



# Driving Remote Team Efficiency with Psychometrics: An IoT Startup's Approach

ANALYSE



PLAN



DELIVER

OPTIMISE

## BACKGROUND

Our client, a fast-growing IoT startup based in Silicon Valley, already embraced a remote-first work policy before it became a necessity due to the pandemic. With a flat hierarchy, approachable management, and employees scattered worldwide, the company's challenge was to enhance team communication, maintain the motivation of their team members during the shift from building to maintenance in project life cycles, and facilitate the self-development of their workforce.

## TEAM DYNAMICS: APPROACH

To help our client, we implemented Kolbe assessments during the company's semi-annual all-hands meetings, allowing us to interact directly with the team. Kolbe assessments are psychometric tests that measure an individual's problem-solving instincts and can be used to improve team collaboration and communication. This formed our foundation because some of the management had already taken Kolbe assessments.

## DEVELOPERS STRUGGLING WITH BAU

1. Despite being in an industry that thrives on 'cool' technology challenges, there was a natural transition from project creation to maintenance, which was considered 'less cool' by the team. This posed a challenge in maintaining the enthusiasm of creative technologists.
2. Though beneficial in terms of talent acquisition and work flexibility, the remote work model led to challenges related to team communication. Some of the main issues were different time zones, language barriers, and the absence of casual 'watercooler talks' that occur naturally in an office environment.
3. The company was planning to expand its team significantly, making it imperative to establish effective communication channels and maintain the company culture before the arrival of new hires.

## EMPOWERING THE TEAM

Following the Kolbe assessments, we presented a 2-3 hour Team Seminar and then met with each team to provide an overview of their combined strengths. The initial engagement was higher than typical for technology teams, which was a positive start. The team listed challenges related to customer behaviour rather than internal communication, which was unusual based on our experience.

The high level of conative cloning (similar problem-solving instincts) in the team and the hiring process that focuses on high cognitive ability and communication skills could be factors contributing to this. Some challenges related to information flow and work scheduling due to different time zones came up during casual interactions but weren't brought up in formal sessions, indicating that the team might need encouragement to voice their concerns.

With the insights gained, the company was better equipped to address communication gaps, align project work with employee instincts for improved job satisfaction, and enhance the team's self-development journey.



**Hutton Henry**  
Managing Partner

Working with PE and Portfolio in digital transformation since 2016. Helping tech leaders pre and post deal through coaching and advisory.



**Rod Alderton**  
CIO (Assoc. Partner)

FTSE 250 CIO, Senior IT and digital transformation lead. Helping Investors grow complex technology businesses and identify commercial opportunity.



**Alex Lea**  
CTO/CPO (Assoc. Partner)

High-growth CTO & Digital Product Leader with over 20 years' experience as an advisor & non-exec helping startups and SMEs to avoid common barriers to growth, reach their goals more quickly and at a lower cost.

[www.Beyond-MA.com](http://www.Beyond-MA.com)