Virtual Collaboration

Tools for creating and developing effective virtual teams
Objectives for the day

• Strategies for structuring a constructive virtual culture with trust and powerful relations
• Tools for creating and developing virtual teams
• Inspiration for becoming a virtual leader

Develop your virtual team, reach your goals, and create results!
Own objectives

My own key questions about developing virtual teams?

- How do we develop high performance teams?
- Virtual collaboration... how?
- The role of the manager?
Agenda

Welcome and presentations

Virtual collaboration – part 1
- Strategies for developing a virtual team with trust and powerful relations
- Tools for creating and developing virtual teams

Virtual leadership – part 2
- Inspiration for becoming a virtual leader

Evaluation
Virtual collaboration – part 1

• Strategies for developing a virtual team with trust and powerful relations

• Tools for creating and developing virtual teams
Why virtual teams?

- Pros
- Cons

*In small groups*
Virtual teams!

http://www.youtube.com/watch?v=DYu_bGbZiiQ
Why virtual collaboration?

• Virtual collaboration provides opportunities for employees to join projects where their knowledge can be useful

• Virtual collaboration is much less costly compared to face-to-face meetings of geographically distributed group members

• Strategic knowledge sharing of relevant information and functional/business knowledge
A definition of distance

“...A combination of geographical as well as social and emotional distance and feeling of separation, which can inhibit collaboration, communication, and success”.

(Lojeski & Reilly, 2008)
A definition of virtual collaboration

“Virtual teams are groups of geographically, organizationally, and/or time dispersed workers brought together by information technologies to accomplish one or more organizational tasks”.

(Powell et al., 2004)
Why we really need to collaborate virtually

The Present

The competitive advantage is gained by *creating knowledge*:

- Intellectual property
- Best practices
- Process improvements
- Trained or skilled workers (static)

The Future

The competitive advantage is gained by *creating optimal connections*:

- Networks
- Teams or communities
- Collaboration
- Adaptable, self-learning workers (dynamic)
Work is teamwork!

- How to create high performance teamwork?
What is the difference between a group and a team?
Team collaboration – team maturity (1)

Technical issues must be overcome

Behavioral issues must be overcome
Team collaboration – team maturity (2)

Technical issues must be overcome

Behavioral issues must be overcome
Team collaboration – team maturity (3)

Technical issues must be overcome

Behavioral issues must be overcome
High performance teams

Task focused
- Information
- Planning
- Analysis
- Reporting

Relationship focused
- Trust
- Intimacy
- Power
- Network

High Performance Team
- Dialogue: ’Thinking together’
- Co-creating – innovation
- Learning together

Source: "Virtual Leadership – Learning to lead differently", Ghislaine Caulat (2012)
Team charter: Six steps to high performance

1. Meaningful purpose
2. Specific performance targets
3. Common approach
4. Complementary skills and clear roles
5. Mutual accountability and commitment
6. Self assessment

The DNA of the Team
Self management
Virtual collaboration

From ‘face to face’ teams
to virtual teams

But how?
The challenges of virtual collaboration

- Lack of physical presence
- Lack of strong interpersonal relationships
- Lack of homogeneity in teams
- Lack of sense of support and recognition

Source: DI Research Report “Global Leadership Competences for the Future - Virtual Collaboration”
The process

1. **Challenge**  
   Focus on one of the four challenges

2. **Answer**  
   Present two answers given by managers in Danish companies

3. **Tools**  
   Present tools to overcome the challenge

4. **Try the tool**  
   Group work
How to create

• Physical presence

• Strong interpersonal relationships

• Homogeneity in teams

• Sense of support and recognition
How to create

- Physical presence

1. One possibility is to create a ‘global presence’ through knowledge of the project

2. Another possibility is to create clear targets and goals
1. Global presence through knowledge of the project

You can use the ‘Performance Pyramid’
Performance Pyramid

COMPETENCES

Which competences are necessary?

ACTIONS

Which actions lead to the result?

RESULT

What is the result?

Roadblocks

Which roadblocks could block the actions leading to the result?

Andrea Straub

Bente Toftkær

Roadblocks

Which roadblocks could block the actions leading to the result?

Which competences are necessary?

Which actions lead to the result?

What is the result?
2. Create clear targets and goals

You can use the ‘Team charter’
Team charter

- 1. Meaningful purpose
- 2. Specific performance targets
- 3. Common approach
- 4. Complementary skills and clear roles
- 5. Mutual accountability and commitment
- 6. Self assessment

The DNA of the Team: Self-management
Group work: Try one of the tools!
How to create

• Physical presence

• Strong interpersonal relationships

• Homogeneity in teams

• Sense of support and recognition
How to create

• Strong interpersonal relationships

1. One possibility is to create ‘global presence’ through face to face meetings

2. Another possibility is to create transparency and openness within the virtual space
1. Create a ‘global presence’ through face to face meetings

Presence through face to face meetings gives you the opportunity to

• interpret body language
• get a cultural perception
• get immediate feedback
• create informal contact and interaction
• strengthen the social interaction
2. Create transparency and openness within the virtual space

You can use the 'Meaningful meetings – how'

Meaningful meetings – how!

Roles for clarification

- Clear and known agenda
- Common ground
- Clear expectations
- Clear communications roles
- Check in and out
- Meeting assessment
- Decision-making authority

Use the diversity – culture, competencies, and personalities!
Meaningful meetings – how!

Roles for clarification

- Clear and known agenda
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*Use the diversity – culture, competencies, and personalities!*
Group work: Try one of the tools!

**Presence through face to face meetings** gives you the opportunity to:

- interpret body language
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**Meaningful meetings – how!**

**Roles for clarification**

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*Use the diversity – culture, competencies, and personalities!*
How to create

• Physical presence
• Strong interpersonal relationships
• **Homogeneity in teams**
• Sense of support and recognition
How to create

• Homogeneity in teams

1. One possibility is to create a ‘global presence’ to the individual through a flexible and proactive leadership style

2. Another possibility is to create a common approach, complementary skills, clear roles, and mutual accountability and commitment
1. Create ‘global presence’ to the individual through a flexible and proactive leadership style

You must establish trust

The Trust Equation

\[
\text{Trust} = \text{Credibility} + \text{Reliability} + \text{Intimacy} + \text{Self-Orientation}
\]
The Trust Equation

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\text{Trust} = \text{Credibility} + \text{Reliability} + \text{Intimacy}
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Self-Orientation
2. Create a common approach, complementary skills, clear roles, and mutual accountability and commitment

You can use the 'Team Charter'
Team charter

1. Meaningful purpose
2. Specific performance targets
3. Common approach
4. Complementary skills and clear roles
5. Mutual accountability and commitment
6. Self assessment

The DNA of the Team
Self management

FOCUS
Group work: Try one of the tools!

The Trust Equation

Trust = Credibility + Reliability + Intimacy

Self-Orientation
How to create

- Physical presence
- Strong interpersonal relationships
- Homogeneity in teams
- Sense of support and recognition
How to create

Sense of support and recognition

1. One possibility is to create ‘clear’ procedures for gaining virtual support

2. Another possibility is to create clear communication and rules for social interaction – between scheduled meetings
1. Create a ‘clear procedure for gaining virtual support’

You can use ’Schedule for task and team support’

<table>
<thead>
<tr>
<th>Responsibility</th>
<th>Task</th>
<th>Who is in charge</th>
<th>Follow up</th>
<th>Contributions</th>
<th>Needs and support</th>
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## Schedule for task and team support

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2. Create clear communication and rules for social interaction between scheduled meetings

You can establish ‘Coffee break’

**Coffee break**

- Open “desktop” – every Friday
- Meetings without an agenda once a week – the group together, or alone with every single group member
- Open “screen” to follow you working
- Informal meetings with social interaction
- An informal and unexpected event
Coffee break

- Open “desktop” – every Friday
- Meetings without an agenda once a week – the group together, or alone with every single group member
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Group work: Try one of the tools!

Schedule for tasks and teamsupport

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Coffee break

- Open "desktop" – every Friday
- Meetings without an agenda once a week – the group together, or alone with every single group member
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## Wrap up!

### Challenges

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<th>Challenges</th>
<th>Answer</th>
<th>Tools</th>
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<tr>
<td>Physical presence</td>
<td>1. Knowledge of the project.</td>
<td>Performance Pyramid'</td>
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<td>2. Clear targets and goals.</td>
<td>Team charter (Step: 1 + 2)</td>
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<td>Strong interpersonal relationships.</td>
<td>1. ‘Face to face’ meetings.</td>
<td>Face to face meetings</td>
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<td>2. Transparency and openness within the virtual space.</td>
<td>‘Meaningful meetings – how’</td>
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<td>Homogeneity in teams</td>
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<td>Trust</td>
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<td>‘Team Charter (Step: 4 + 5)’</td>
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<td>Sense of support and recognition</td>
<td>1. ‘Clear’ procedure for gaining virtual support.</td>
<td>‘Schedule for task and team support</td>
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<tr>
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<td>2. Clear communication and roles for social interaction - between ordinary meetings</td>
<td>‘Coffee break’</td>
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</table>
Virtual leadership – part 2

- Strategies for developing a virtual culture with trust and powerful relations
- Tools for creating and developing virtual teams
- Inspiration for becoming a virtual leader
Virtual leadership

What are the essential competences and skills for a manager of virtual teams?

*In small groups*
The report shows:
Managing the virtual process - Essential skills

1. Open-mindedness
2. Patience
3. Cultural understanding
4. Communication and language skills
5. Using situational management focusing on the individual management
6. Setting clear targets
7. Honest and reliable
8. Positive and empathetic
9. Empowering people

How to become a virtual leader/manager

Match?
Virtual leaders need to learn, relearn, and unlearn!

1. Practice!
2. Practice!
3. Practice!
4. And more Practice!

Evaluation

Objectives of the day

• Tools for creating and developing virtual teams
• Strategies for structuring a constructive virtual culture with trust and powerful relations
• Inspiration for becoming a virtual leader
References


- Mads Schramm and Søren Diederichsen (2011) ”Virtuel Ledelse – Skab synlighed, resultater og nærvær på afstand”, Dansk Psykologisk Forlag, Denmark

