

COVID-19 RESPONSE SUCCESSFUL VIRTUAL COLLABORATION



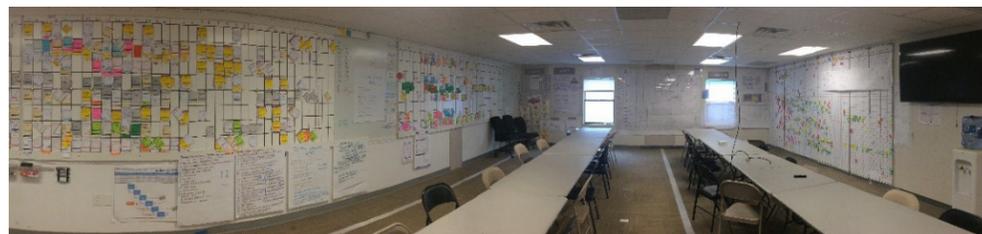
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INTERVIEW SUCCESSFULLY

- **Choose a Technology Platform Early:** This gives interviewees a chance to work with the technology, get comfortable, and make the process more seamless.
- **Create More Engagement:** Consider having pre-interview calls, smaller breakout sessions, or a virtual meet and greet prior to the formal interview. These events help build relationships and trust.
- **Leverage Conditions of Satisfaction:** Develop CoS prior to the interview and ask interviewees how they can help your team achieve those goals.
- **Be Flexible:** Technology issues happen. Be open and flexible and try not to judge interviewees based on an issue they couldn't control.
- **Cameras On:** Not just for the interviewees, but interviewers too. This gives the interviewee a fair chance to read the room, monitor body language, and change the course of the discussion as needed.
- **Monitor Local Regulations:** It might be possible for the most critical people to meet in person while still following all guidelines and regulations. Other less critical personnel could interview virtually.

RECREATE VISUAL MANAGEMENT

- People still need to see the items that would be hanging in the Big Room: Parking Lot, Risks and Opportunities Lists, Conditions of Satisfaction, etc... Create electronic versions instead.
- A dedicated Scribe can add content to these items throughout the meeting, minimizing distractions.
- Ensure the Scribe and presenters upload all meeting content to one, common file sharing site. This allows attendees to virtually see Visual Management tools any time they'd like.



UTILIZE A FACILITATOR

- Monitoring body language and the mood of the room is more difficult virtually. Facilitators can ask questions and view body language to ensure the group is engaged.
- Facilitators help manage the agenda and keep the group on schedule, making adjustments on the fly as needed.

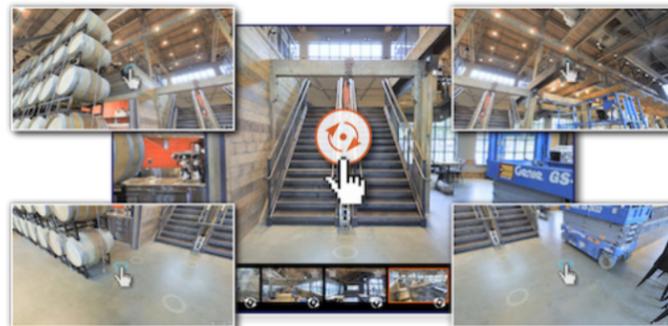


FOCUS ON AGENDA PLANNING

- Build in a healthy number of breaks and an adequate lunch. People need that time to manage email, make phone calls, and help their kids with homework.
- Send out the agenda in advance. People will plan around those times.
- Virtual meetings allow people to more easily pop in and out. Stick to your agenda so key resources are calling in at the right times.
- Group topics by attendees. This minimizes downtime between topics, limits the number of times people need to dial in, and decreases inevitable technology issues.
- Utilize a parking lot to stay focused and out of the weeds.
- Ensure conversations are impactful for all attendees.

CREATE VIRTUAL SITEWALKS

- Have someone with deep knowledge of the site lead the tour virtually. This person can answer questions and move the camera to the right locations as information is requested.
- Technology could be leveraged for third party inspections as well.
- Multiple technology options are available that could add value for your team
- Allows off-site personnel (engineers, PMs, etc.) to know the current status of construction for planning purposes.



TURN CAMERAS ON



- Allows the team to see the body language of everyone else. Most communication is non-verbal.
- Creates a more personal, less intimidating environment for speakers.
- Enables your Facilitator to monitor body language and gauge the temperature of the virtual "room".

LEVERAGE BREAKOUTS

- Allows people to talk in smaller groups, creating better personal connections.
- Smaller groups also enable better collaboration and "getting into the weeds" without wasting the time of people that don't need to be engaged in the conversation.
- Pre-plan for these sessions and have the necessary number of call-in links/numbers set up in advance. Know who will lead the sessions as well.

IMPLEMENT VIRTUAL DESKTOP INFRASTRUCTURE (VDI)



- Reduces cost and the complexity involved in replicating massive amounts of data across multiple data centers.
- BIM from anywhere without sacrificing productivity.
- Utilize remote designers without replicating large files, breaking down boundaries across geographically dispersed teams.

MANAGE ATTENDANCE



- Productivity and engagement will decrease as your group sizes goes up. For presentations, feedback shows 30 is a good target number. Limit meetings to 4-6 if you need deep engagement and conversation from all members.
- Rule of Thumb: If the team doesn't recognize your voice by the end of the day, you probably didn't need to be in the meeting.

WATCH DURATIONS

- Build in more, smaller breaks. The majority of the group will struggle to fully focus on a computer screen for more than an hour.
- Most people agree that two back-to-back days of a Virtual Big Room is the maximum that a group can fully engage without losing productivity.

