



Think. Plan. Do.

How to win the virtual long-game: A Right Lane playbook

Webinar – 7 May 2020

Follow-up pack

Introduction



This pack was prepared by Right Lane Consulting and contains a sample of slides from the webinar presentation 'how to win the virtual long-game: a playbook', held 7 May 2020

The sample slides include:

- A few context slides from the webinar presentation
- An overview of the 'bond', 'collide', 'bloom' framework
- Some supporting theory
- The two templates from the 'bond' and 'collide' section of the playbook that were completed as worked examples during the webinar, plus;
- A bonus template from the 'bloom' section of the playbook

If you have any questions regarding this pack, please contact Zoe Pappas at zoe@rightlane.com.au

Take-aways from the webinar



What you need to consider as a leader to have your virtual team thrive

What options you have for establishing virtual team norms

How you can stimulate innovation within an organisation, virtually

Why this? And why now?



&



**The COVID-19 crisis
accelerated the shift to
virtual collaboration**

**We need a virtual
'long-game' once initial
crisis management
needs are met**

Problems on the horizon



**Decision
bottlenecks**

**Low sense of
affiliation**

**Innovation
takes a hit**

**Personal
sustainability
challenged**

**Development
is stunted**



The framework

BOND



**Productivity,
connection
and affiliation**

COLLIDE



**Innovation and
impact delivery**

BLOOM



**Development
and personal
sustainability**

The templates

BOND



- Our virtual team norms
- Our tech enablement plan
- Our virtual connection code
- Our approach to inclusive behaviour, trust and belonging, virtually
- Our critical decisions and how we will make them
- Our updated routine for meetings

COLLIDE



- Our approach to prioritisation, and cascading these priorities
- Our compact for increasing innovation 'collisions'
- A template for running 'milestone meetings'

BLOOM



- Our approach to effective virtual coaching, mentoring, apprenticeship
- Working with me – an approach to personal sustainability
- *Optional:* Client/customer-focused learning

The underlying theory: 'bond'



Foster trust and psychological safety



**Communicate effectively: belonging cues;
best practices**



Establish norms for virtual teams

Sources: Coyle, D. (2018). *The Culture Code: The secrets of highly successful groups*. Bantam Books; Lencioni, P. M. (2010). *The Five Dysfunctions of a Team*. New York: Wiley-Blackwell.; MIT Sloan Management Review. (2018). *Making Virtualization Collaboration Work – Special Collection*.; Choudhury, P., Larson, B., & Foroughi, C. (2019, August). Is it time to let employees work from anywhere? *Harvard Business Review*. Retrieved from <https://hbr.org/2019/08/is-it-time-to-let-employees-work-from-anywhere>

Template: Our virtual team norms



What will be our default set of norms for our team when we work virtually?

| DIMENSION | Our 'NORM' |
|---|------------|
| Hours we will typically be 'online' | |
| Response time to emails, missed calls | |
| Process for escalation of issues/blockers | |
| Hierarchy of communication channels | |
| Approach to providing, seeking and receiving feedback | |

The underlying theory: 'collide'



Gather for a meaningful purpose, with or without an agenda



Encourage the five 'discovery' skills of disruptive innovators: associating, questioning, observing, networking and experimenting



Create collision-rich spaces and opportunities in virtual interactions

Template: Our compact for increasing innovation ‘collisions’



What will we do to increase ‘innovation moments’ within and between our teams?

| DIMENSION | OUR COMMITMENT |
|---|----------------|
| Establish new opportunities for team members to connect without an agenda | |
| Ensure existing team meetings are innovation ‘safe zones’ | |
| Role-model desired behaviours | |
| Reward those who volunteer/ share new ideas | |
| Encourage oversharing of early thinking on approaches to different projects, client/ customer problems etc. | |
| Facilitate ‘serendipitous encounters’, virtually | |

Bonus 'bloom' template: Working with me: an approach to personal sustainability



What do others need to know about working with me?

| DIMENSION | COMMENTS |
|--|--|
| Work-day features | <i>e.g., morning person, start at 7am, wrap up by 4pm most days where possible</i> |
| Communication channel preference | <i>e.g., SMS first, then email then call. VC as default for call</i> |
| Feedback preference | <i>e.g., in writing with an opportunity to discuss at a later date</i> |
| Management style | <i>e.g., hands on, hands off, in the detail/high-level and abstract</i> |
| My personal standing KPIs ¹ | <i>e.g., exercise Monday, Wednesday, Friday from 5:30-6:30pm</i> |

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1. Weekly 'personal standing KPIs' like exercise, attending an evening activity with children, early dinner with the family etc.
Source: Right Lane Consulting. (2020).

To discuss in further detail please contact:

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