Evolving Soft Skills for Remote Management

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Desirée has been in the AEC industry since the 1990s. She holds a bachelor's degree from University of California, Davis and a master's degree from Massachusetts Institute of Technology. Desiree has worked in construction and as a structural engineer, and now is the Design Technology Practice Leader for GEI Consultants. Desirée is a regular speaker at many conferences, she co-founded the Rocky Mountain Building Information Society, is the Chair of the Structural Engineers Association of Colorado's BIM Committee, served as an AUGI board member, Treasurer, and Vice President, serves on the AU Advisory Council, and is a member of the BILT North America Committee.
What are the challenges you face with the people you manage?
What do your direct reports value the most?
Has this changed?
What do you value the most?
Has this changed?
How has communication with your directs changed, medium and frequency? What do you in place of wandering around to check on your directs?
Do you spend time with each of your direct reports, one on one? Is this as effective remotely?
How do you give feedback, both formal and informal? How do you deliver this remotely?
How do you coach your directs reports?
Have coaching topics evolved?
How do you delegate work?
What do you delegate?
What are your interviewing preferences? How have you adapted them to working remotely? How has onboarding changed?
Have you had to fire/lay off anyone? How do you do that remotely?
How do you conduct annual reviews? Has this changed?
How have meetings evolved? What do you do differently to run an effective remote meeting?