



# UNIT-2

## Choosing the Virtual Team

### Learning Outcomes

By the end of this unit the learner will be able to:

- ✓ Discuss the stages of team development.

## Unit 2

### Choosing the Virtual Team

#### Choosing the Right Tools

##### Checklist of Tools

A successful virtual workplace is people-focused, with flexible, adaptable tools to support it. If your organization bases its mobile strategy on a particular piece of technology, it could be outdated in a year or two, and you'll be back to the drawing board.

With that in mind, there are some key tools that can make a virtual workplace much more connected.

##### Computers

Most virtual employees will need a computer of some kind, whether it's a smartphone, tablet, laptop, or desktop machine. Ensure that the device you choose supports the tools that the organization uses. It should also provide easy access to e-mail and other key services.

##### Video and Telephone Conferencing

Access to good quality, reliable video and telephone conferencing lines is crucial if mobile workers need to communicate with others. Make sure that the services you subscribe to can be used in all the regions that your workers operate from.

##### Central Document Repository and Tracking

If your mobile workers will be working on important documents or files, having a central repository with version control should be part of your virtual workplace. This ensures the safety, accuracy, and accessibility of important files.

##### Team Website and Project Tracking Tools

If mobile workers will be working in virtual teams, a team website and project tracking tools can help everyone communicate progress, seek help, and stay connected.

##### Instant Messaging Applications

All virtual employees should be connected with instant messaging, preferably with an application that also supports video chat. All employees should be required to be signed into the instant messaging application and to be available during working hours.

### **A Note about Internet and Data Access**

Always check to see what Internet and cell phone access is available from your mobile workers' locations. Ensure that you have policies in place so that people know what to do when there is an outage.

### **Making it Work**

The most important thing to keep in mind about technology is that it should work for people, rather than people working to make it work. Ensure that the technology you implement supports the work that people do and makes their lives easier. As well, ensure that you have appropriate support people available where and when your employees need it. A full-time resource may be required to implement, maintain, and update the tools that your virtual workplace needs.

## **Building Virtual Teams**

### **The Stages of Team Development**

As early as the 1970's, researchers were discovering that groups of individuals working together go through four distinct stages of development. The most famous representation of this model is Tuckman and Jensen's Forming, Storming, Norming, and Performing model. Over time an additional stage has been added to reflect the natural end to a group: Adjourning.

Although this model was based on traditional, in-person teams, it applies to virtual teams, too. Let's look at the five stages.

#### **Stage One: Forming**

##### **At this stage, team members:**

- May be anxious, adopt wait-and-see attitude, and/or be formal
- Have no clear idea of goals or expectations
- Need to get to know one another
- May not be sure why they have been invited to the team

##### **A leader can help by:**

- Arranging an in-person team kickoff
- Working with the team to establish ground rules
- Setting expectations with the team and individual team members

#### **Stage Two: Storming**

##### **At this stage:**

- Team members are eager to get going and they may be impatient with delays
- Conflict can arise as people bring different ideas of how to accomplish goals
- People notice differences rather than similarities

- Some members may drop out mentally or physically

**A leader can help by:**

- Building relationships with team members
- Staying in touch with the team and keeping on top of problems
- Ensuring that team members are communicating with each other and meeting expectations
- Modeling appropriate behaviors
- Separating problems from people
- Keeping in mind that conflict can be healthy

**To move to the next stage**, participants have to put the needs of the group ahead of their personal interests.

**Stage Three: Norming**

**At this stage, team members:**

- Begin to recognize ways they are alike
- Realize that they are in this together as a team
- Start working together and communicating
- May become too social and lose focus

Many groups don't make it to this stage, where there is much more cooperation and understanding than previous stages.

During this stage, **the leader should:**

- Be observant of emerging group behaviors
- Encourage the team to express their differences positively
- Help the team stay focused on their objectives
- Ensure that technology and tools are supporting the team and working as intended

**Stage Four: Performing**

**At this stage, team members:**

- Are mature
- Understand their roles and responsibilities
- Want more input in processes
- Are self-motivated and self-trained

During this stage, **the leader should ensure that:**

- Individual ideas are considered
- Individual and team goals are being met
- They provide appropriate support when needed, particularly if the team regresses to a storming stage
- Technology and tools are being used appropriately and are working

### Stage Five: Adjourning

Groups may adjourn because they finish a defined project or because they are no longer challenged. If there are new members, that can shift the group into a previous stage.

#### At this stage, team members are:

- Winding down and saying goodbye
- Setting goals for future work independently and/or as part of new groups

In this phase, **leaders can support the group by:**

- Celebrating participants' participation
- Describing what's going on
- Helping participants plan for the future
- Looking for and encouraging contribution from everyone as the group winds down
- Encouraging continued productivity

### Test Your Knowledge

#### Choosing the Virtual Team

If you're in charge of choosing a virtual team, there are some steps that you can take to ensure success. To start, think about the areas that the team will be working in. Will it be a marketing venture? An IT project? A hybrid of areas? Or will it be a brand-new venture that no one in your company has expertise in? Make a list of the various skill areas that you need.

Once you have identified the skills that you want, take a look at the people in your organization and determine who matches the team's needs. You may even want to list your desired team members by role. (If you do this, make sure you include a second choice for the major roles.) If your project is in a particularly specialized area (especially if this area is new for your company), you may want to consider adding consultants or subject matter experts to your dream team list.

Your choices should consider personality and work ethic, too. Ask yourself:

- Is this person a motivated self-starter?
- Does this person work well on their own and with others?
- Does this person have experience with virtual teams?
- Can I provide this person with the tools and technology that this team will be using?
- What level of supervision will be required for this person?

Now that you've identified who you want, identify the possible obstacles to getting these people on your team and how to get around them. Once you have a plan in place, it's time to act!

#### Making the Best of an Assigned Team

In the ideal world, you will get to select the people with the right skills and the commitment to get the job done. However, in the real world, you won't always have the advantage of being able to choose

every member of your team. Sometimes people are selected because they are available, rather than because of their skill or talent.

In this situation, you will still want to make a wish list of skills, expertise, and personality traits that you are looking for. Then, compare this list with your team members. Who is the best fit for each role or task? Remember, you're looking for potential as well as actual skills and expertise.

If you find that you have a major gap between what you want and what you have, there are three options to consider. One option is training for team members to make up for the skills that they lack. Another option is to bring in an outside consultant or subject matter expert. Or, you can simply proceed with what you have and hope that the gap is filled in with what the team learns as they go along. It can be very risky to expect people to learn new skills while executing an important project, but it can also be very rewarding for the team members.

## Strategies for Success

Once the virtual team is established, there are a few things that you can do to ensure its success.

### Hold a Kickoff Meeting

If at all possible, have the first team meeting in person. Complete some team-building activities and some social activities together. This is also the time to set ground rules, establish the team's goal, and set expectations.

### Build Relationships

It's all too easy for mobile workers to feel isolated, and for that isolation to turn into disengagement and chronic low morale. Help the team build relationships by:

- Engaging in small talk before and after a meeting
- Having meetings in person when possible
- Holding social events (in person or virtual)
- Making communication easy by providing instant messaging applications with video chat
- Creating social spaces for people to hang out in
- Relying on each other for information and help, and using you (as the team leader) as a last resort)

### Manage Performance

Earlier, we talked about ways to manage performance and how important it is to be proactive with mobile workers. Make sure that you set, manage, and monitor expectations. Keep lines of communication open and let your team know that you're there to support them.

### **Be Consistent**

Being consistent is extremely important when leading a virtual team. If you usually respond to e-mails within a few minutes, for example, but leave one team member hanging for days, they might start to wonder if they've done something to upset you.

### **Give Trust to Get Trust**

Trust people to do the job that you've assigned them to do. Ensure that processes, resources, and tools are in place so that they can be successful and let them do their work. Trust them to reach out to you if they need help.

### **Reward the Team**

Rewards are important for traditional teams, and virtual teams are no exception. Reward them whenever you can, whether it's words of recognition, an extra day off, or a free lunch delivered to everyone on the team.

### **Encourage Communication**

One of the biggest challenges for a virtual team is communication. One way to make communication easier is to make sure that everyone is accessible via phone, e-mail, and instant messaging during working hours. You may want to have a contact sheet posted on your team's website with everyone's contact information, as well as the best time to contact them. (This is particularly important for teams spread out across different time zones).

Set a good example by checking in with everyone at least once a day, even if it's just to say hi or ask how their weekend was. Make sure that everyone knows that they are expected to be available during working hours. Address any attendance issues right away.

E-mail can help communication, but it can also hinder it. There's nothing worse than sitting at your computer and pressing the Receive button over and over, waiting for an important reply that you need to continue working. The easiest solution to this is to encourage people to use an alternate method of communication for important items, such as the telephone or chat.

You can also set expectations for communication response times. For example, many businesses dictate that a voice mail message must be answered within eight business hours. You can also set e-mail response times based on message priority, like this:

- Low importance: Answer within eight business hours
- Normal importance: Answer within four business hours
- High importance: Answer within one business hour

Another way to facilitate communication is to schedule it. For example, a communication schedule for a virtual customer care team might look like this:

- Daily: Update cases on the server as you complete work on them
- Weekly: Send report to manager with a summary of weekly metrics
- Bi-Weekly: Attend team meetings via video conference and report on any issues that need to be escalated
- Monthly: Attend individual meeting with manager via video conference to review performance

### **Model the Way**

Behave in a way that reflects the expectations that you've set. If you expect team members to be online by 9 a.m. and reply to e-mails within an hour, but you log on at 11 a.m. and take all day to answer their questions, you're sending the wrong message.