



**CAREER COMPASS**

Steer Your Career. Accelerate Our Mission.

# **Virtual Collaboration**

## **Employee**

## **Workbook**

**6 October 2020**

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**Objective:** Each member of the workforce has a role in contributing to an effective virtual work environment. To contribute to the resilience of the NAVFAC workforce by improving collaboration in a virtual work environment through intentional, specific, and creative engagements with colleagues and leaders.

### **Participants will be able to...**

- **Identify** best practices for virtual collaboration
- **Understand** tools available to the workforce in a virtual environment
- **Build** skills for effective virtual collaboration following the 70/20/10 learning model

### **So that...**

- You can be a better communicator and collaborator.
- You can work with your colleagues to accomplish today's tasks that build to the success of NAVFAC.

## Pros / Cons of Virtual Work

Pros	Cons
Greater flexibility	Requires enhanced skills for virtual collaboration
Greater productivity	May take more hours to get the same outcome
Greater independence and accountability	Competing demands at home (family, pets, and other distractions)
Extended coverage on business hours	Less opportunities for non-work-related interactions or gatherings, where you build trust
More space from colleagues	Less human contact and more risk of lack of team spirit/cohesion
More contact with leadership	Less contact with leadership

Reflecting on the pros / cons of virtual can provide a fresh perspective on working remotely and collaborating virtually. Talk to your colleagues and leaders about their perspectives on working remotely.

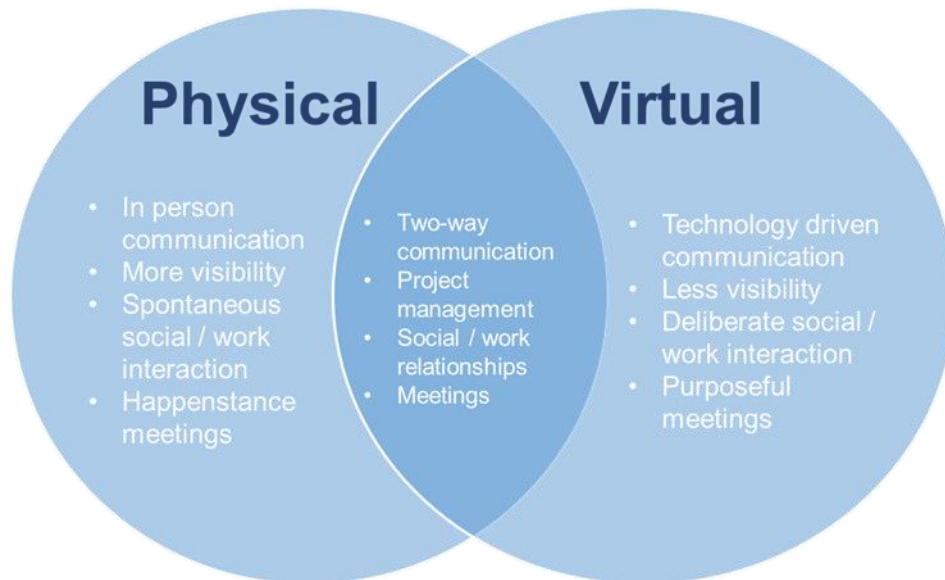
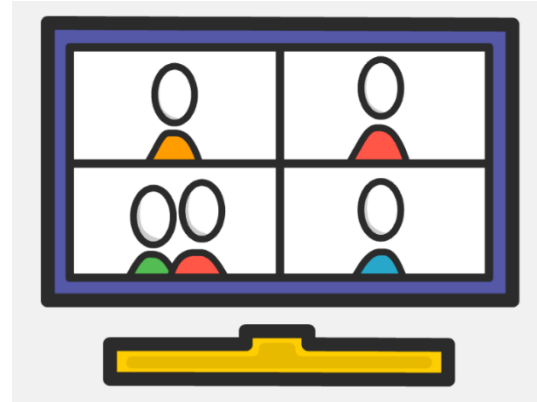
*Do you share the same pros and cons? Where do you differ in your opinion? Does that influence your ability to work together productively and collaboratively?*

These discussions can build trust between colleagues, better align expectations in your work community, and improve collaboration.

## What is Collaboration?

The action of working with others to produce or create something.

*My notes on collaboration:*



## Reflection

*When I get better at virtual collaboration...*



*How will that help me at work, in my community,  
in my command, at NAVFAC, and for the Navy?  
How has my perspective on virtual collaboration  
changed over time?*

*My reflections:*

## Collaborating with Colleagues



### Two types of trust:

- **Interpersonal:** Colleagues build interpersonal trust through informal and formal social interactions.
- **Task-based:** Colleagues build task-based trust through reliability, quality, consistency, and responsiveness in the work they do with each other.

Social	Work
Schedule or spontaneously initiate short (10-15 minute) social calls	Share status reports and progress regularly
Plan virtual lunches with colleagues	Schedule short meetings or lunches with colleagues in different functions to update them on your work
Talk about topics apart from work	Hold brainstorming sessions on blue sky ideas
Create virtual trivia	Use voice memos, email, or meetings to communicate
Organize happy hour	Reliably answer communications

My ideas and notes:			
1.		1.	
2.		2.	
3.		3.	
4.		4.	



## As an employee I...

Give the benefit of the doubt.

Read emails and messages carefully.

Appreciate my colleagues work.

Respect working hours and time zones.

Know preferred modes of communication of my colleagues.

*My notes:*

## Case Study



Discuss the situation presented, the source of the issue(s) occurring, and possible solutions. Write in your ideas around possible solutions below.

**Scenario:** Krista works in LANT. She has been trying to get a hold of her colleague Laurence, who works in the Pacific area, on MS Teams chat all morning, but he is not responding. She is not sure if she should try reaching him by calling, video calling, texting, or emailing to get a hold of him as she really needs feedback on a contract for a topographical survey before sharing it with her supervisor.

Later that day, Krista finally gets a hold of Laurence on a phone call, hearing his kids in the background throughout the call. While Krista does get the feedback on the contract that she needs, she is left with an uncomfortable feeling of having really bothered Laurence.

What is happening in this situation?

What should Krista and Laurence both do to better collaborate virtually?

## Effective Virtual Meetings



*What can I do to make virtual meetings more productive and efficient?*

### **Before Meetings:**

### **During Meetings:**

### **After Meetings:**

## **Effective Virtual Meetings**

### **BEFORE:**

- Prepare to be physically and mentally present during all meetings – a virtual environment provides a lot of distractions – minimize those! Demonstrate preparedness to show commitment to your work and your team
  - Beverages (physical requirements) at the ready so you do not have to get up and taken care of in advance (bathroom breaks)
  - Documents related to the meeting open
  - Tech equipment ready (headphones, camera, note taking platform)
- Read and prepare comments on the agenda in advance. This will:
  - Improve your contribution to the team or project and your readiness to participate in the meeting
  - Improve your critical thinking skills by asking questions and analyzing work
  - Enable you to be mentally present during meetings as you are not playing catch-up to figure out what is going on or how to contribute on the fly.

### **DURING:**

- Be physically and mentally present during all meetings
- Interaction: if on video, look for visual cues of how others are interpreting your words or the words of others. Listen to the tone of their voice – tonality and pace and facial features are increasingly important when we are not physically together.
- Leave the meeting with a clear understanding of your responsibilities and next steps, timeline and who you need to report out to. If you are unsure, pause and ask before the meeting ends.

### **AFTER:**

- Complete the responsibilities assigned to you within the time frame expected and report out to the correct audience.

## Collaboration with Leaders



*What am I, as an employee, doing to make sure my relationship with my leaders is efficient and effective?*

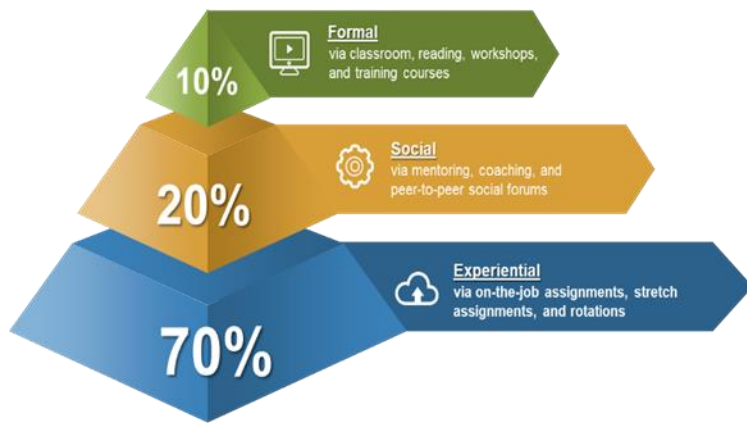
What am I doing?		What can I expect from my leader?	
1.		1.	
2.		2.	
3.		3.	
4.		4.	
5.		5.	

## Collaboration with Leaders

As the employee, I can...	I can expect from my leader...
Be open and honest	Frequent communication
Provide details	Set-up 1:1's
Share my workplan	Clear standards
Come prepared	Respect schedules
Ask for feedback frequently	Recognize contributions

*My notes:*

## 70/20/10 Adult Learning Model



A central component of NAVFAC's workforce development system is the 70/20/10 Learning and Development Model, a framework outlining how different types of learning methods should be leveraged to optimize employee learning and development. This model suggests that approximately 70% of an employee's development should occur through experiential assignments, 20%

should occur through social activities, and roughly 10% of development should occur through formal training methods.

**Experiential Learning.** Experiential learning refers to self-directed employee development activities facilitated through experiences, projects, and tasks which typically occur as part of the employees' regular duties or development program. Experiential learning involves engaging in self-directed activities that build knowledge, skills, and competencies. Examples of experiential learning activities include special project assignments, rotational assignments, and on-the-job training.

**Social Learning.** Social learning refers to cooperative employee development activities facilitated by relationships among colleagues. These relationships may be with peers, more junior employees, or with more senior employees and are generally developed outside of a formal classroom setting. Social learning involves communicating with colleagues to learn and share knowledge that can be used to build skills and competencies. Examples of social learning activities include coaching or mentoring activities, discussing podcasts and webinars with peers, working with accountability partners, and shadowing skilled performers.

**Formal Learning.** Formal learning refers to expert-led employee development activities that take place in designated learning environments, such as classrooms, web-based courses, and workshops. Formal learning involves participating in formal educational and training opportunities in a student-role. Examples of formal learning activities include participating in a student-role of classroom instruction and reading expert-created materials on topics related to individuals' developmental needs.

## 70/20/10 Adult Learning Model

	70	20	10
<u>A</u>	Observe your behavior during meetings, interactions with colleagues, and with your leader to see where you are doing well & where you can improve.	Set up a peer to peer conversation to learn what your peers are doing to be collaborative in a virtual working environment.	Video: <a href="#"><u>HBR - How to Collaborate Effectively If Your Team Is Remote (The Explainer)</u></a>
<u>B</u>	Read and prepare comments on the agenda in advance of the next meeting.	Share lessons learned from today with your colleagues and leaders.	Video: <a href="#"><u>Trust and Colleagues in Virtual Engagements</u></a>
<u>C</u>	Test virtual collaboration tools, such as shared documents, with your teammates.	Set up a virtual lunch or coffee break with your colleagues.	Reading: <a href="#"><u>Google Tips for working with remote teams</u></a>
<u>D</u>	Provide a weekly status report on your work to your colleagues and leader.	Talk to friends or colleagues outside your division or place of employment to see what is working for them.	Reading: <a href="#"><u>Atlassian - Virtual collaboration: not just for remote teams anymore</u></a>
<u>E</u>	Reliably answer communications from the team and ask for feedback or input well in advance.	Talk to your leader about ways you can better contribute virtually. Ask your supervisor or leader to hold you accountable to new habits.	Reading: <a href="#"><u>Virtual Teams, MIT</u></a>

*\*The United States Government does not endorse any links provided but recognize that they may be of use.*



## Applying



Write down an activity that you are going to do per working environment / relationship to apply what you have learned here today to improve your skills of collaborating in a virtual environment. Share the idea you are most excited about in the chat box.

Activities:	
70% -	
20% -	
10% -	

Relationship Application:	
70% -	
20% -	
10% -	

Share:

## Reflections

What is the #1 take away you learned today?

Which tips will translate and work well with your colleagues today? Why?

## Contact Information

**BD17 Contact Information:** Write to us! We are always seeking to improve our learning and development products and encourage your feedback. Please email us with your suggestions and we will incorporate them into future work. Additionally, we are available to answer any questions about the content you may have and provide additional resources to support your learning endeavors.

- [NAVFACHQTotalForceDevelopment@navy.mil](mailto:NAVFACHQTotalForceDevelopment@navy.mil)

## Development Resources

**Career Compass Resource Center:** An online source of information that provides NAVFAC civilian employees access to professional growth and development opportunities.

- <https://www.navfac.navy.mil/ccrc>

**Career Compass Catalog:** an online tool which provides you with information to help you take ownership of your professional development. It identifies options to assist in planning and creating a successful career path within NAVFAC.

- [https://www.navfac.navy.mil/jobs/workforce-development/ccrc/emp\\_resources/ccc.html](https://www.navfac.navy.mil/jobs/workforce-development/ccrc/emp_resources/ccc.html)

**Employee Competency Assessment:** Complete an online survey to assess yourself – from awareness to expert – on 20 non-technical competencies identified in the WFD Continuum and Section Two of the Community Management Framework (CMF). The assessment takes 10 to 15 minutes to complete.

- [https://www.navfac.navy.mil/jobs/workforce-development/career-compass/Employee\\_WFD\\_Resources/Employee\\_Comp\\_Assessment.html](https://www.navfac.navy.mil/jobs/workforce-development/career-compass/Employee_WFD_Resources/Employee_Comp_Assessment.html)

**Individual Development Plan:** a tool for NAVFAC employees to define career goals and identify development opportunities as a part of career planning. Creating an IDP is the third, and most significant, step associated with participating in Career Compass, a career development program for NAVFAC civilian employees.

- [https://www.navfac.navy.mil/jobs/workforce-development/career-compass/Employee\\_WFD\\_Resources/IDP\\_Process.html](https://www.navfac.navy.mil/jobs/workforce-development/career-compass/Employee_WFD_Resources/IDP_Process.html)