

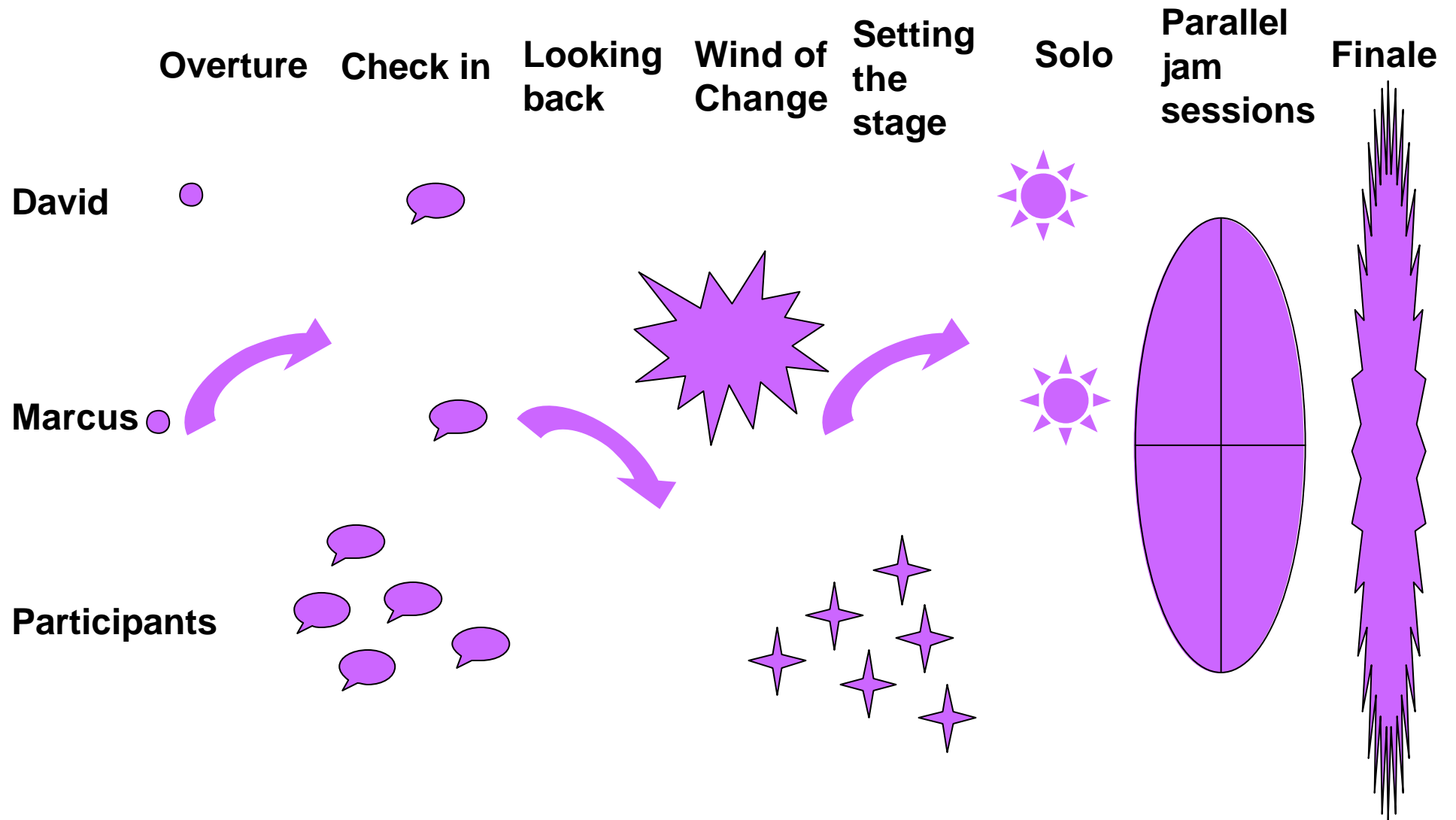
Virtual Teams

“Jam Session”

- Management Forum
- SIETAR Deutschland
- Bonn, February 29th
- People
 - David Trickey (WorldWork)
 - Dr. Marcus Hildebrandt
 - Participants



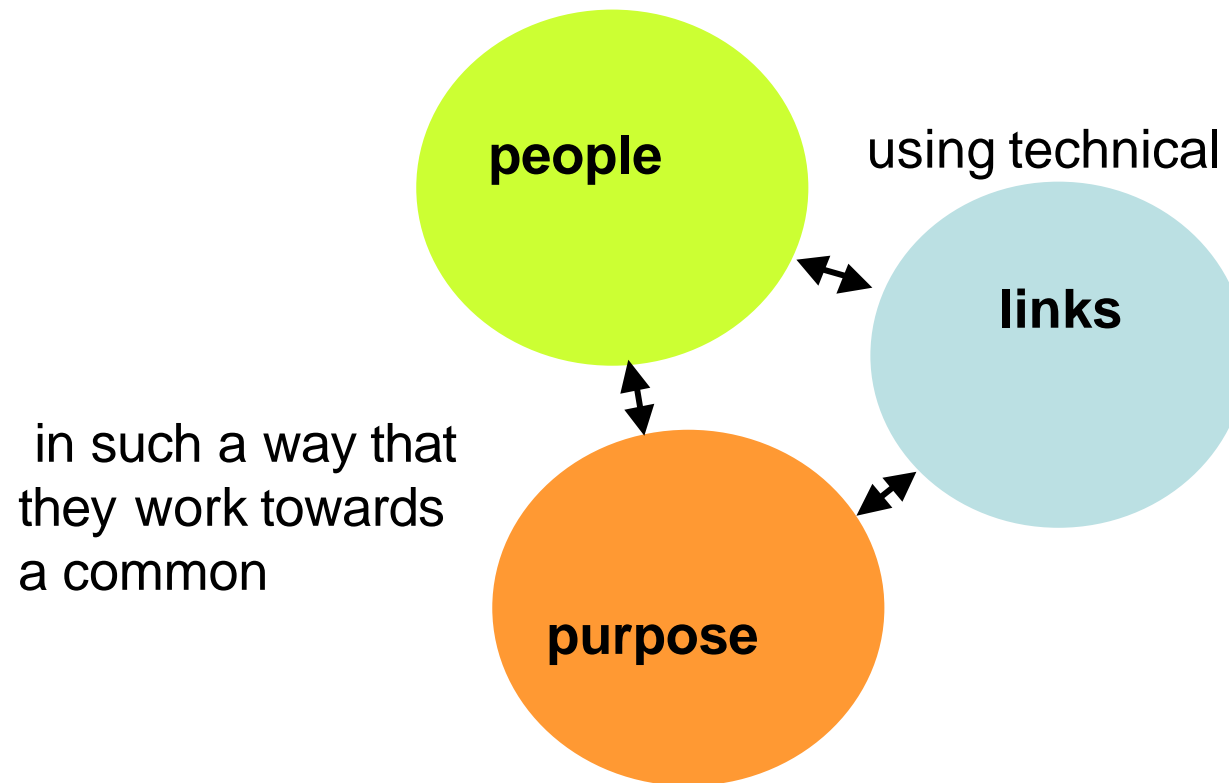
Partiture



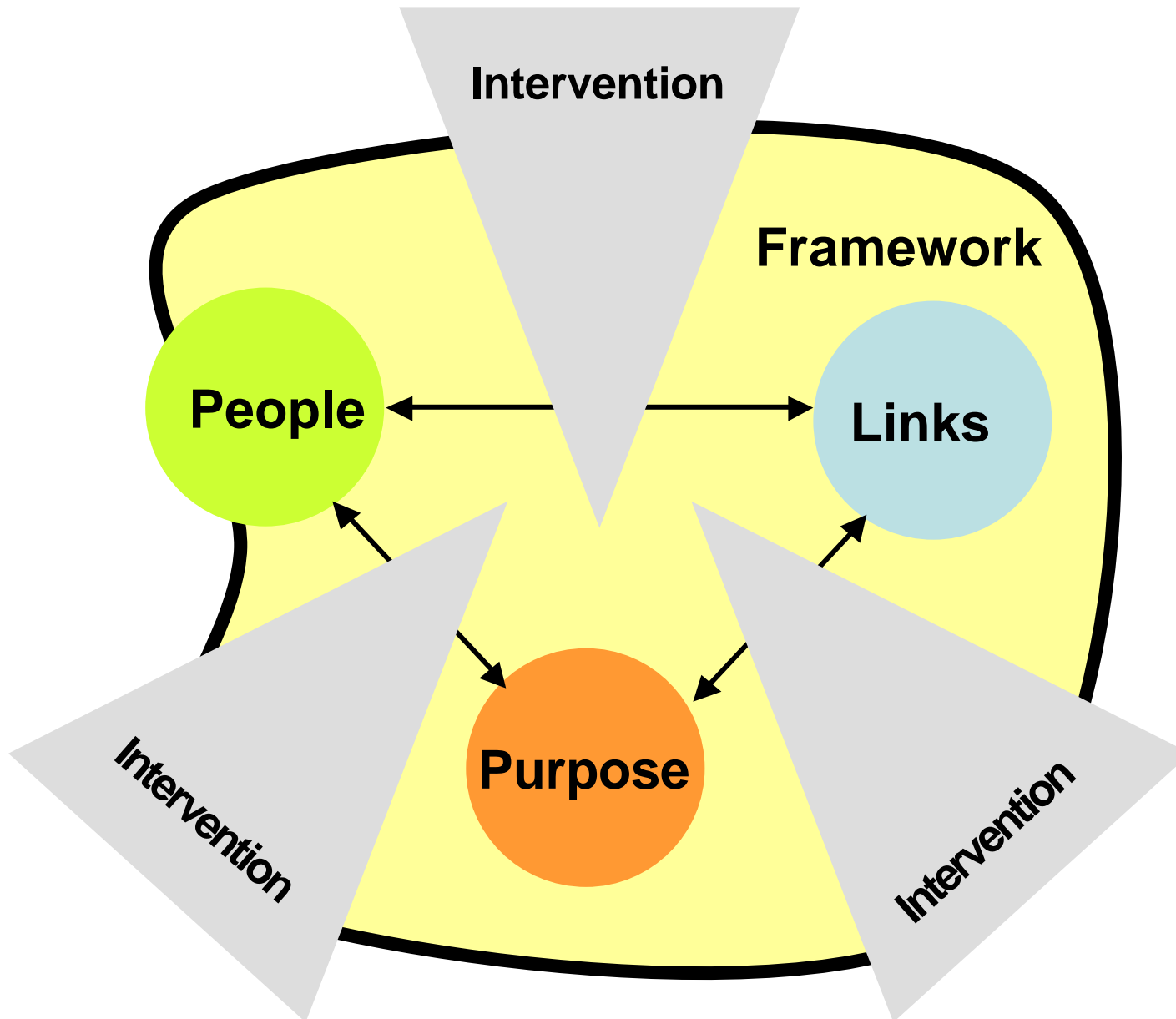
Leading in a virtual Context (a la Jessica Lipnack & Jeffrey Stamps)

Task of the leader:

The art to shape relations between



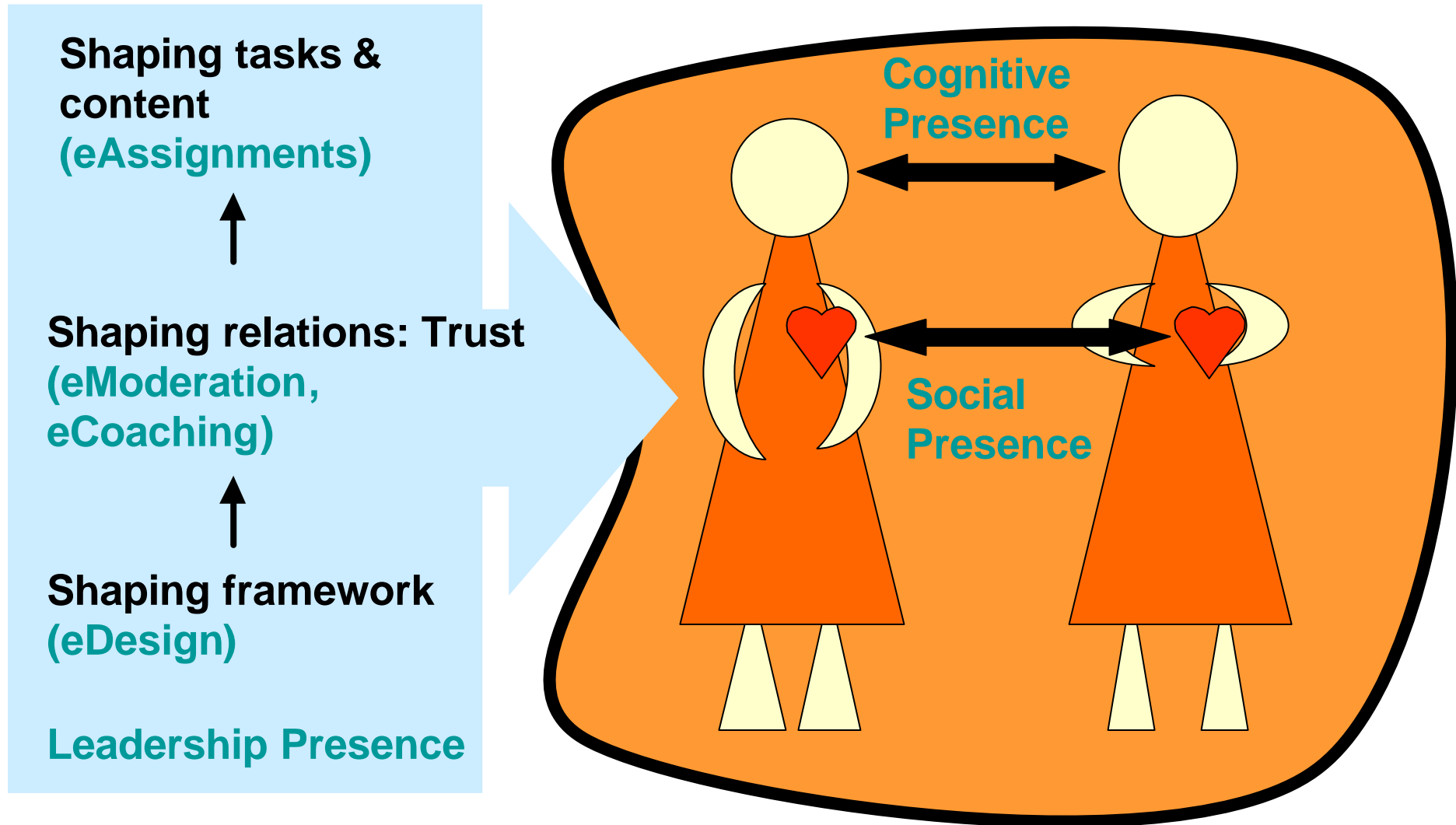
Systemic View: Virtual Teams



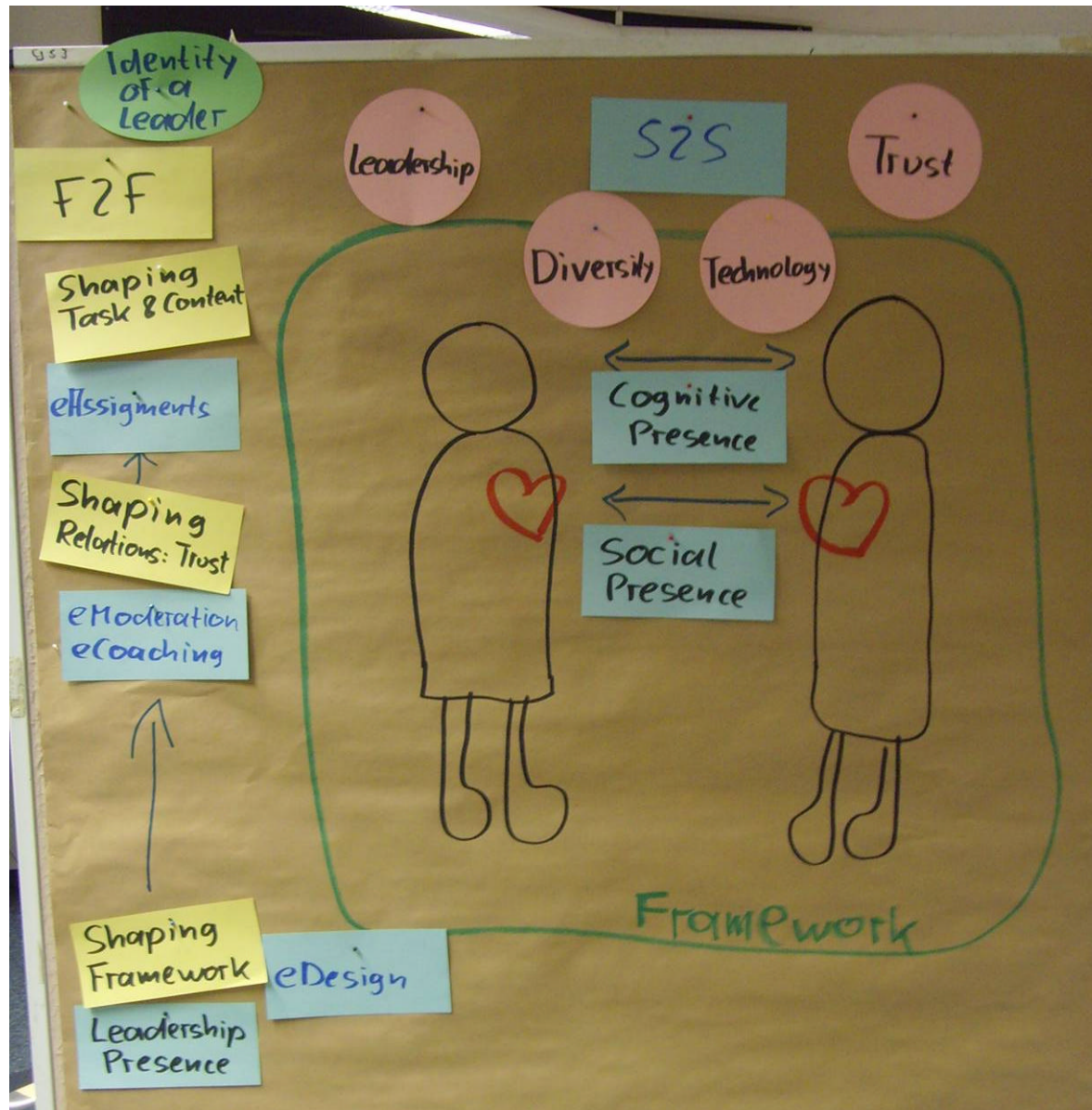
Identity of a Leader: s2s (screen to screen)

(Based on a picture of Eva Röttger-Ferchlands)

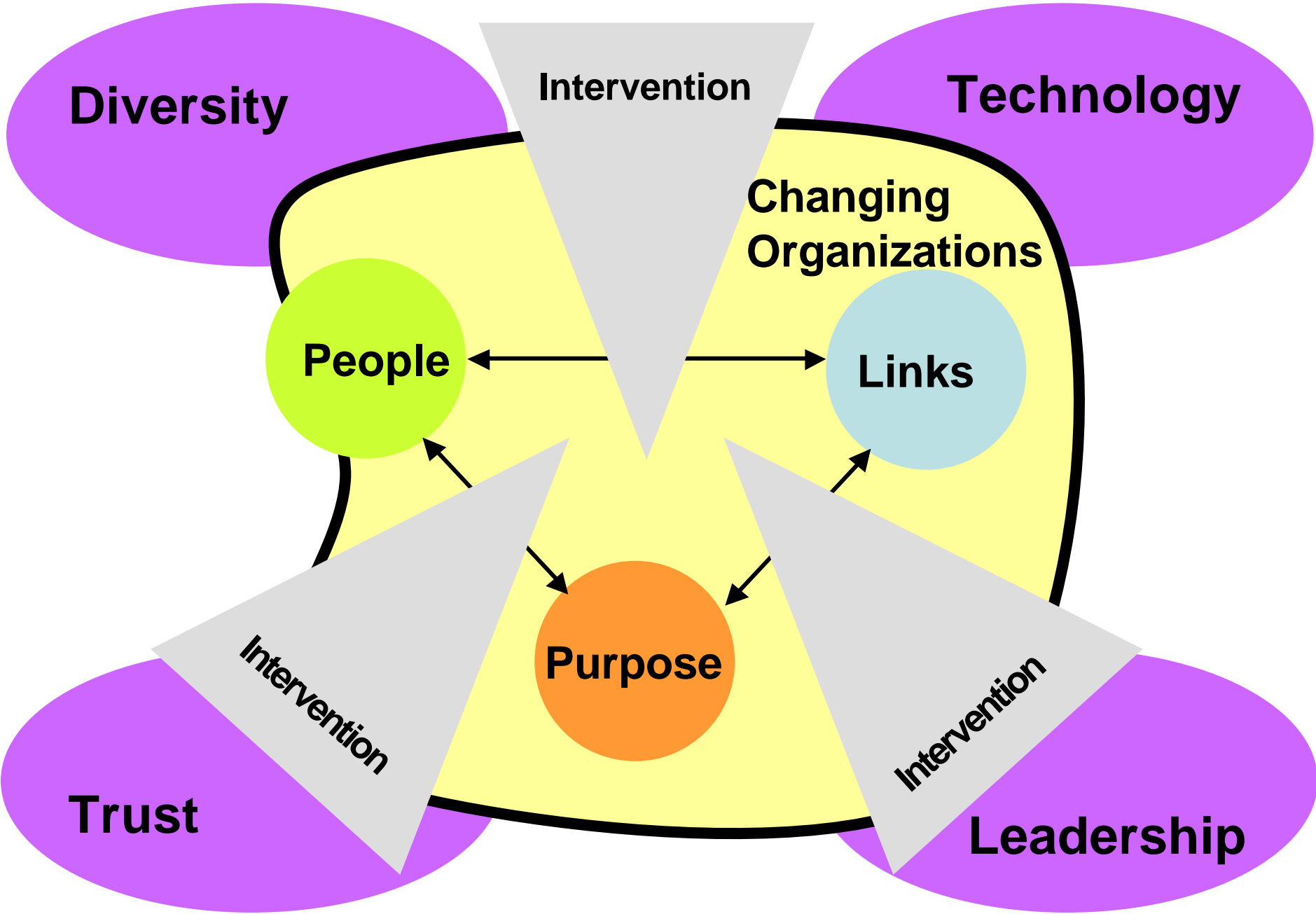
Virtual Management Identity



Online Identity as a leader

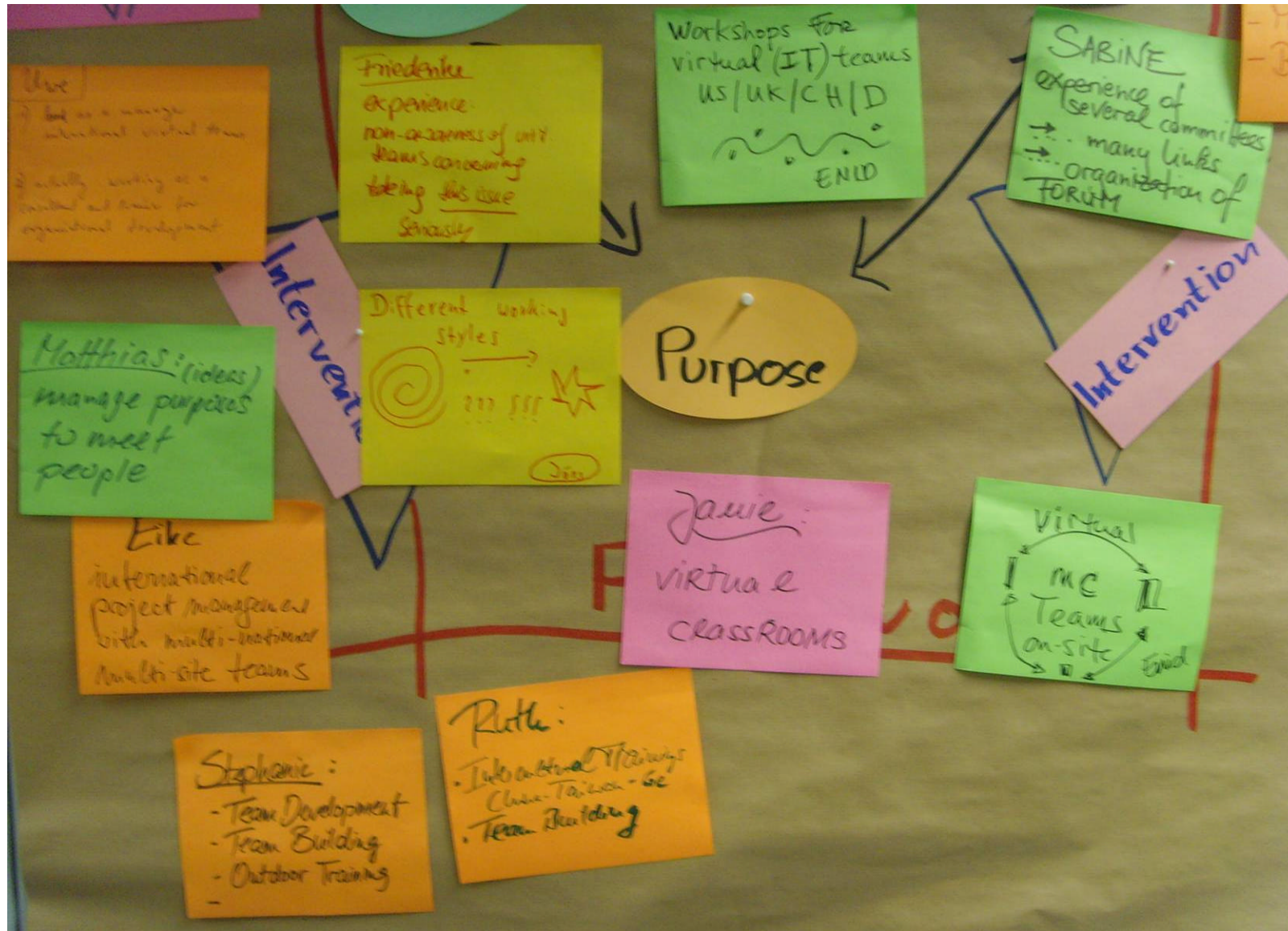


Virtual Teams: Our Focus

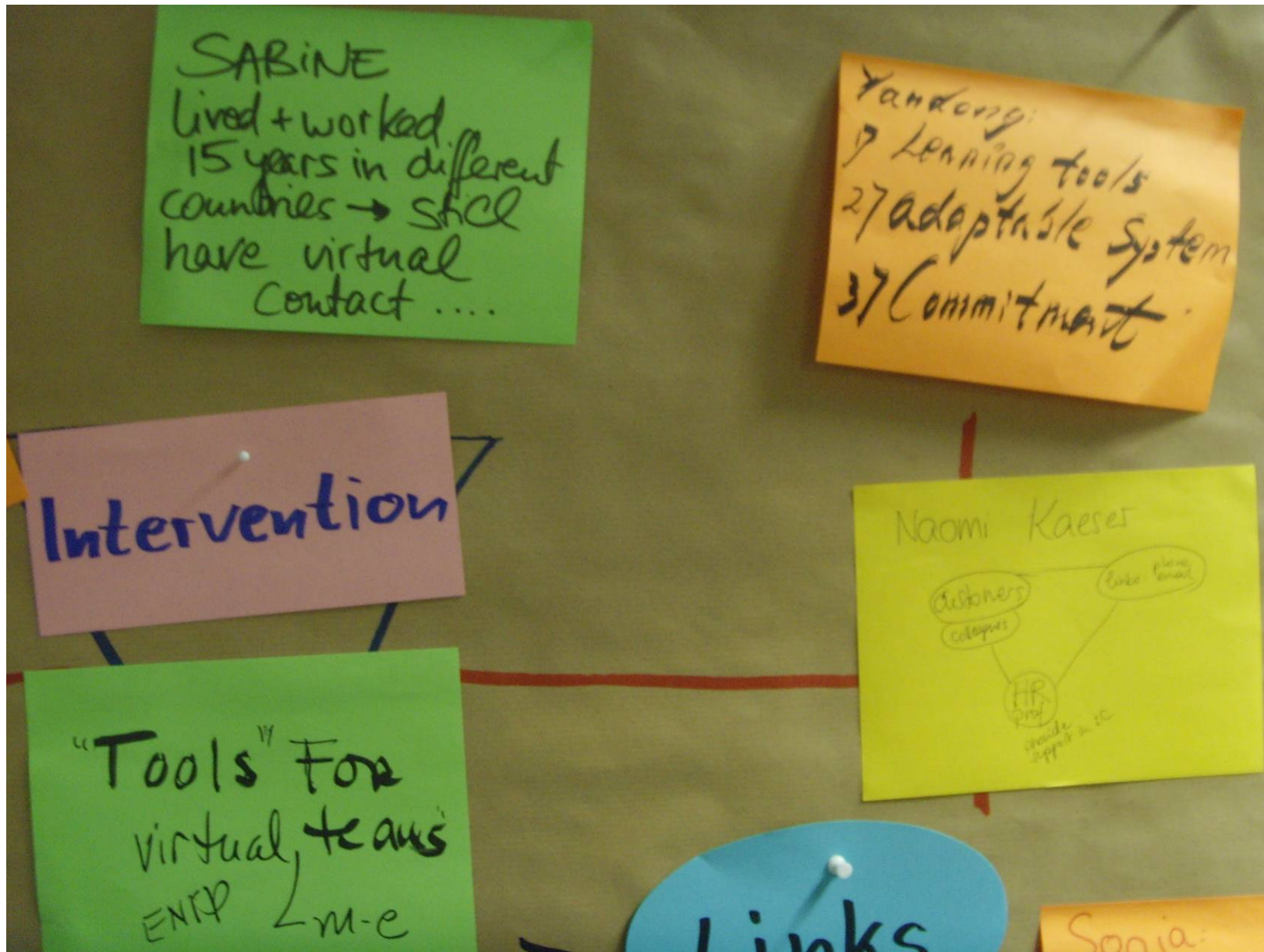


**Check in: what is
your expertise in
this field?**

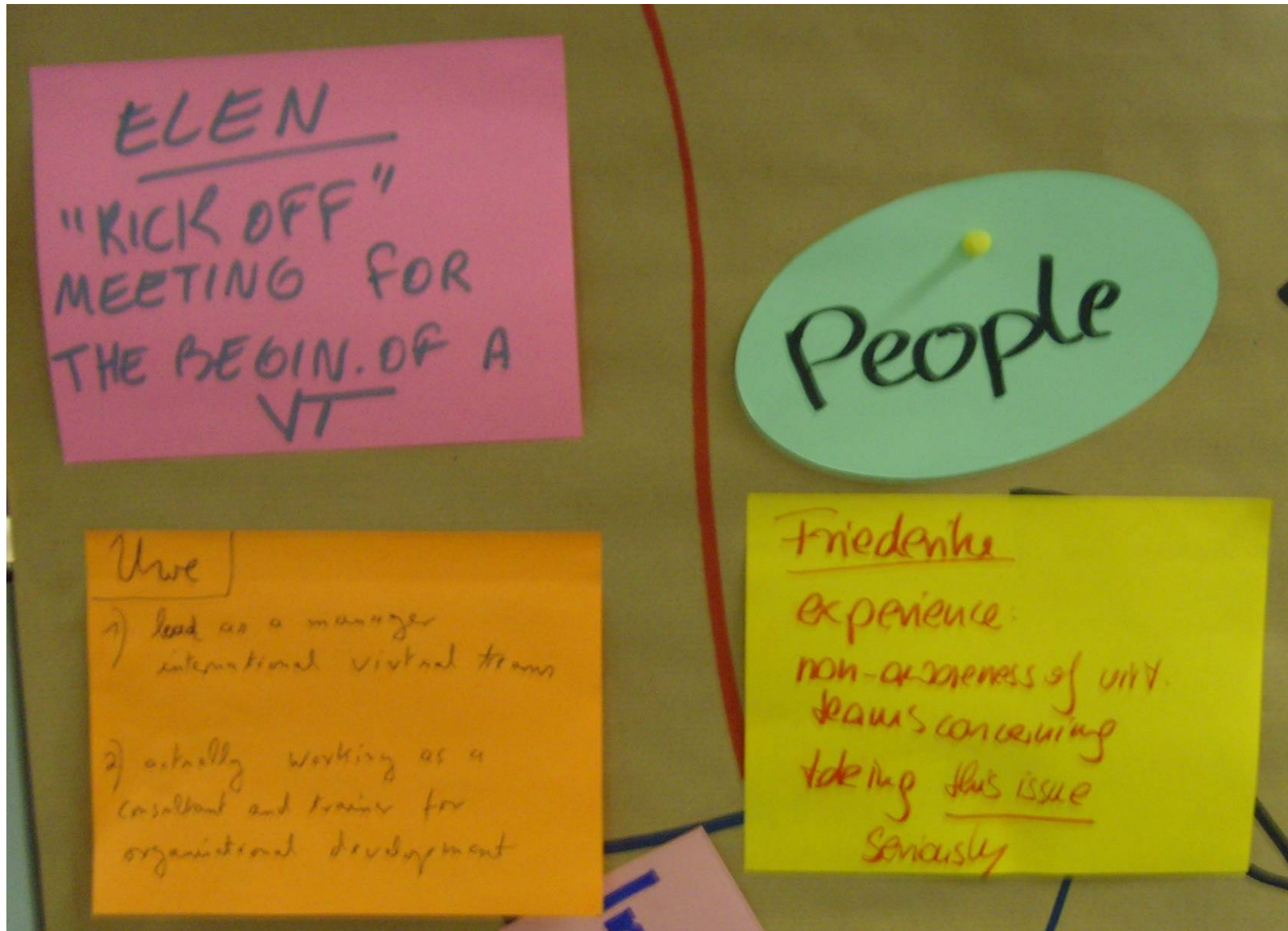
Expertise of participants (I)



Expertise of participants (II)



Expertise of participants (III)



Paradigm Shifts

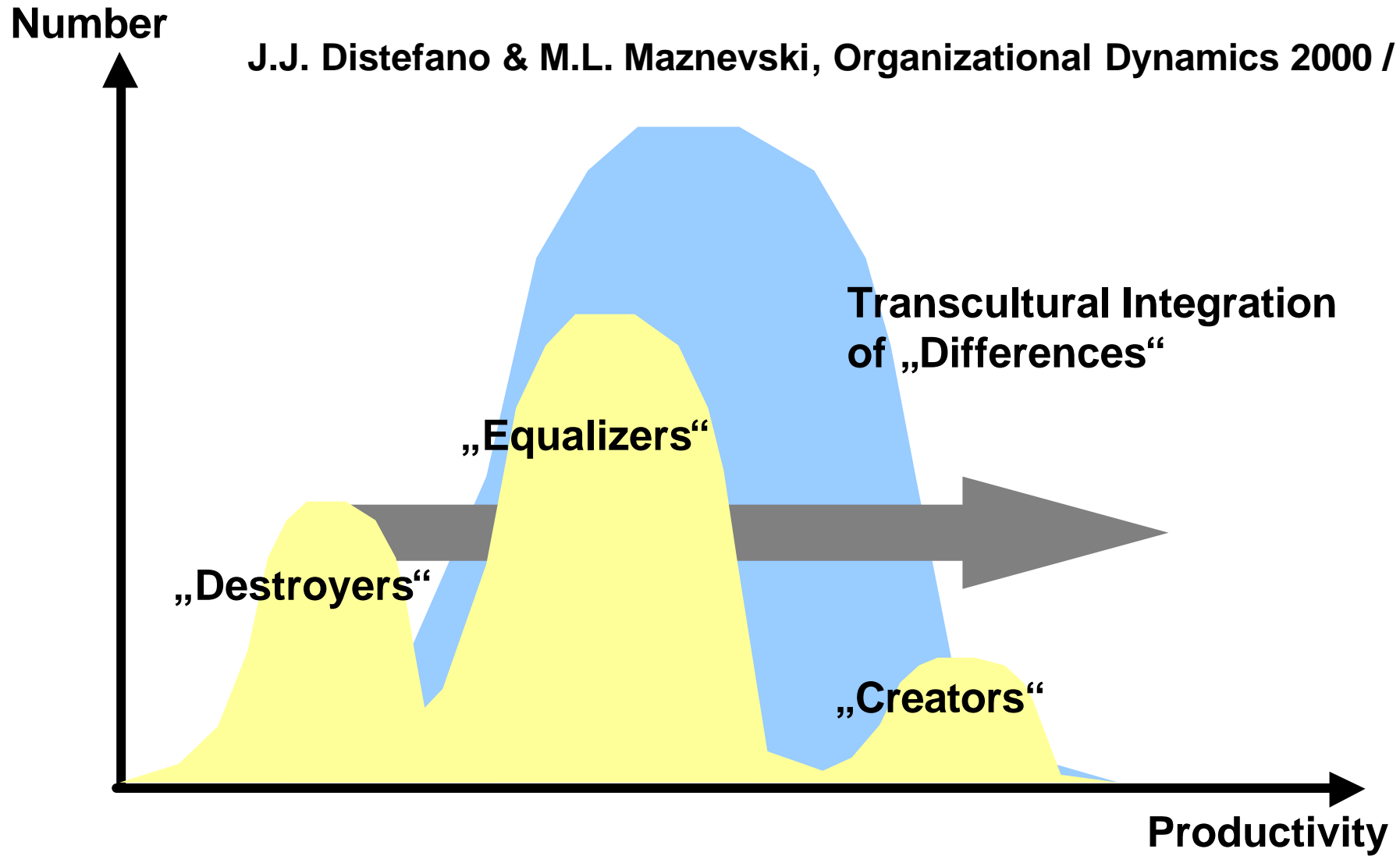
Paradigm shift: f2f – s2s

“We rather spend our time not talking. This we can do when we do not see each other...” ...”



Productivity of cultural **homogenous** / **heterogenous** Teams

J.J. Distefano & M.L. Maznevski, Organizational Dynamics 2000 / 29



“Can Absence Make A Team Grow Stronger?”



HBR Article: The Three Rules of Far-Flung Teams

Rule no. 1: Exploit diversity

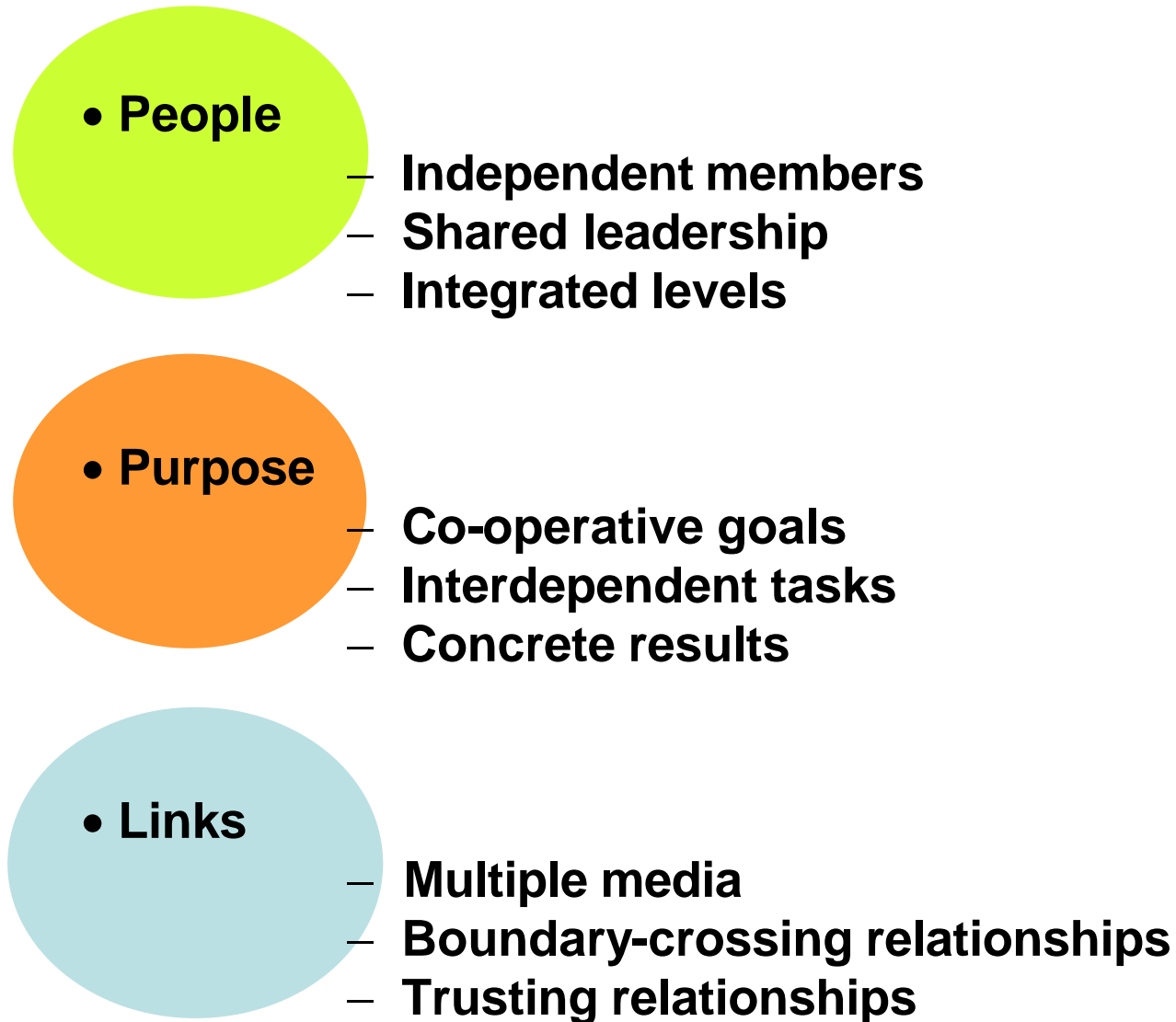
Rule no. 2: Use technology to simulate reality

Rule no. 3: Hold the team together

© NetAge, Inc., 2007

**What has happened
since then?**

Starting point: success factors for project-oriented virtual Teams (Lipnack and Stamps) more than 10 years ago



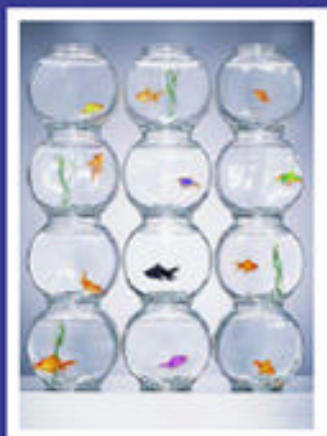
- Increasing complexity of organizational context
- Rapidly changing organizations (M&A, etc)
- Consolidation of WEB 1.0 tools (Research & Best Practice)
- eLearning / eCulture is spreading
- New technology appeared (WEB 2.0) and is on the horizon
- What else has changed since then?

Contributions of the participants

What's changed?

- Speed
- email ↗ = text based communication
- Response time
- Availability → (private life)
- ↗ Knowledge about media
- Global cooperation
- Trust definitions ???
- Tel cos ↗ Task focused.
- Cost pressures.

David's Solo: Trust in virtual Teams



DEVELOPING TRUST IN MULTICULTURAL VIRTUAL TEAMS

The International Team Trust Indicator™

Downward shift in trust in our business leaders...



Top International Remote Team Challenges



1. Geographical remoteness
2. Team motivation issues
3. Getting local buy-in/commitment
4. Control & coordination issues
5. Getting results while having fun
6. Language issues
7. Mediating company policy with local realities
8. Dealing with conflicting loyalties
9. Communication issues
10. Trust and building common understanding

Trust defined...

Trust is an expectation of the positive action of other people, without being able to control the outcome and with personal risk if the expectation is not met.

TRUST vs FIDUCIA

Anglo-Saxon *Trust* based on:

*traustr = we trust in someones' strength
(strong in words, values and skills)*

**higher ranking for 'competence' and
'integrity'**

Italian *Fiducia* based on:

fides = faith (confidenza = shared faith)

**higher ranking for 'benevolence',
'compatibility', 'inclusion', 'accessible'**

10 impacts of low levels of 'trust' on teams:

1. *lower productivity* as people do the minimum
2. *ineffective problem-solving* as people minimize vulnerability
3. *reduced learning* as we don't accept help and advice if we distrust
4. *weaker teamwork* as we feel compelled to work together not committed
5. *more stress & socially generated uncertainty* as distrust causes uncertainty and anxiety about people's motives
6. *lack of quality information* as sensitive information is withheld by team members, so it becomes more difficult to acquire
7. *costly checking systems* as people cross-check and double check
8. *lack of communication* as people avoid each other and don't cooperate
9. *defensiveness* as people protect themselves from opportunists
10. *high turnover of innovators* who require an atmosphere of trust to be effective

Trust criteria – why it's harder to trust internationally

➤ Keeps promises	65%
➤ Is a friend	55%
➤ Trusts me	45%
➤ Is a family member	44%
➤ Thinks like me	39%
➤ Is well-educated	37%
➤ Shows his/her emotions	31%
➤ Is loyal	31%
➤ Shares my culture	23%
➤ Is open with information	21%
➤ Friend of a friend	20%

* Pharos Corporation (748 European business people responded)

How necessary is trust for...?*

Revealing your true self
Sharing information

(max. 10)

9.1 (highest)
9.0

Selling to someone

5.6 (lowest)

* Pharos Corporation

10 Criteria for trust in teams

- | | | |
|---|------------------------------|---|
| 1 | Competence | <i>Team members are competent, and so will not let me down</i> |
| 2 | Open with Information | <i>Other team members share information important to the team proactively and clearly</i> |
| 3 | Reciprocal | <i>The observation that other group members are trusting and co-operative towards me</i> |
| 4 | Integrity | <i>Other team members maintain promises and behave towards me in accordance with a moral code</i> |

(swift trust)

10 Criteria for trust in teams

- | | | |
|----|-----------------------|---|
| 5 | Accessible | Other team members share their true feelings and I can relate to them at a personal level |
| 6 | Inclusion | The observation that other group members are team orientated and include me in their social and work activities |
| 7 | Security | The feeling that I have nothing to fear from the other members of the group |
| 8 | Compatibility | Background, values, approaches, interests and objectives held in common |
| 9 | Benevolence | The belief that other team members are concerned about my overall welfare |
| 10 | Predictability | The observation that the behaviour of team members is consistent over time and in different contexts |

('deep' trust)

Why is trust critical to the productivity of any team?

Task:

*Imagine you are a **trust doctor**.*

*Take 4 minutes to share in groups of three what **symptoms** you might expect to see in teams where there are **low levels of trust***

Contributions of the participants

Lack of togetherness
F-2-F Kickoff.

Trust Doctor

Lack of comm.
Irony

Gossip

No Fun, no joking

No intro/extro on
emails

Spelling mistakes are
not ignored

Superficial / Formal friendliness

Avoidance of taking
responsibility

lack of showing something
of yourself

lack of discussion dialogue

Nobody listens

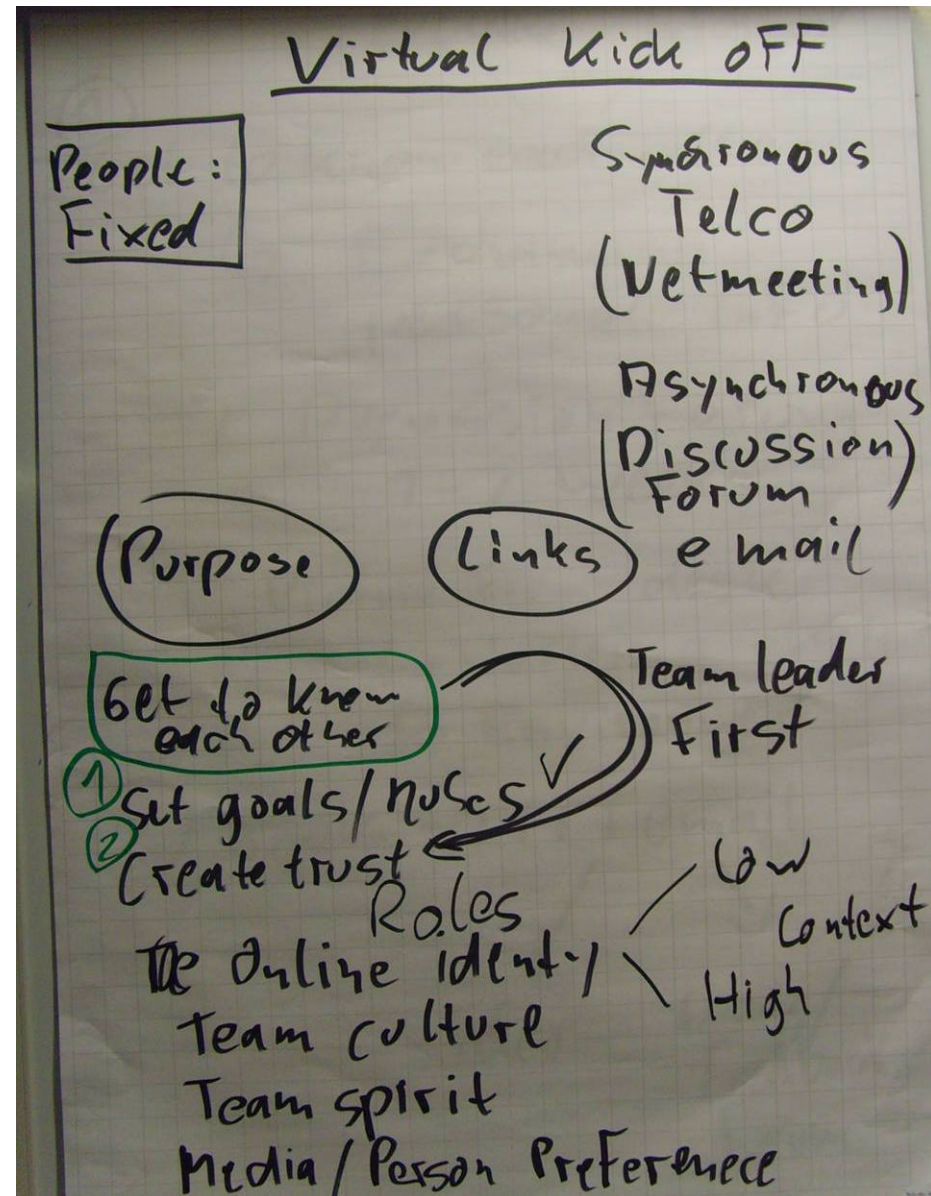
Parallel Working Sessions:

Designing a pure s2s

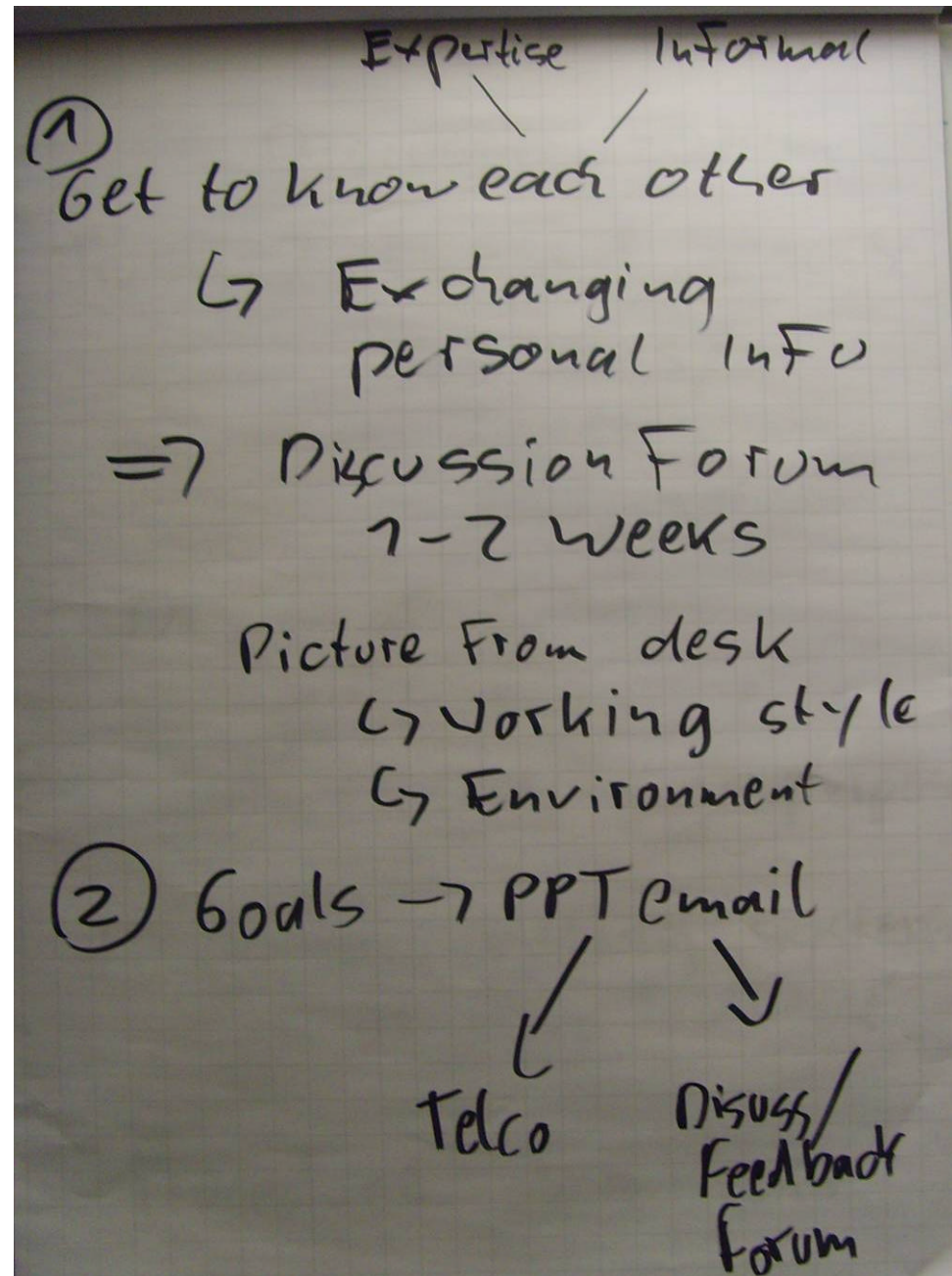
(screen to screen) kick-off

for virtual teams (Marcus)

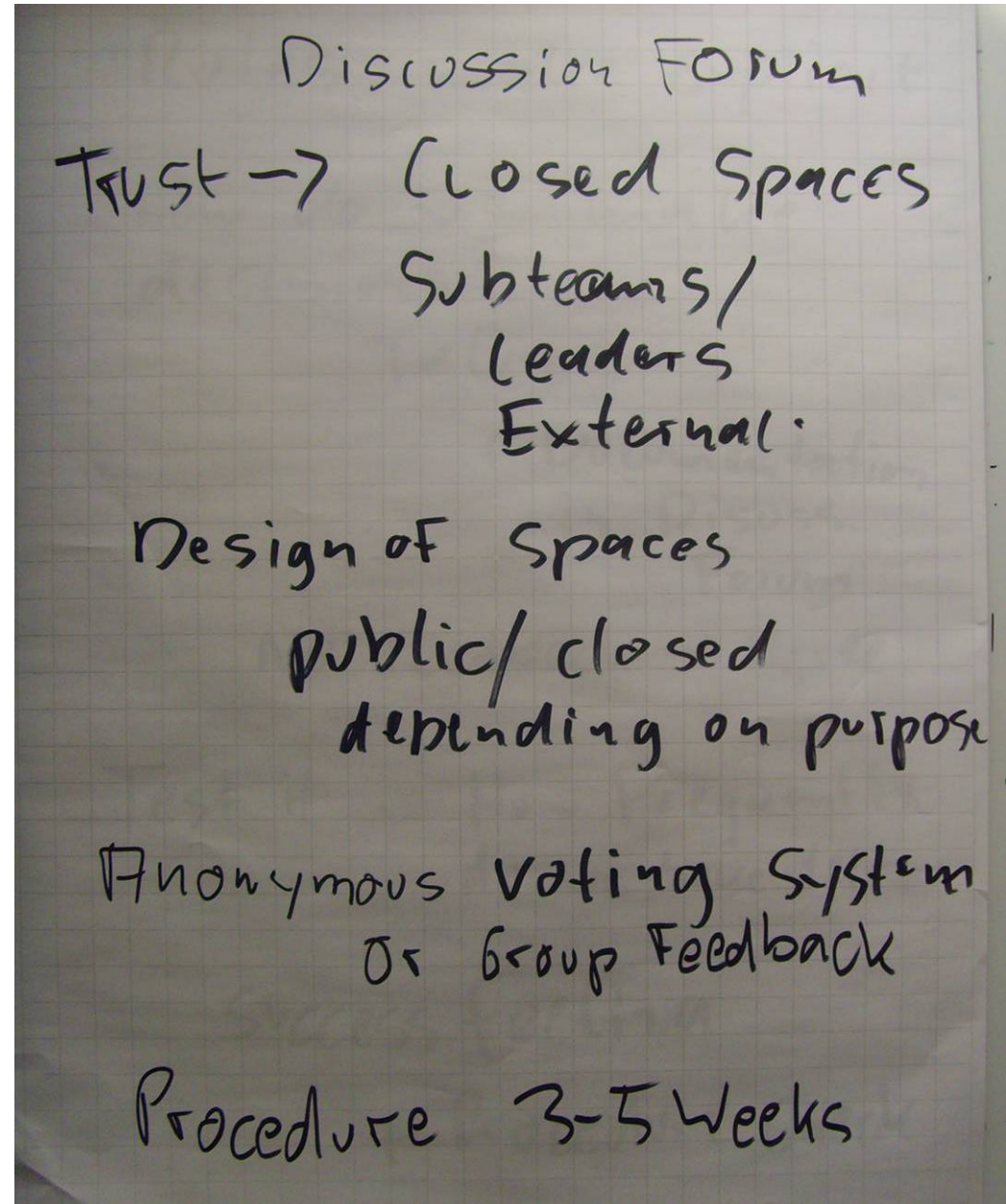
Marcus: virtual kick-off (I)



Marcus: virtual kick-off (II)



Marcus: virtual kick-off (III)



Marcus: virtual kick-off (IV)

Rules make explicit

How do we make
decisions?

Telcos

+ Documentation
in Discuss.
Forum

No Feedback → Agree

Test it : How frequently
do we have telco

Success feeling

+ Procedure check

Parallel Working Sessions:

Designing a f2f (David)

kick-off for virtual teams

David: face to face kick-off (I)



David: face to face kick-off (II)

• VIRTUAL "CONTRACT" → EXPECTATIONS SHARING...



- SET A CLEAR RESULT AFTER ONE DAY
 - HOW DO WE GET THERE
 - SOCIALISING....
 - WHERE DO WE COME FROM? GETTING TO KNOW...
 - GOALS
 - STEPS
 - PRE QUESTIONNAIRE
- SOCIAL TASK.

David: face to face kick-off (III)

