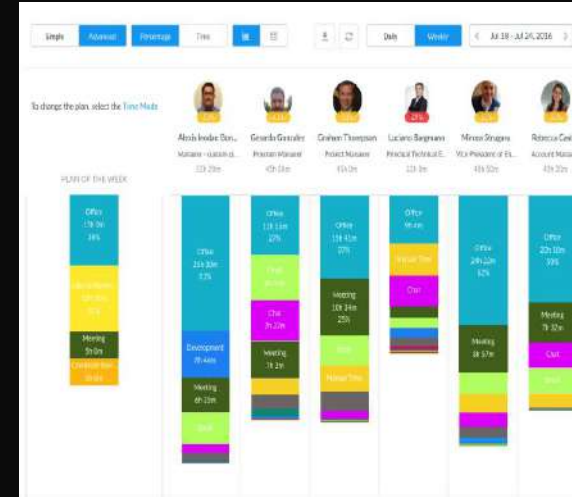
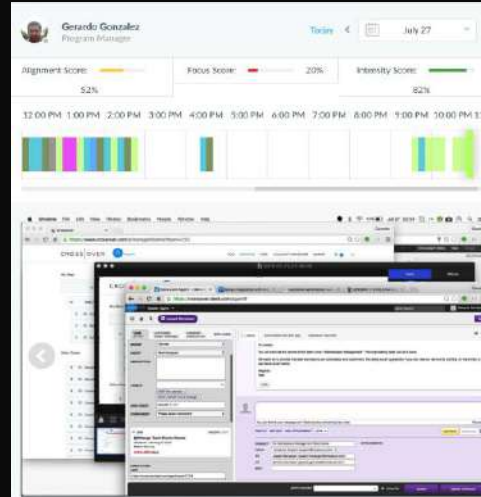
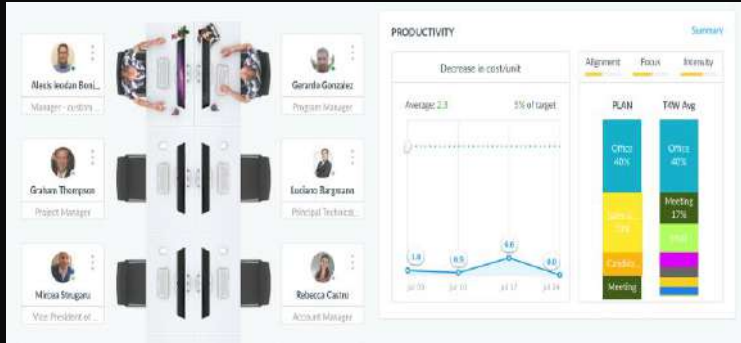
Learnings:

- Having a sufficient backlog is important
- Driving both a productivity and quality metric is necessary
- Timely reviews are a necessity

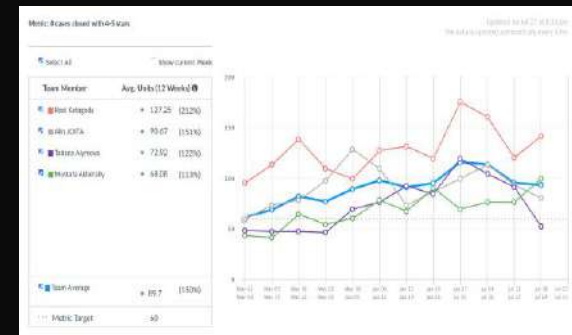
Platform: How do you provide productivity coaching in the 'cloud' world?



Platform: 'Work Smart' using big data analytics



Team	Avg	Std	Min	Max	Min	Max	Min	Max
Alex Inada Bae	18.36	13.67	6.02	43.94	1.08	28.96	0.00	43.96
Gerardo Gonzalez	32.22	12.84	9.42	63.82	4.22	21.91	0.00	43.96
Gracia Thompson	19.02	12.84	6.02	43.94	1.08	28.96	0.00	43.96
Isidoro Bergman	17.02	12.84	6.02	43.94	1.08	28.96	0.00	43.96
Micaela Sengul	7.02	6.02	0.00	13.02	0.00	13.02	0.00	13.02
Rebecca Carter	14.02	12.84	6.02	43.94	1.08	28.96	0.00	43.96
Alex Inada Bae	14.02	12.84	6.02	43.94	1.08	28.96	0.00	43.96
Gerardo Gonzalez	11.02	12.84	6.02	43.94	1.08	28.96	0.00	43.96



All these lead to the Future of Work
and Work life balance

Full time versus Freelance

- Full time with Crossover

- ❑ As part of Crossover team, you are hired as full time contract employee
- ❑ You will not need to bid for projects. Guaranteed work each week
- ❑ No downtime. 40 hours a week guaranteed work
- ❑ Work from anywhere. Home, coworking space, coffee shops
- ❑ Have a local representative to assist you
- ❑ Peace of mind

- ❑ Freelancer on other platforms

- ❑ You are hired on a project basis for a fixed duration and task
- ❑ You may be working on multiple projects simultaneously
- ❑ You bid for projects. Compete with other techies to secure work. No guaranteed work each week
- ❑ Regular downtime between projects as you wait for your bid to get accepted.
- ❑ Some week you could be working even 60+ hours
- ❑ Stress is the name of the game

Which Country Has the Best Developers?

Ranked by Average Score Across All HackerRank Challenges

Rank	Country	Score Index	Rank	Country	Score Index
1	China	100.0	26	Netherlands	78.9
2	Russia	99.9	27	Chile	78.4
3	Poland	98.0	28	United States	78.0
4	Switzerland	97.9	29	United Kingdom	77.7
5	Hungary	93.9	30	Turkey	77.5
6	Japan	92.1	31	India	76.0
7	Taiwan	91.2	32	Ireland	75.9
8	France	91.2	33	Mexico	75.7
9	Czech Republic	90.7	34	Denmark	75.6
10	Italy	90.2	35	Israel	74.8
11	Ukraine	88.7	36	Norway	74.6
12	Bulgaria	87.2	37	Portugal	74.2
13	Singapore	87.1	38	Brazil	73.4
14	Germany	84.3	39	Argentina	72.1
15	Finland	84.3	40	Indonesia	71.8
16	Belgium	84.1	41	New Zealand	71.6
17	Hong Kong	83.6	42	Egypt	69.3
18	Spain	83.4	43	South Africa	68.3
19	Australia	83.2	44	Bangladesh	67.8
20	Romania	81.9	45	Colombia	66.0
21	Canada	81.7	46	Philippines	63.8
22	South Korea	81.7	47	Malaysia	61.8
23	Vietnam	81.1	48	Nigeria	61.3
24	Greece	80.8	49	Sri Lanka	60.4
25	Sweden	79.9	50	Pakistan	57.4

- Where are the people with skills today?

...summing up

- 100% Remote Work
 - Work from anywhere
- Full Flex time 40hours a week
 - work anytime you prefer
- Do not overwork unless agreed beforehand
 - Partnership approach
- Investing on training on the job
 - Best people are learning constantly
- Work Life Balance Priority
 - Happy people work better

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Thank you

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