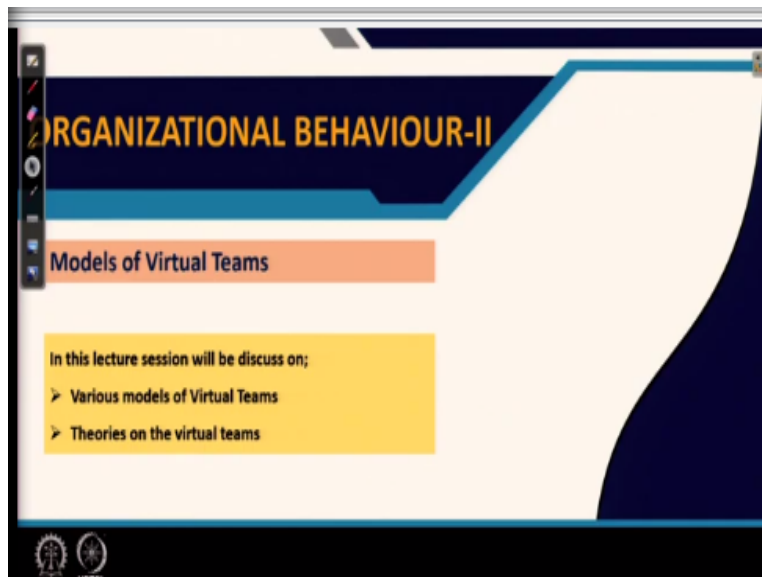


Organizational Behaviour-II
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Lecture-52
Virtual Team Models

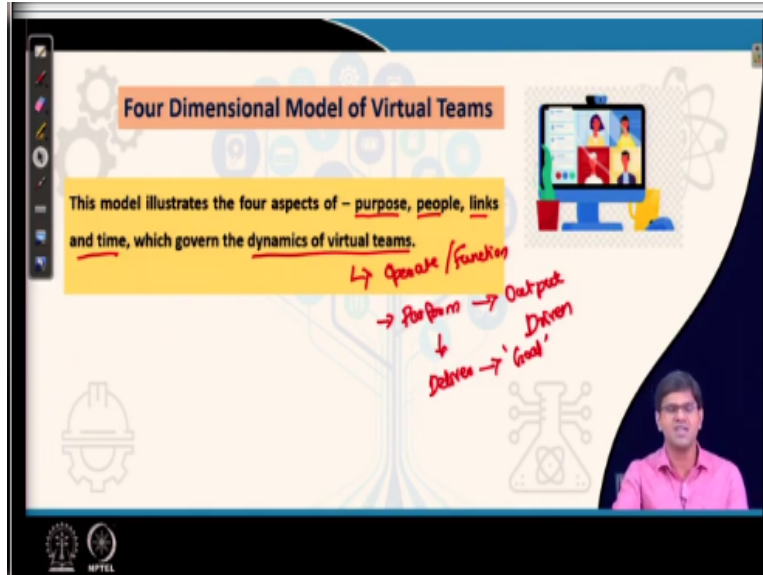
Welcome to lecture 2 of module 11. In the previous lecture we discussed about the concept of virtual team, what is the virtual team, meaning, and how this virtual team is different from the traditional or conventional teams we work in an organizations. And we also discussed about the characters of the virtual teams and we also discussed for various types of virtual team.

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In today's lecture we are going to discuss about different models of virtual teams and some of the theories on the virtual teams. How these models and theories which are going to help us to understand a virtual team? So, as to make the virtual team work effectively in a any organizational setup. So, let us get into the lecture to try to understand the different models on the virtual teams which is very much basis for people who work in a virtual teams.

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So, first model is a four dimension model of virtual teams. The four dimension model which talks about 4 important perspectives one is a purpose, then people, it talks about 4 important dimensions, one is a purpose, people, links, and time. So, this model says that now these four dimensions are going to govern the dynamics of virtual teams. When I say dynamics, it is also going to talk about how the virtual team is going to operate or I say function? Then how they going to perform?

So, when I say perform it is output driven. So, we always want my team to perform well meaning that they will be able to deliver whatever my organizations are asking for or enable my organization to reach the goal. So, these four dimensions are an important factor in any virtual teams. We will go and discuss in detail now.

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Four Dimensional Model of Virtual Teams

This model represents that in virtual teams people are linked through a common purpose over time.

The success, failure and challenges of any virtual team precipitate from the interaction among these four dimensions.

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Challenges

So, the 4 dimension model which says that virtual teams are linked through a common purpose over a time and every team which has a definitely purpose for the existence as a virtual team. So, success of a team or a failure or challenges of the virtual teams precipitate over the interactions of these four dimensions. We see four dimensions will interact, that will always determine either it can be a success or it can be failure or maybe challenges all are resultant of the interactions happened between these 4 important dimensions. Let us try to understand each of the dimensions.

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Four Dimensional Model of Virtual Teams

Each of these four dimensions can be further analyzed in the light of three systems of input, processes and results. This produces a total of 12 elements which together define any virtual team. This is illustrated as follows.

Dimensions	Inputs	Processes	Outputs
Purpose ✓	Goals ✓	Tasks ✓	Results ✓
People ✓	Members ✓	Leadership ✓	Levels ✓
Links ✓	Media ✓	Interactions ✓	Relationships ✓
Time ✓	Calendar ✓	Projects ✓	Life Cycles ✓

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Challenges

So, that now we will be able to see that how we can develop a better virtual team. So, when you talk about these four dimensions, this can be further analyzed into system of input and the process and the results, so meaning the output. So, let us say four dimensions and for each of the dimension what is the input we are going to have do? And what is the process and we are also seeing what is the output.

So, this actually going to create 12 elements which are actually going to define any virtual team irrespective of multiple types of virtual teams we studied. So, all these 4 elements which are going to determine these virtual teams. Let us try to understand these dimensions and respective inputs, process and the outputs. Now, for the purpose, purpose is nothing but why does this virtual team exist, so meaning that goals.

So, now I have a goal, now the goal has to be translated into some tasks because now I have a goal here. So, there is a goal, fine, so now how do we reach? You should have a task; you have to come up with multiple breaks down this larger goal into a smaller task. So, that now the achievement of this task will be able to enable you to reach the goals. So, the process is yes, you need to create a task then there will be a result meaning that whether the team is able to achieve the goal or not or is there a deviance or its ability to achieve it also.

So, the result will be measured with respect to how the teams are able to achieve the task which is provided in anticipation to reach the goal. Then about a people, when we about a people input is nothing but yes, what is the input for a virtual teams? Of course the members, so I need to have a member. Now the process is leaderships. Who is going to lead the team? Who is going to be leader? Who is going to facilitate better team interactions or result oriented team interactions? Then we will also have a different level of leaderships that is going to enable a better virtual teams.

Then link, how these members are going to be linked or maybe the process we are going about how it is going to be linked? Let us say media, media is nothing but what kind of a communication ICT technology we are going to use. Maybe I am talking about a technology platform or virtual work platform. It can be just an example can be teams or webex or probably

zoom or maybe an indigenous platform where your organizations may be developed your own virtual work platform.

So, now I have a platform, input is you need to create a platform then now we need to have any interactions. How the interactions will be happening, the meeting will be scheduled, the discussions part, how it is going to have? How you are going to allow them to interact and collaborate and work? So, your platform has to enable them to collaborate on the virtual platform to work, then the relationships, output is relationship. So, over the period of working on these platforms what kind of relationship outcomes are going to come?

Then comes an important: time. So, time means you have to provide a calendar probably with respect to a project or with respect to a task. You say what is the start time? What is the end time? What are the regular review periods? Yes, you have to provide and of course what is the product and then the life cycles? What is the project life cycle? You have to provide the clear start and end has to be provided and then you should also say ok, what is the review cycle? So, that full cycle has to be provided. So, all this will definitely determine any virtual team per say.

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Four Dimensional Model of Virtual Teams

Purpose

For a virtual team purpose acts as binding force. The commitment of the members for a common purpose guides them in their day-to-day activities. They are dedicated for more specific tasks, roles and responsibilities due to having a clear purpose shared.

Each member has both independent and interdependent sets of tasks. As all the tasks are delivered accurately, the team achieves its final output which is measurable. Clear goals, independent tasks, interdependent tasks, and measurable results guide the team to work towards desired direction.

So, let us try to understand one by one the purpose. The virtual team purpose after the binding force, why? Because when we say team members are from multiple locations, they are all going to be connected just because of the purpose, they are connected just for the purpose may be a

goal or a task can be anything, there is a purpose. So, the commitment of the common purpose guides them to their day to day activities.

Let us say in 1 month time we have to come up with a project proposal. This is a.. probably I am just giving an example of goal. So, this is the goal that will determine what kind of an activity they are going to do. Okay...1 month is a time period; the purpose is coming up with a project proposal or maybe come up with a new product or a service. Now that will determine what kind of specific task roles and responsibilities of each of my team members. So, each member both independent and interdependent set of tasks, they might have in a multiple task they have and the tasks are delivered accurately, team achieve it is final output or not.

So, there should be a clear goal, independent or interdependent task, so there should be clear indication about how you will measure the goals? What are the goals? Is it a shared goals or is an independent goals or independent task or maybe only one member will have this particular task or probably other member also have to collaborate on the task? So, that will actually a one of the important factors the purpose will actually drive the team to stay in the team and work together.

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Four Dimensional Model of Virtual Teams

People

Virtual team is about how its members to both internal as well as external environment. Members of a virtual team have to work at both organizational levels. The internal levels involve working independently and working with other members of the same team.

The external level involves working in coordination with members of other teams. A productive virtual team demands integration at both internal and external levels under the shared leadership. It is not just a technology based but it is more than that.

Then comes... people. So, of course virtual team is always about it is members, it can be both internal as well as the external environment. So, members of the virtual team have to work both at the organization level. So, the internal level involves working independently and working

together as a team member. So, I as an individual I have to work independently and I also being a member in the team I need to work in collaborative manner as well.

So, I need to work together with the other team members within the team. So, now I will also be talking about external level involve working in coordination with the members of the other teams. So, we need because we are always working in a larger sphere of an organization. Yes, you need to collaborate, interact and work, so the people is an important perspective. Who are my members and how I am going to be connected, interacting with my team members? So, that is another important dimension of the virtual teams.

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Four Dimensional Model of Virtual Teams

Links

The members of virtual team are linked through the multi-media tools such as emails, videoconferencing and instant messaging etc., to continuously interact with each other. Such interactions helps them in different ways-

- Reduces the boundaries between them,
- Facilitates work processes and aid decision making,
- The interactions supported by multi-media build workplace relationships;
- Develops trust among the virtual team members and
- Forms bonds necessary to perform efficiently and effectively.

Trust is a critical success factor for any virtual team.

Then let us talk about the links. So, links here meaning that virtual teams are going to be linked through a multimedia tool or may be information communication technology tool as I said that working platform. Now, so such relationship or interactions should help them in different ways, when we are and talking about what kind of a technology tool which I am going to use? That has to always help the team in some of these important things which I am going to discuss. One is... it has to reduce the boundaries between them, so where?

You have to come up or use a tool which allows them or maybe overcome the challenges of reducing the boundaries between them. Meaning that, yes, I am in a different location, irrespective of how distantly I am being connected, but I will ensure that the flawless or smooth

communication happens or the interaction facilitation happens to the platform that has to reduce my boundaries.

Then you should facilitate work process and aid in decision making. So, the tool has to enable for a better facilitation of the work process and eventually does help in making a better decision. So, then interaction supported by the multimedia-built workplace relationship. You should see then how we can collaboratively work? Maybe we say remote control on the work computer. Maybe one person is bit busy but all these files are within, so probably that platform has to allow you to access the particular person's files to do a better job.

So, now what kind of support that tool is going to provide you? And this tool also provide an opportunity to develop trust among the virtual team members and now form bonds, necessary to perform efficiently and effectively because especially the trust is a critical success factor for any virtual teams. So, that links becomes important, the tool will play critical role in connecting the members together in achieving a organization task.

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Four Dimensional Model of Virtual Teams

Time

Virtual team does not give an opportunity to its leaders to call all the team members for a meeting in a common place and at same time. It necessitates collaboration of efforts to match each member's work calendar to fix up meetings and discussions for tracking projects.

For any successful virtual team, it is important to set the ground rules at the formative stage itself. This leaves little room for any confusion and conflicts later during the performance stage. Thus each virtual team has to pass through the stages of a team development lifecycle.

Then time. So, virtual team does not give an opportunity to listen or call at my team members any time for a meeting, it is not possible. So, what happens? That collaboration, the team leader has to always collaborate effectively to always fix. Okay.. Let us say what is the least number of

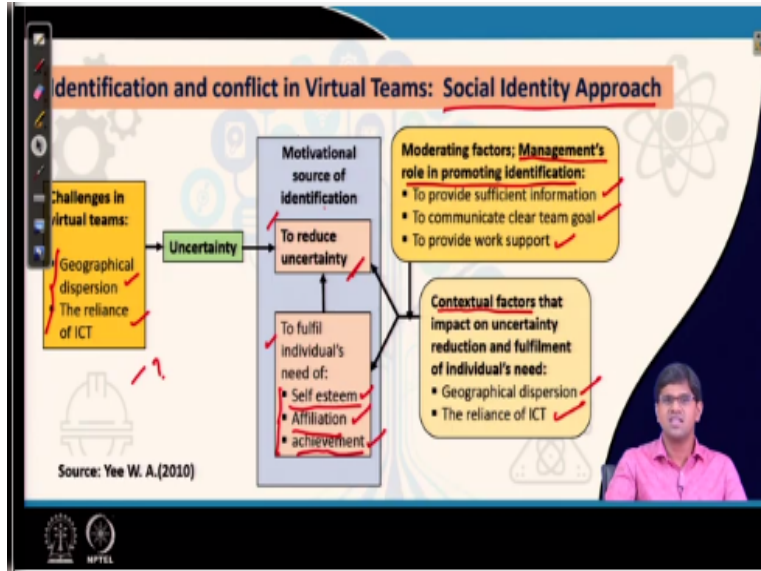
or maybe what is the minimum number of days are there hours I require to set up any common meeting?

So, this kind of meeting scheduling or maybe regular review interactions or probably discussions or a weekly review or a weekly discussion point with my team members has to be decided well in advance and that has to set up by the calendar. May be now people are working in the virtual teams must know that that, yes, your calendar will be blocked by your organization. So, the calendar will give you list of activities.

So, this kind of decision about how we can actually have a meeting. How often you have to have a meeting? When you can interact? All that has to be this ground rules has to be set in the formative stage. Meaning that when you form the virtual teams you have to decide upon, ok, let us say 1 team member want to call for a meeting, so what is the procedure? What kind of system we need to create? How many days in advance we should send a notification or how many hours in advance one has to send a notification to call for a meeting?

So, this kind of a ground rules has to be set because especially in a virtual team a time is an important factor. Now when I talk about a time is an important factor meaning that people are operating from different time zones and they are all constrained on specific times or may be working on multiple tasks, now the time factor has to be considered. These four dimensions will determine the effective functioning of the virtual teams; this is one of the models.

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Now we are going to discuss about another model which is called identification and conflict in virtual teams. Because we see that handling the conflicts in a physical work setup or the traditional teams are maybe a little bit easier, we are able to know sense the climate of the team whether there is a conflict existing or a perceived conflict or felt conflict is existing between the team members that you can observe.

But in the virtual teams, it is very important because you are all remotely connected unless otherwise an organization is not able to identify actually what my team members are experiencing it? It will be very difficult for you to make them perform better. Now, let us talk about this model where there are some challenges in the virtual teams. What are the challenges? One is of course a geographical dispersion, you are all connected in a distance mode, you are all from a different location and nearer working.

Then you are heavily relying on the ICT platforms. In case if there is a breakdown of a network failure or maybe the tool is not working effectively and what is happening? The whole functioning of the team is questioned. So, there are challenges one is the location dispersed, when the team members are dispersed in various locations. Second comes the reliance on ICT, you are essentially dependent on the ICT tool.

So, there is always an uncertainty, you never know when you can experience a network failure or when you can experience there can be technical fault when you want to collaborate? So, that uncertainty is there. Now how do you reduce the uncertainty? There are few things one is about a contextual factor and also you can also see from individual needs when you are able to reduce this uncertainties, you can actually satisfy the individual needs.

And also, there are moderating factor which is in a management role in how management can play a role in promoting an identification. Social identity how much I identify myself with the virtual team? Which team I am working with or working for? So, that is an important factor. Now let us see that what is the motivational source of identification is that? Yes, maybe one is how to fulfill some of the individual needs, it can be for self self-esteem or maybe affiliation or achievements, when you talk about self-esteem it is individual in it is perspective or affiliation I as a person were collaborating in a team, I wanted to ensure that yes, I have getting an social affiliations there the collaboration I make, then achievement oriented. So, people will have these different needs, how far you are working in a team which is going to offer an individual to satisfy these needs. When the needs are fulfilled, yes, you can reduce the uncertainty. Then, of course, organizations can play critical role in moderating this reducing this uncertainty.

For example, as I say said no, the challenges being a geographical dispersion and reliance of ICT. Now, organizations can provide better support in terms of enough to provide sufficient information to all team members, providing the communication things which are very clear and communicating the team goals very clearly and provide the necessary work support. So, for providing this sufficient support you will be able to focusing to reduce the uncertainties.

Because we are always concerned about... there are uncertainties in virtual teams and how do we reduce it is uncertainties? One is from the individual perspective, meaning that fulfilling the needs of the individual it can be self-esteem need or maybe probably an affiliation need. Meaning that creating the social relationship or building relationship or probably achievement related needs.

And again, another one is about, so how do we as an organization to provide this in sufficient informations, creating a clear communication channel so as to provide clear information to the team members and also provide necessary work support. When you are able to provide this as an organization, you can be successful in reducing the uncertainty in the virtual teams.

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Identification and conflict in Virtual Teams: Social Identity Approach

The diagram in prepage identifies the challenges of virtual teams, and the uncertainties which can arise there from.

Reduction of uncertainty and the needs of the individual are seen as motivational sources of positive identification. It then indicates that the fulfilment of individual's needs of self esteem, affiliation, and goal or achievement can contribute towards the reduction of uncertainty.

Three moderating factors are then given which a manager can supply in order to promote these needs of identification. These moderating factors also help alleviate aspects of uncertainty and fulfilment of needs which can exist through dispersion, diversity and information and communication.

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Innovation Network and Global Virtual Teams

The framework of innovation networks and Global Virtual Teams (GVT) provides a model within the innovation network to build constructive collaboration based on effective communication and matching technology

GVT Domains → **Innovation Networks' GVT Value Creation**

- Economic ✓
- Pragmatic ✓
- Sustainable ✓

PROPOSITION: The Global Virtual Team (GVT) Domains are positively related to Innovation networks' GVTs value creation in economic, pragmatic and sustainable terms

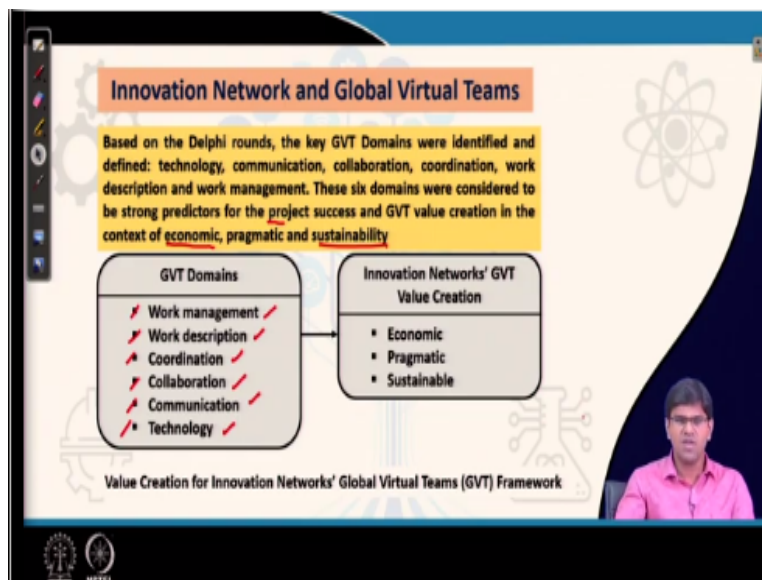
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So, now let us also discuss about global virtual teams how the innovation networks? This is a framework of innovation network and global virtual teams, this provides a model within which the innovation network to build a constructive collaboration based on effective communication

and matching technology. So, now let us say now this GVT means global virtual team domains which are going to have an impact on innovation networks, which is it can be economical or pragmatic or a sustainable solution.

So, now we are going to see that how these global virtual team domains are positively related to innovation networks and global value creation. So, we will see some of these domains in detail, so that now we will be able to understand how these are connected.

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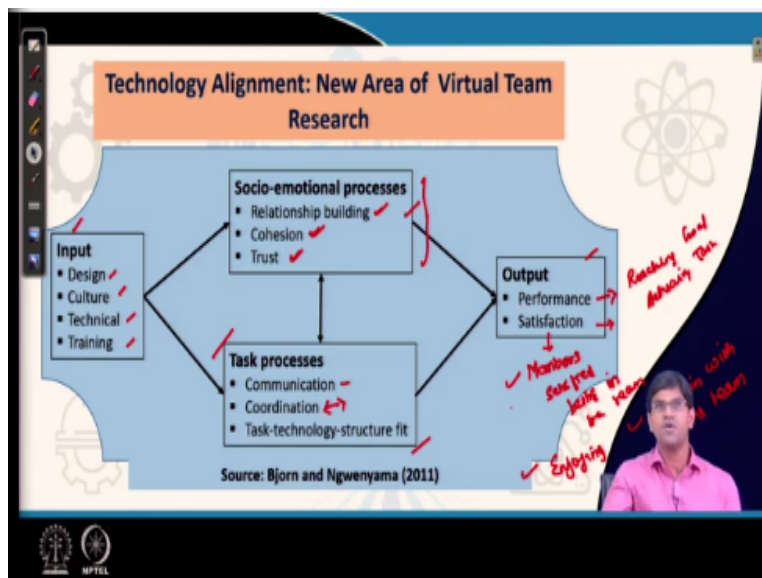
Let us talk about these domains. So, now on the global virtual team domains there are important 6 domains: one is technology, communication, collaboration, coordination work description and work management. These are all the strong predictors of the project success. So, when you are talking about virtual teams, so now for these domains are a very much important or a strong predictor of my project success.

Especially when you are talking about the creation of the value creations in terms of economic prosperity or developing the impacting the economic aspect of it or a pragmatic or a sustainability of the project success are dependent on these 6 important predictors. And now when you talk about the 6 important particular, when you talk about what kind of a technology I use? So, that now I am able to develop a better project success.

And we talk about a communication about what kind of communication system you create the interactions pattern, the enabling factors and also the collaborations how you are going to ensure that? Yes, virtual teams are having an opportunity to collaborate, how the collaboration is going to happen? Of course the next comes the coordinations, how the coordination can happen between the members of the teams or may be between the other teams existing in an organizations?

And then providing the very clear work descriptions, what are the roles and responsibilities of each of the team members and of course the responsibilities of the team together? Then work management, how we are going to run the work setups, meeting the needs or the goals or the project deliverables? That will actually determine or impact the innovation networks of the global virtual teams.

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Now we will also see the next model which is a technology alignment model in a new area of virtual team research, which is focusing on Bjorn and Ngwenyama have actually proposed this model. They are actually talking about important input and then output. So, the input if you talk about there is a design aspect, culture aspect, technical and training aspect. When you talk about the output we are going to talk about the performance of the virtual teams and the satisfaction of its members.

So, during these things we also see a process, so there are 2 things important process happens, between the input and output there are 2 important processes. One is a socio-emotional process, because when you talk about the teams there are members, there are people, when we talk about any team context we have members, we have people in the team. So, it is very likely that, yes you will have a socio emotional process which will talk about relationship building, how team members are going to form, develop their relations within the teams?

And we talk about the when team members interact, they develop their relationship and then there will be a cohesiveness and there are members are liking each other too and they wanted to stay together, that is a cohesiveness we are talking about. And then how members are going to build trust on each other and within the team. That is because these are the socio emotional process unless this context is this virtual teams are providing an opportunity to do enable your team members to have a strong relationship between the team members, building a cohesive work environment, cohesiveness between the team members or they trust between the team members.

Then it will be less likely to have an outcome in terms of performance of, performance I mean that reaching the goal or achieving the task, these are all the performance. Then if you talk about the satisfaction, yes, how members are satisfied being in the team? So, are they enjoying their membership? Are they want to remain with the team? Fine, now so this is one process, the next process talks about task process.

So, the task about specifically with respect to the task communications between the team members and the coordination because the coordination is important, because you have multiple team members who are working on different part of the task and they are all virtually connected not in a physical work setup that is to be caution to be understood. So, how the task process is enabling the coordination and task technology structure fit. Hhow this fit is actually enabling? That will influence what kind of a performance and satisfaction team members going to have.

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Technology Alignment: New Area of Virtual Team Research

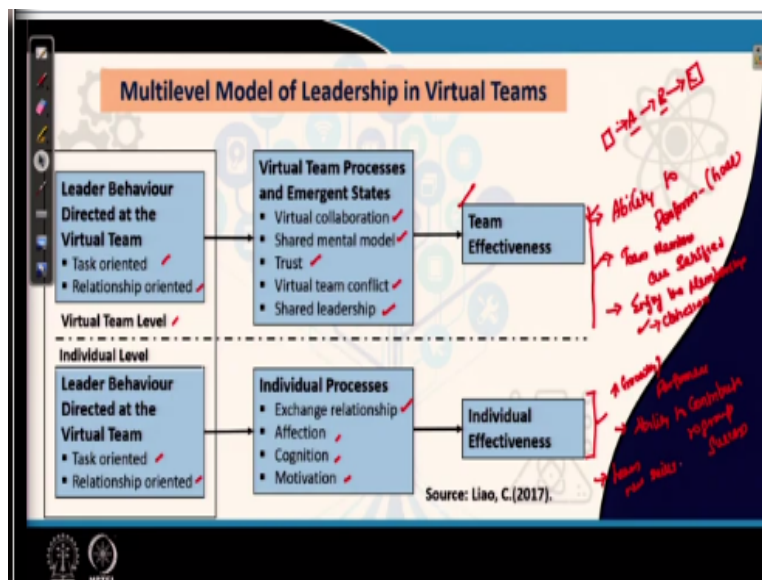
Research on the virtual team tends to take technology for granted and neglects the central aspect of technology use in virtual teams. Literature review of current virtual teams research has analysed significant contribution grouping the findings into four themes:

- Input (design, culture, technical, training);
- Socioemotional processes (relationship building, cohesion, trust);
- Task processes (communication, coordination, task-technology-structure fit); and
- Output (performance, satisfaction).

These four themes provide a sufficient overview of the major streams within research on virtual teams,

So, let us try to understand on these 4 important inputs, this process and the output. So, when we talk about this input we talked about in a design culture and technical training of course socio-emotional process I know we are already discussed about this. I am going to move and discuss about the next model which are going to talk about the virtual teams.

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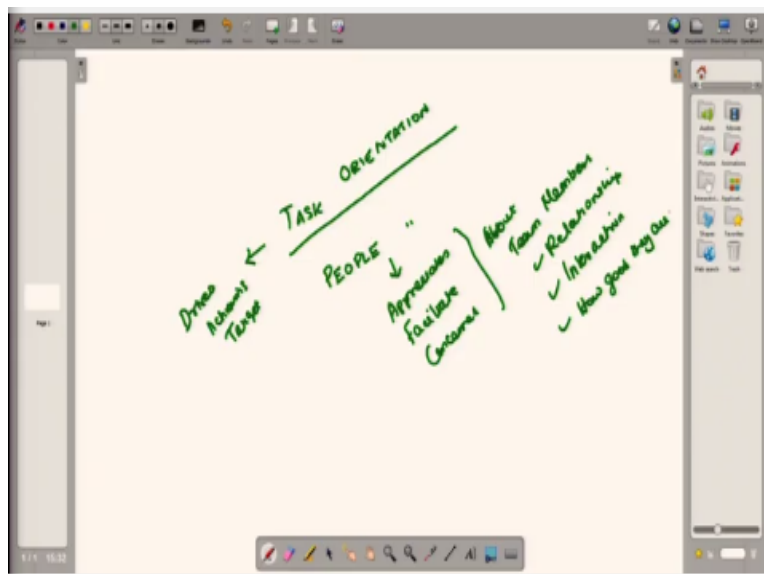


So, multi-level model of leadership in virtual teams. So, when we are talking about a virtual team and in the previous model we discussed about what kind of input. We got talked about a design, structure, probably if you can see design, culture and technical and training what do you provide. And then we talked about now moving from the input output process. Now we are going to talk

about multi level of leaderships. So, especially in a virtual teams there are different types of leadership levels.

One is about individual level and at the team level. So, when we talk about in a leadership, leadership is also about in a person how the leader is going to influence the performance of the team is at the team level. And another thing is about how the leader is going to influence the individual performance and individual's ability to grow also? So, now if we talk about leader behaviour. So, leader will have a 2 different kind of a behaviour, one is about task oriented, relationship oriented. What is the task oriented?

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So, leader will have a task oriented and relationship, or relationship I will call it as people orientation. Task and people orientations. What will happen in a leader if you have a task orientation? Who actually drives only towards achieving the task, achieving the target? Now on the people orientation, so the leader will have a people orientation who appreciates or facilitate, concerned about team members. So, in their relationship, their interaction and how good they are? So, now leaders will have 2 different orientations when we talk about 2 different orientations both at the team level and that can also be at an individual level. So, when you talk about the leadership behaviour at the individual level and the virtual team level.

So, as I said now 2 levels, one is at the individual level meaning that a leader is trying to influence the team and leader is trying to influence the individual team member. Now the leader

can have 2 different orientations, one leader can have absolutely task related orientation, somebody who can have an only relationship orientation. So, now comes the virtual team process and emergent states.

So, at the team level what is going to happen? When based on what kind of an orientation or a behaviour my leader is going to exhibit? Maybe leader can be only a task oriented, maybe a task master who wants me a team to only deliver, never worry about what kind of relationship orientations or the concern for the people may be absolutely low on the relationship orientations. So, or maybe somebody who will be highly relationship oriented less task oriented or can we have a combination of both high task orientation and high relationship orientation is also possible situation.

Now, what will happen? When based on the leadership orientation it is going to talk about virtual team process and emergent states, what happens? So, when with the leaders is trying to influence the virtual collaborations based on the type of behaviour whether task orientations or relationship orientation which will actually have a virtual collaboration and they will enable to have a shared mental model. What is the mental model? I build a kind of a model I say there is a problem, how I am going to address? So, what do we do?

Before we take an action or before we deliver particular way we actually perceive a particular mental model, ok how I am going to achieve or do this or deliver this? Let us say this is a sequence A B C, let us say C is a task and let us say I am here, I am seeing that ok, I am going to create A B to reach this. This kind of I perceive this before I implement, I perceive a mental model.

So, now there is all team members will have a shared mental model. How we are going to deliver the goal? How we are going to achieve the task? Then you will develop a trust, so this based on the leadership behaviour will also build a trust. It can be both the ways, it can create a trust if it is absolutely task oriented never concerned about the people might even in a impact, have a low trust in the teams.

So, that we will talk about the effectiveness a bit later and then we talk about a virtual team conflict. So, there is also possibility when we always have a team member, there is more likely that we people might experience certain level of conflict. So, virtual team is also possible to have a conflict between the members, between the teams. So, based on what kind of a relationship orientation by leadership behaviour I am going to see the conflict, then there is a shared leadership.

So, then this process is going to influence my team effectiveness. So, what is the team effectiveness? How do you see understand the team effectiveness? Ability to perform, meaning they reaching the goals. And how team members are satisfied? Satisfied being in the membership and so they enjoy the membership also. So, this is how the team effectiveness will be determined.

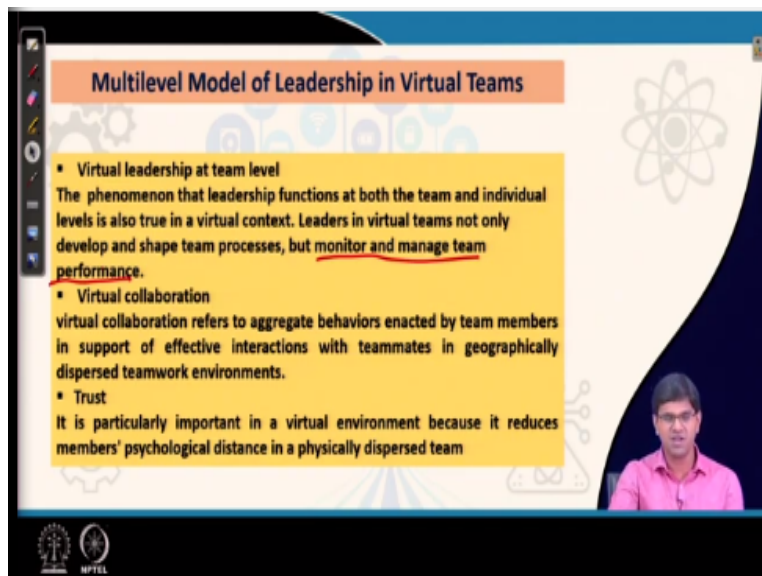
Now when we talk about enjoy the team members, it also talks about the cohesiveness. So, now the team effectiveness will be measured based on their able to achieve the goal or whether the members are satisfied or they enjoying the membership the cohesion and all that. So, this is about a team level, now come to the individual level. So, the same leader who is in the team, so who is trying to influence the individual member in a team and what will happen in the individual level process?

We talked about the team level process, now we will talk about the individual level process. So, there can be exchange of relationship I as a member in a team based on my leader's orientations whether a person is absolutely task oriented or people oriented, I will have an affection, cognitions. So, my cognitions and then there is a motivation.

So, each individual will have this processes exchange relationship, I give you and then what I expect from the other member, what kind of support I get? And then my leader is trying to influence my motivations whether I am really motivated because of my leadership or behaviour? How my leader is trying to influence my motivations being in the virtual team?

Then this process will eventually influence the individual effectiveness. So, individual effectiveness you as a member, you are growth or individual performance or your ability to contribute to group success and you also learn new skills. So, this is how will be measured through an individual effectiveness. So, these are all different multi-level models of leadership in the virtual teams.

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The slide is titled "Multilevel Model of Leadership in Virtual Teams". It contains the following text:

- **Virtual leadership at team level**
The phenomenon that leadership functions at both the team and individual levels is also true in a virtual context. Leaders in virtual teams not only develop and shape team processes, but monitor and manage team performance.
- **Virtual collaboration**
virtual collaboration refers to aggregate behaviors enacted by team members in support of effective interactions with teammates in geographically dispersed teamwork environments.
- **Trust**
It is particularly important in a virtual environment because it reduces members' psychological distance in a physically dispersed team

The slide also features a video feed of a presenter in the bottom right corner and a logo for NPTEL in the bottom left corner.

So, when you talk about multi-level models, few things to look at it when you talk about the virtual leadership. The leadership is both at the team level and individual level as I discussed that. Leaders in virtual teams not only develop and shape the team process but also monitor and manage the team performance. So, they are not only about in a developing or shaping the team process.

They are also of course they have to engage in a critical load of monitoring and managing the team here because there is an important functions of a leader. Then virtual collaborations.. a virtual collaboration always refers to aggregate behaviours inerted by the team members in support of effective interactions with the team mates. Despite the fact that they are all from a different locations. And as I said trust is an important factor it is particularly important in a virtual environment because it reduces the psychological distance in a physically dispersed team.

Unless otherwise I do not develop a trust though you are all connected from a more distant mode you do not feel connected. Now if the trust is really high you actually come out of the physical distances you have. So, trust is an important factor in the virtual environment. So, you as a leader and you as a member have to develop the trust within the team. So, unless otherwise there is no trust and if the trust is very low in the team and it will be very difficult for you to form an effective virtual team.

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Multilevel Model of Leadership in Virtual Teams

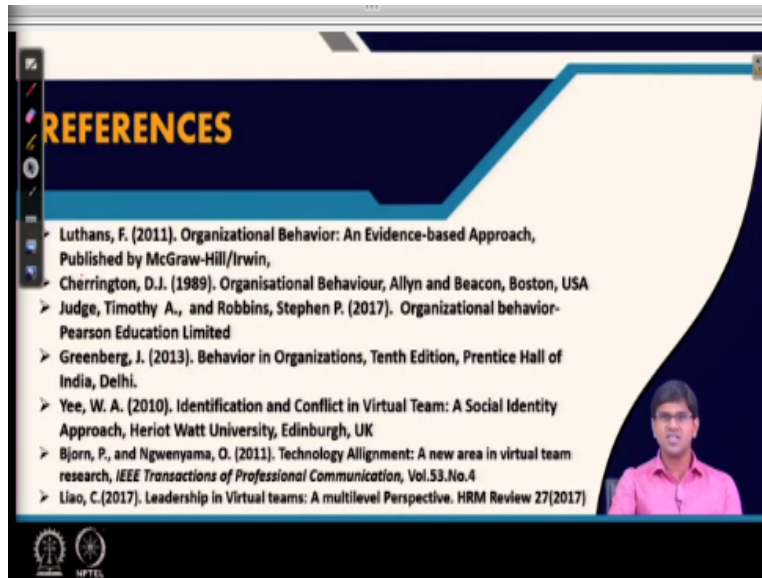
- **Virtual team conflict**
Team conflict refers to members' perceptions of their individual differences, incompatibilities, and irreconcilable wishes and desires. In order to lead a virtual team and enhance its effectiveness, it is paramount for leaders to manage conflict
- **Shared leadership**
Leaders in a virtual environment focus on enhancing the self-management ability of their teams
- **Virtual leadership at individual level**
Leaders not only interact with the entire team but also influence each member individually, making it important to simultaneously consider leader-team and leader-follower interactions

Then team conflict, what is the virtual team conflict? Conflict always refers to members perceive that individual differences or maybe incompatibility existing or between the team members or there is an irreconcilable wishes and desires. So, in order to lead a virtual team and enhance the effectiveness for a leader it is important to manage the conflict in a team. So, unless otherwise the conflicts are addressed or managed well, it will be very difficult for you to run the effective virtual teams.

And there should be a shared leadership; leaders in the virtual environment focus on enhancing the self management ability of their team members. So, how you are going to enable your team members also develop their abilities, so that you are doubling a shared leader. You also delegate certain responsibilities on the team members, enable them and empower them that the kind of shared relationship is important. And of course virtual leadership is at the individual level leaders not only interact with the entire team of course they also influence each member

individually, making it important to simultaneously concern leader team or leader follower interaction. So, that is also part of this multi-level model of virtual teams.

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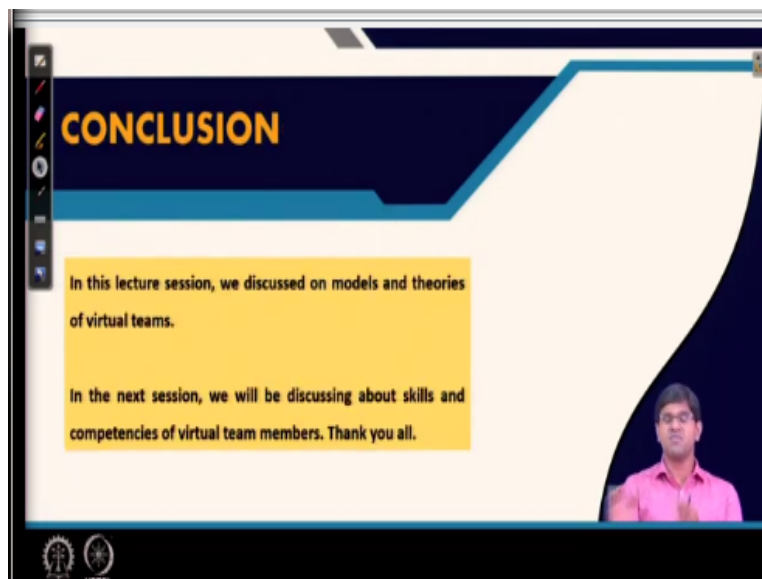


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CONCLUSION

In this lecture session, we discussed on models and theories of virtual teams.

In the next session, we will be discussing about skills and competencies of virtual team members. Thank you all.

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So, in today's lecture what we discussed? We discussed on various models starting from the four dimensions models and then managing conflict model, social identity, perspective. And we also discuss about multi-level leadership in the virtual teams. And these models are some of the essential inputs that how you will be able to make a better virtual teams or you will be able to become a better member in a virtual team.

And you will enable to have a broader perspective to understand how you will be as a member in a virtual team everybody you function effectively? Or when you want to become a leader in a virtual team, how you will be able to manage the virtual teams considering the different interactions pattern we see? Because it is not essentially the outcome, it is also important in especially in a virtual context understand the process and the input.

So, what kind of input you give and how do you facilitate the process will determine the outcome. Outcome in terms of the performance or outcome in terms of the satisfaction of the team members. In any team context irrespective whether it is a virtual or the traditional teams the performance or the outcome is effectiveness are always measured in 2 components.

One is about the delivering about the goals or achieving the actual goals and also how your members are enjoying or wanted to stay in the team, so that determine the team effectiveness. So, in the next lecture we will be discussing about the skills and competencies of the virtual team members. So, thank you so much, we will meet in the next lecture.