

**Leadership and Team Effectiveness**  
**Prof. Santosh Rangnekar**  
**Department of Management Studies**  
**Indian Institute of Technology – Roorkee**

**Lecture –45**  
**Virtual Teams**

In this particular session, we will talk about the virtual teams.

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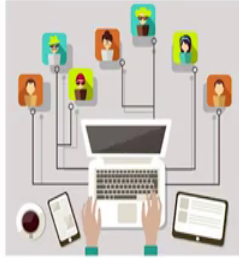


Image source: [https://www.emeraldgroupublishing.com/imported\\_images/promo/img/virtual\\_teams.jpg](https://www.emeraldgroupublishing.com/imported_images/promo/img/virtual_teams.jpg)

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The contents are the virtual team, physical versus virtual team, advantages and disadvantages of virtual teaming, e-leadership, common challenges for the leaders in a virtual team, environment, building trust, making virtual teams work basic principles and as usual the research paper, case study and book recommendations. Then you will find at the end there are the references for this material and for further studies.

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## Virtual Teams

- Virtual teams take many forms, have different objectives, and solve various types of tasks. However, they all have in common two necessary elements:
  - two or more people work together to achieve common goals
  - at least one of the team members works in a different location or at a different time.
- Because of these two defining characteristics, virtual teams communicate and co-ordinate at least partially by means of electronic media.






Image Source: [https://www.projectmanager.com/wp-content/uploads/2020/03/200717\\_Blog\\_Feature\\_Virtual\\_Teams.jpg](https://www.projectmanager.com/wp-content/uploads/2020/03/200717_Blog_Feature_Virtual_Teams.jpg)

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So, whenever you are talking about the virtual teams, are there so, take many forms they have different objectives and solve various types of tasks are there. And they all have in common two necessary elements. So, two or more people work together to achieve the common goals are there. At least one of the team members works in a different location or at a different time is there.

And therefore, in that case it will be that is the how they are having this working together for achieving the particular common goal. So, here, if we are talking about the team. So, team is remaining the same, because we have discussed this thing earlier. So, what is a team? Team is that is achieving the common goals and whenever we are talking about the common goals are there.


So, therefore, in that case whole the process that will be working together but at least our team members works in a different location or a different time. So, but when you are talking about the virtual teams, so, they are not physically at one place. At least one member is there who is at the different location or at a different time is there. These two defining characteristics, virtual teams communicate and coordinate at least partially by means of electronic media is there.

So, always there will be the electronic media and in by means of the electronic media, they will be having this interaction because they are at the different places are there. So naturally, some mechanisms are required to be used and therefore this mechanism will be used for the purpose of the virtual team is there.

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### Definition of Virtual Team

<b>Gassmann and Von Zedwitz, 2003</b>	Virtual team as a group of people and sub-teams who interact through interdependent tasks guided by common purpose and work across links strengthened by information, communication, and transport technologies.
<b>Leenders et al., 2003</b>	Virtual teams are groups of individuals collaborating in the execution of a specific project while geographically and often temporally distributed, possibly anywhere within (and beyond ) their parent organization.
<b>Powell et al., 2004</b>	Define virtual teams as groups of geographically, organizationally and/or time dispersed workers brought together by information technologies to accomplish one or more organization tasks".



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So, Gassmann and Von Zedwitz in 2003, virtual team is a group of people and sub teams who interact to the interdependent task, guided by the common purpose and work across links strengthened by the information, communication and transport technologies are there. So, therefore, this particular team is a which is working and interacting through independent task is there.

So, there that is about the information and communication. So, therefore, in that case, it is the sharing of your mechanisms of these information and communication and the transport technologies are there, so, that will be used. And the Leenders et al., in 2003, has given these concept, virtual teams are groups of individuals collaborating the execution of a specific project so, that there is a common goal is there.


So, there will be always for a specific project will be there. While geographically and often temporarily, distributed possibly anywhere within and beyond their parent organization is there. So, therefore, it is outside of their premises is concerned. The Powell et al., in 2004, has given another definition. Virtual teams, as groups of the geographically, organizationally and the time dispositive workers brought out together by information technologies to accomplish one or more organizational tasks are there.

So, again, it is the same concept is there. That is then they have been, the dispersed workers are there. So, workers are not at the common geographical place and they are working in the different places. And they are brought by the information technologies they are using this

particular information and communication technology. You can see the ICT to accomplish one or more organizational tasks are there.

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Physical vs. Virtual Teams		
Activity	Physical Teams	Virtual Teams
Nature of interaction	Opportunity to share work and non-work related information	The extent of informal exchange of information is minimal
Utilization of resources	Increases the opportunity for allocation and sharing of resources	Each collaborating body will have to have access to similar technical and non-technical infrastructure
Working environment	They encountered constraints accessing information and interacting with others outside the collocated team within the company	Sometimes not able to share ideas or dilemmas with other partners



So, all are working for common goals but they are working for the different tasks. So, physical versus virtual teams, nature of interaction. So, physical teams are having the opportunity to share work and non-work-related information. So, this particular team is having that is they may be related to the work and it can be related in non work. Virtual team extent of information exchange of information is minimal.

And here you will find it is more or less towards the work because they do not want to make the much interaction on these information and communication based. So, therefore, exchange of information is minimal in the case of this virtual team is concerned. Utilization of resources, physical teams are, there increases the opportunity for allocation and sharing of resources.


While in the virtual teams each collaborating body will have to have access to similar technical and non technical infrastructure. And therefore, in that case, it will be the always virtual team that collaborating team will be have to access the technical aspects are there. And here it is they in the case of the physical team, they have the full opportunity, so, sharing of the resources is there.

While in case of the virtual team, so, that is the similar technical, non technical infrastructure both will be used. Working environment, they encounter constants accessing information and

interacting with other outside the collocated team within the company. They sometimes not able to share ideas or dilemmas with the other partners are there. So, this is the limitation in the current scenario, when we are talking about the use of the virtual teams where the physical teams are even possible. So, then we have to think because this will be the always encounter the constants are there.

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Physical vs. Virtual Teams		
Activity	Physical Teams	Virtual Teams
Control and accountability	The project manager provides the Context for ongoing monitoring of activities and events and thus enhances their ability to respond to requirements.	The collaborating bodies were accountable to the task leaders and the project coordinator who had limited authority to enforce any penalties for failure to achieve their tasks
Cultural and educational background	Members of the team are likely to have similar and complementary cultural and educational background	The team members varied in their education, culture, language, time orientation and expertise
Technology compatibility	Situated and operating within a single organization faces minimal incompatibility of the technological systems	Compatibility between different systems in collaborating organizations ought to be negotiated at the outset



Ali Ebrahim, Nader & Mohammad Shahadat, Shamsuddin Ahmed & Taha, Zahari. (2011). Virtual Teams And Management Challenges. Academic Leadership Journal, 9, 1-7. 10.5281/zenodo.185825

And here sometimes not able to share ideas because they may be lack of the infrastructure support is there. So, physical versus virtual teams' activities are concerned the control and accountability. Then the project manager provides the context for the ongoing monitoring of activities and events and does enhance their ability to response to the requirements are there.

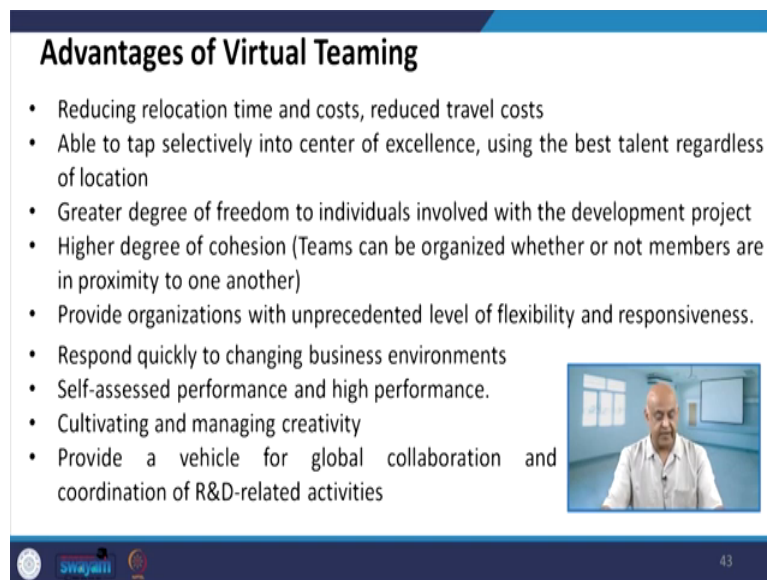
While in case of the virtual teams, the collaborating bodies were accountable to the task leaders and to the project coordinator, who had limited authority to enforce any penalties for failure to achieve their task is there. So therefore, in that case it is becoming a totally change approach is there. So, here your ability to response to the requirements are there. Here authority to enforce any penalties are there.

In the cultural and educational background is concerned then, in the physical teams, members of the team are likely to have similar and complementary culture and educational background. While in case of the virtual team, because they are at the different geographical location, different places, so, their education, culture, language, time orientation and expertise that will be varied.

Technology compatibility is concerned, it is situated and operating within a single organization faces the minimal incompatibility of the technological systems are there. So, therefore, in the physical teams they will have the minimal incompatibility of the technological system, while in the virtual teams, compatibility between different systems in collaborating organizations ought to be negotiated at the outset.


So, therefore, in that case, you cannot work without that. In case, if you are not knowing about these collaborating organizations those who are what type of this technology compatibility you have? You cannot interact, to interact it is necessary that in the advance that is the what type of the technology they are using? While in case of the physical teams, it is not highly concerned so, therefore, minimal incompatibility will also do.

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**Advantages of Virtual Teaming**

- Reducing relocation time and costs, reduced travel costs
- Able to tap selectively into center of excellence, using the best talent regardless of location
- Greater degree of freedom to individuals involved with the development project
- Higher degree of cohesion (Teams can be organized whether or not members are in proximity to one another)
- Provide organizations with unprecedented level of flexibility and responsiveness.
- Respond quickly to changing business environments
- Self-assessed performance and high performance.
- Cultivating and managing creativity
- Provide a vehicle for global collaboration and coordination of R&D-related activities



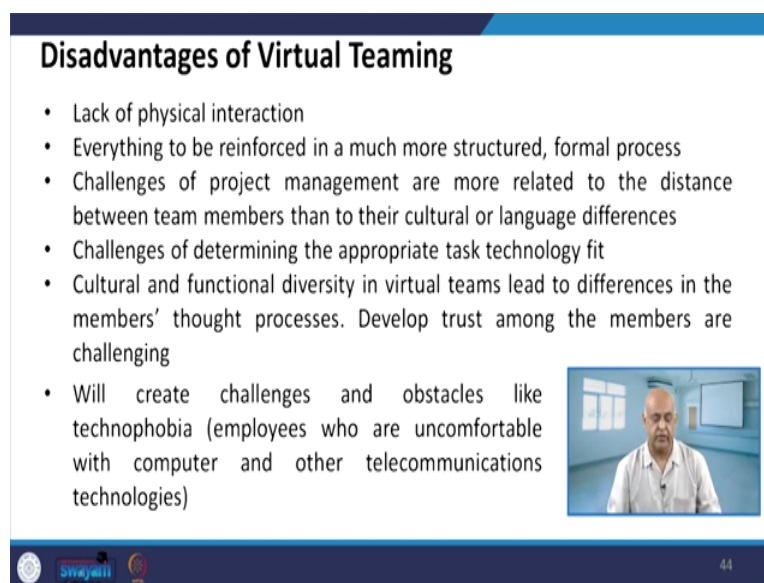
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The advantages of virtual teaming are reducing reallocation time and cost reduce the travel cost able to tap selectively into center of excellence using the best talent, regardless of location. Greater degree of freedom to individuals involved with the development project higher degree of cohesion teams can be organized whether or not members are in proximity to one another.

So, therefore, high degree of cohesion is there. Provide organizations with the unprecedented level of flexibility and responsiveness is there. So that we have seen that is the whatever not even thought earlier now that is possible. And therefore, many organizations they do not prefer now the physical teaming, rather than they concern and if possible, however, it will depend on the nature of business also.


And on the basis of that that will be the virtual teaming will be done. It responds quickly to the changing the business environment, self-assessed performance in the high-performance cultivating and managing the creativity. That is also very much the big benefit out of this particular, the virtual teaming that is this cultivating and managing creativity that has been enhanced, provide a vehicle for global collaboration and coordination of R and D (Research and Development) related activities and therefore this is becoming the common parameters are there.




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**Disadvantages of Virtual Teaming**

- Lack of physical interaction
- Everything to be reinforced in a much more structured, formal process
- Challenges of project management are more related to the distance between team members than to their cultural or language differences
- Challenges of determining the appropriate task technology fit
- Cultural and functional diversity in virtual teams lead to differences in the members' thought processes. Develop trust among the members are challenging
- Will create challenges and obstacles like technophobia (employees who are uncomfortable with computer and other telecommunications technologies)



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However, when we are talking about the disadvantages of the virtual teaming, so, lack of physical interaction is there. So, therefore, in that case, the whatever is to be learned by meeting each other, so, that learning will opportunity will not be there. Everything to be reinforced in a much more structured and formal processes are there and which will be not that much the freedom of flexibility.

Which is available into the unstructured way is there writing for the physical teaming. Challenges of the project management are more related to the distances between the team members then to their cultural languages' differences are there. And therefore, in that case, the distances that has to be taken care of. Challenges are determining the appropriate task technology fit.

And this the appropriate task technology fit will be available only with that particular in the case of the virtual teaming is concerned. And in the virtual teaming this challenge will not be

able to meet. Because the task technology if it is even the available but that interaction and that is required as it has been seen in the case of the physical teams that will not be possible, so, it will be a challenge.

Cultural and functional diversity in virtual teams, so and lead to the differences in the members thought processes. So, naturally they will be the diversified the culture will be there. So, there will be the problem and issues and develop. Trust among the members are challenging and therefore, in that case, those who are the members because they are coming from the different culture and different functional background.

So, therefore, in that case, developing the trust and converting that group into time will be a big challenge, will create challenges and obstacles like technophobia.

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**E-Leadership**

E-leadership was coined to reflect the new working environment where human interactions are mediated by information and communication technology (ICTs), and where leaders may lead entire projects from a distance.

- Forecasting needs for information
- Understanding customer needs
- Solution orientation
- Communication

- Strategic Leadership
  - Creativity
  - Independent learner
  - Team leading
  - Cultures, internationalization
- Digital Savvy
  - Big data analytics & tools
  - Cloud computing & virtualization
  - Mobile app design and development
  - Complex business systems
  - Web development & tools
  - IT architecture, platform architecture
  - Security skills
  - ERP systems
  - Social media
- Business Savvy
  - Customer relations & sales
  - Partnership establishment
  - Business development
  - Organisational change
  - Project management
  - Process optimisation
  - Strategic marketing
  - Agile methodology
  - Business analytics
  - Market analysis
  - Financial skills

Image Source: <https://eskills.org/mt/en/news/Pages/2017/e-Leadership-Skills.aspx>

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So, those who are not very much used to this type of the technology, they will face the problem and therefore they will say that is no we will not be able to use this technology and they will be technophobia will be there. So, E-leadership is so, E-leadership was going to reflect the new working environment where the human interactions are mediated by the information and communication technology ICTs.

And where leaders may lead entire project from a distance is there. So, this type of this E-leadership is concerned, so, this will be the forecasting needs for the information, strategic leadership, digital savvy and the business savvy is there. So, I would like to take first, the



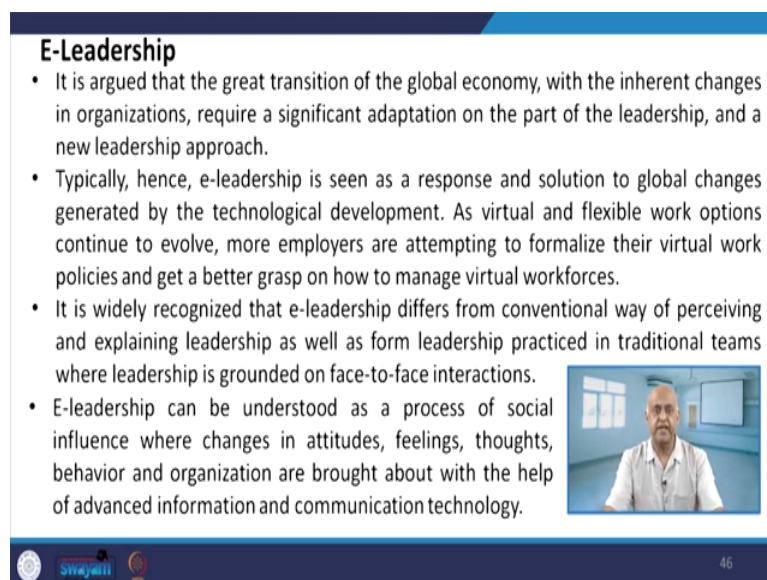
business savvy, so, customer relationships and the sales that is about the business. It is becoming very important.

Partnership establishments, business development organizational change, project management, process optimizing strategic marketing and so on. So therefore, you will find in the area of finance marketing and specially in the case of the project which is requiring about on this particular organizational change so, that will be affected. While in case of the digital savvy, big data analytics and tools, cloud computing.

And visualization mobile application, design and development, complex business systems, web designs and tools, IT architecture, security skills, ERP systems and social media is there. So, on basis of this these are the digital savvy and these are the business. So, when we are integrating that requires the strategic leadership. So, what is required for the purpose of the digital forecasting it for information understanding the customer needs.


What are the customer needs are there solution, orientation and communication is to be there? While in case of this business savvy is concerned, it is a creativity, interdependence and team building and cultural implementation. That will be becoming very very important for the e leadership is concerned.


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**E-Leadership**

- It is argued that the great transition of the global economy, with the inherent changes in organizations, require a significant adaptation on the part of the leadership, and a new leadership approach.
- Typically, hence, e-leadership is seen as a response and solution to global changes generated by the technological development. As virtual and flexible work options continue to evolve, more employers are attempting to formalize their virtual work policies and get a better grasp on how to manage virtual workforces.
- It is widely recognized that e-leadership differs from conventional way of perceiving and explaining leadership as well as form leadership practiced in traditional teams where leadership is grounded on face-to-face interactions.
- E-leadership can be understood as a process of social influence where changes in attitudes, feelings, thoughts, behavior and organization are brought about with the help of advanced information and communication technology.





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It is argued that the transition of the global economy, with the inherent changes in organizations requires significant adaptation on the part of the leadership and a new leadership approach there. And hence e-leadership is seen as the response and solution to the

global change so only generated by the technological development. As virtual and flexible work options continue to evolve, more employers are attempting to formalize their virtual work policies.

And get a better grasp on how to manage virtual workforces is there. And therefore, in that case, unless and until you do not get there is how to manage your virtual workforce, you will not be able to successful. It is widely recognized that the e-leadership and differs from conventional way of perceiving and explaining the leadership is form leadership practice in the traditional teams.

While leadership is grounded on face-to-face interaction. So, definitely there will be the changes into the e-leadership and the physical conditions of the leadership is concerned. So, e-leadership can be understood as a process of social influence where the changes in attitudes, feelings, thoughts, behaviour and organizations are brought about with the help of advanced information and communication technology is there and this is true.

There is whenever we are talking about these changes in technology business time. So, therefore, e-leadership is making the approaches of social influence where the changes in attitude, feelings and thoughts that has to be considered. And this is the because of the use of the ICT. And therefore, you are using the ICT you have to consider your members. You have to consider their physical comforts for activities.

Then it also can also consider the technology which they have to use. So, therefore, e-leadership will be required.

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## Common Challenges For Leaders In A Virtual Team Environment

Seven common challenges that leaders encounter in virtual teams.

**1. Geography and Isolation as Challenges:** Geography makes the team members see themselves as separate from one another. The complications of time zones and travel pressures make it even more challenging to ensure team members clearly comprehend goals and begin to develop a bond of trust and understanding among one another. Lack of physical interaction is one of the major challenges of virtual teams.

**2. Communication as Challenge:** One major challenge within the virtual environment is communication. Virtual teams are greatly influenced by the effectiveness of communication. Even within a face-to-face correspondence, communication is highly important. Without it, the group cannot accomplish the tasks set before them.



So, common challenges for leaders in a virtual team environment. So, seven common challenges that leaders encounter in virtual teams are the geography and isolation challenges is there. So, geography makes the team members see themselves as the separate from one another and the complications of the time zones and travel pressures make it even more challenging to ensure team members clearly comprehend goals.

And design to develop a bond of trust and understanding amongst the one another. And this is the totally culture-based differences there. Lack of physical interaction is more of the major challenges of virtual teams, is there. Communication is challenge within the virtual environment is communication. Virtual teams are greatly influenced by the effectiveness of communication.

Even within a face-to-face correspondence communication is highly important, without it the group cannot accomplish the task set before them.

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## Common Challenges For Leaders In A Virtual Team Environment

**3. Technology as Challenge:** An important issue in regards to virtual teams is that the leader must take into account what technology hardware and software are available to the members of the team. This information will be handy to make sure that software is compatible as well as up to date with the same versions for all team members.



**4. Security as Challenge:** A virtual team session is often set up between entities residing in different administrative sites, each having a different security policy. In order for a secure session to be set up, it may require administrative authorities of the collaborating sites to cooperate together to develop a consistent and uniform security policy across the participating sites.



Image Source: [https://hbr.org/resources/images/article\\_assets/2014/11/0114121\\_A2.jpg](https://hbr.org/resources/images/article_assets/2014/11/0114121_A2.jpg)



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So, communication is becoming another challenge. Technological challenge is the prime challenge in regard to the virtual team is that the leader must take into account what technology hardware and software are available to the members of the team. And this information will be handy to make sure that software is compatible as well as up to the date with the same versions for all the team members are concerned.

And security as challenges is often set up between the entities deciding in different administrative sites, each having a different security policy. And in order for a secure to be set up, it may require administrative authorities of the collaborating sites to cooperate together to develop a consistent and uniform security policy across the participating sites are there.

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## Common Challenges For Leaders In A Virtual Team Environment

**5. Motivation as Challenge:** With the advancement of information technology group work is now becoming increasingly virtual. However, when moving into new territories it is important to carefully examine how the displacement of face-to-face work affects different aspects of group work. One such aspect that is currently largely neglected is motivation. Virtual team with lack of motivation of its members will poorly perform.

**6. Trust as Challenge:** The key way to build high performance across distance (to give the leader and the team power and control over the result) is to build trust. Building trust across distance is easier said than done. In the virtual context, social control and direct supervision are hard to realize. Other factors such as different locations, members' feeling of isolation and detachment and complex time zones are also barriers for building trust.



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The another challenge will be that is about the motivation and those who are working on this virtual team into new territories, it is important to carefully examine how the displacement of face-to-face work affects differently aspect of group work. One such aspect it is currently largely neglected in the motivation is there. So, virtual team method, lack of motivation of it is members will poorly perform.

So, we have to see that the people working behind the machines, so, they need the motivation. Trust as challenge, the key way to build high performance across the distance to give the leader in the team, power and control over the result is to build a trust. And the building the trust across distance is easier and said than done. But in the virtual context it is always whenever you talk about the social control and direct supervision.

And then, in that case, it is hard to realize other, factors is different location members feeling of isolation and the detachment and complex time zones are also the barriers for the building the trust is there.

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**Common Challenges For Leaders In A Virtual Team Environment**

**7. Relationship as Challenge:** Group dynamics as one of the criteria in measuring team process, are the foundation upon which other teamwork proceeds. If the team is ultimately to achieve the three valued outcome measures of effectiveness, a firm foundation of effective group dynamics will be critical. The relationship building helps the team to achieve effective group dynamics.

**Challenges of working in virtual teams**

- 87% do a part virtually
- 41% never met colleagues
- 70% Less time for relationships
- 73% Low speed for decision making
- 71% Lack of participation
- 55% Different leadership style
- 69% Different leadership style

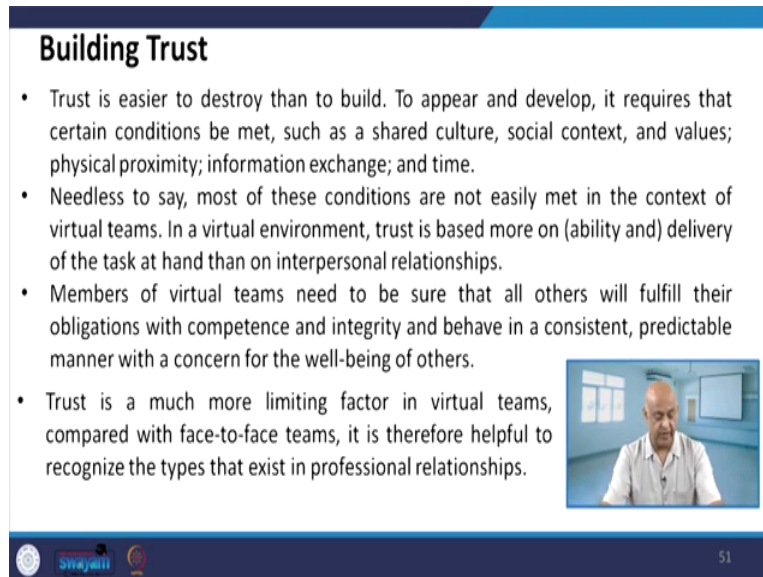
Source: <http://ui.expertee.com/wp-content/uploads/challenges-of-working-in-virtual-teams.png>

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Now, when it is not only the that is a team member, they are facing the technical problems but it is a relationship problem also. Group dynamics is one of the criteria is measuring the team process. We are foundation upon which other team members proceeds. If the team is ultimately to achieve the three value outcomes, measures of effectiveness, a firm foundation of effective group dynamics that will be critical.


And the relationship building helps the team to achieve the effective group dynamics is important.


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**Building Trust**

- Trust is easier to destroy than to build. To appear and develop, it requires that certain conditions be met, such as a shared culture, social context, and values; physical proximity; information exchange; and time.
- Needless to say, most of these conditions are not easily met in the context of virtual teams. In a virtual environment, trust is based more on (ability and) delivery of the task at hand than on interpersonal relationships.
- Members of virtual teams need to be sure that all others will fulfill their obligations with competence and integrity and behave in a consistent, predictable manner with a concern for the well-being of others.
- Trust is a much more limiting factor in virtual teams, compared with face-to-face teams, it is therefore helpful to recognize the types that exist in professional relationships.





So, finally, what is the trust? Trust is to be built, so, trust is easier to destroy than to build. To appear and develop it requires that certain conditions be met to develop a trust such as shared culture, social context, as we have seen the challenges into these virtual teams. So that was the culture was a problem because they are at the different geographical location. Social context is important because they are belonging to the different society and the value systems.


So that physical proximity, information exchange and time that is becoming the parameters and dimensions for the building the trust. Needless to say, most of these conditions are not easily met in the context of virtual teams. So, therefore, in a virtual environment must be based upon more delivery of the task at hand than on interpersonal relationship is there. So, ultimately what is the outcome that is important?

Rather than and the more focusing on the interpersonal relationships, members of virtual team need to be sure that all others will fulfill their obligations with competence and integrity and behave in a consistent, predictable manner, with a concern for the well-being of other are there. So, trust is a much more limiting factor in virtual teams compared with the face-to-face teams are there. It is therefore helpful to recognize that types that exist in professional relationships are there.

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## Building Trust

- 1. Deterrence-Based Trust.** This basic type of trust hinges on adoption of consistent behavior and the threat of punishment if people do not follow through on what they are supposed to do, or committed themselves to doing. It is not well suited to the work of a virtual team.
- 2. Calculus-Based Trust.** This basic type of trust is grounded not only in fear of punishment for violating trust but also in rewards for preserving it. Such trust is based on comparison of the costs and benefits of creating and sustaining a relationship over the costs and benefits of severing it. This level of trust is easily broken by a violation of expectations and cannot meaningfully sustain a virtual team's relationship.
- 3. Knowledge-Based Trust.** This type of trust occurs when an individual has enough information and understanding about another person to predict that person's behavior.



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So, how to building the trust deterrence-based trust is there. Trust that is the hinges on adoption of consistent behaviour and threat of the punishment if people do not follow through on what they are supposed to do or committed themselves to doing, It is not well suited to the work of a virtual team. Calculus-based trust is there, so, the basic type of trust is grounded, not only in fear of punishment for violating trust but also is rewards for preserving it.


Such trust is based on the comparisons of the cost and benefit of creating and sustaining a relationship over the cost and the benefits of serving it. This level of trust is easily broken by violation of expectations and cannot meaningfully sustain a virtual team's relationships are concerned. So, knowledge-based trust will be there and this type of trust occurs when an individual has enough information and understanding about another person to predict that person's behaviour is concerned.


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## Building Trust

**4. Identification-Based Trust.** This type of trust develops when parties understand and endorse one another, and can act on behalf of one another in interpersonal transactions. This requires that they fully internalize and harmonize with one another's desires and intentions

To build trust in virtual teams, it is essential to ask effective questions; generate clear and concise objectives, including a project implementation plan; talk (and walk) the talk; build tell-and-ask patterns; enable the free flow of data and information for constant, grow the virtual team's own culture and identity, including the promotion of virtual socializing skills; and make, share, and celebrate good news.




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Identification-based trust is there and development parties understand and endorse one another and can act on behalf of one another in interpersonal transactions. And this requires that they fully internalize and harmonize with one another's desires and interactions. To build trust in virtual teams, it is essential to ask effective questions and generate clear and concise objectives, including the project implementation plan.


Whatever the talk and what that is, the about the interacting in interaction with them build detail and ask patterns. So, therefore, in that case, more and more they are knowing each other. If they are knowing each other in a better way that will enable the free flow of data and information for the constant growing the virtual team's own culture and identity. So, including the promotion of virtual socialization skills.

Whenever we are talking about the talk and walk or the build, tell-and-ask ask patterns. So therefore, what is it there is more and more socialization, knowing each other understanding each other and interacting with each other and that will make share and celebrate the good news is there. So, this way the trust can be built among these members is there.

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Toward New Management Mind-Sets	
From	To
Face-to-face is the best environment for interaction and anything else is a compromise.	Different kinds of environments can support high-quality interaction. What matters is how you use them.
When the communication process breaks down, blame the technology.	When the communication process breaks down, evaluate management and interaction strategies, not just the technical tool.
Learning to manage virtual teams is about learning how to use the technology.	Learning to manage virtual teams is about understanding more about teams and the collaboration process.
Being people-oriented is incompatible with using technology	Using technology in a people-oriented way is possible and desirable



Source: Lisa Kimball, 1997, Managing Virtual Teams, Speech delivered at the Team Strategies Conference sponsored by Federated Press, Toronto, Canada

Now, whenever we are talking about these towards the new management mindsets, are there face-to-face the best environment for the intentions anything else is a compromise is there. So therefore, different kinds of environments can support high quality interactions what matters is how to use them is there? When the communication process breaks down, blame the technology here.

And that is when the communication process breaks down, evaluate management and interaction strategies, not just the technical tool. Learning to manage so, therefore, we should not work on the symptoms of the problems we have to work on the problems itself. Learning to manage virtual teams is about learning how to use the technology. Learning to manage virtual teams is about understanding more about teams and the collaboration process is there.

So, therefore, the focus is not only on technology but also on the people in that particular team. Being people-oriented is compatible with using technology. Using technology in a people-oriented way is possible and desirable is there.

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## Making Virtual Teams Work: Basic Principles

**1. Get the team together physically early-on.** It may seem paradoxical to say in a post on virtual teams, but face-to-face communication is still better than virtual when it comes to building relationships and fostering trust, an essential foundation for effective team work. If you can't do it, it's not the end of the world (focus on doing some virtual team building)

**2. Clarify tasks and processes, not just goals and roles.** With virtual teams, however, coordination is inherently more of a challenge because people are not co-located. So it's important to focus more attention on the details of task design and the processes that will be used to complete them. Simplify the work to the greatest extent possible, ideally so tasks are assigned to sub-groups of two or three team members. And make sure that there is clarity about work process, with specifics about who does what and when.



Source: <https://hbr.org/2013/06/making-virtual-teams-work-ten>

So, now finally, we come to the making the virtual teams work basic principles, get the team together physically early on. So, it comes to the building, the relationship and fostering the trust, clarifying the tasks and processes not just goals and roles and with virtual teams. However, coordination is inherently more of a challenge because the people are not co-located is there at the same place.

So, it is important to focus more attention on the details of task design and the processes that will use to complete is there. So, therefore, in that case, we have to be very very much clear about that is what the task and processes that we are defining we are delegating inherently have been absorbed. So that it is not just you are focusing on the goals and roles rather than understanding how it is actually going to be implemented.

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**3. Commit to a communication charter.** Communication on virtual teams is often less frequent, and always is less rich than face-to-face interaction. The only way to avoid the pitfalls is to be extremely clear and disciplined about how the team will communicate. Create a charter that establishes norms of behavior when participating in virtual meetings, such as limiting background noise and side conversations, talking clearly and at a reasonable pace, listening attentively and not dominating the conversation, and so on.

**4. Leverage the best communication technologies.**

Developments in collaborative technologies — ranging from shared workspaces to multi-point video conferencing — unquestionably are making virtual teaming easier. However, selecting the “best” technologies does not necessarily mean going with the newest or most feature-laden. It's essential not to sacrifice reliability in a quest to be on the cutting edge.





Then the commitment to the communication charter is there. So, therefore, in that case, there will be the communication charter, so, we have seen the challenges, so, we can overcome that particular challenge. Leverage the best communication technology. So, therefore, in that case, that the best technologies do not necessarily mean going with the newest latest. It is the appropriate technology that we are supposed to make use of this.

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**Making Virtual Teams Work: Basic Principles**

**5. Build a team with rhythm:** When some or all the members of a team are working separately, it's all-too-easy to get disconnected from the normal rhythms of work life. One antidote is to be disciplined in creating and enforcing rhythms in virtual team work.

**6. Create a "virtual water cooler":** The image of co-workers gathering around a water cooler is a metaphor for informal interactions that share information and reinforce social bonds. Absent explicit efforts to create a "virtual water cooler," team meetings tend to become very task-focused; this means important information may not be shared and team cohesion may weaken. One simple way to avoid this: start each meeting with a check-in, having each member take a couple of minutes to discuss what they are doing and what's going well.



[https://blogimage.vantagecircle.com/vcblogimages/2020/04/virtual\\_teams.png](https://blogimage.vantagecircle.com/vcblogimages/2020/04/virtual_teams.png)

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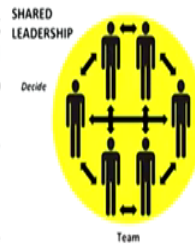
Build a team with the rhythm. So, therefore, in that case, in a virtual team, it is very much necessary that is those who are interacting. They are into the proper rhythm understanding each other is there. So, therefore they can easily connect to create a virtual water cooler. So, a water cooler is a metaphor for informal interactions that share information and reinforce social bonds are there.

So, absent explicit efforts to create a "virtual water cooler" team meetings tend to become very task-focused. So, therefore, this will be if it is not there then it will be very task-focused. This means important information may not be shared and team cohesion may become so one simple way to avoid this start such each meeting, with a check-in having each member take a couple of minutes to discuss what they are doing and what is going well is there?

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## Making Virtual Teams Work: Basic Principles

7. **Foster shared leadership.** Defining deliverables and tracking commitments provides “push” to keep team members focused and productive; shared leadership provides crucial “pull.” Find ways to involve others in leading the team. By sharing leadership, you will not only increase engagement, but will also take some of the burden off your shoulders.



8. **Don't forget the 1:1s.** Leaders' one-to-one performance management and coaching interactions with their team members are a fundamental part of making any team work. Make these interactions a regular part of the virtual team rhythm, using them not only to check status and provide feedback, but to keep members connected to the vision and to highlight their part of “the story” of what you are doing together.



<https://wikigates.gsu.edu/download/Thumbnail/1941187/SharedLeadership-Med.png?version=1&modificationDate=1492451545000&sp=2>



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Foster shared leadership is there and therefore there is tracking commitments provide the push to keep team members focused and produce shared leadership, which provides the pull technique. So, the pull technique is required whenever we are talking about the virtual thing. So, therefore, they will be able to find out their ways to interact.

Do not forget 1 is to 1s, leaders, one-to-one performance management and coaching interaction with their team members are a fundamental part because many times because of the large size of the group and team. The leaders are not able to interact with each member and then this may be in hindrance. So, therefore, one-to-one concept that that has to be followed while making the virtual team is there.

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## Case Study: Trusting someone you cannot see

- One of the greatest determinants of a successful team is trust. For a team to be successful, employees must trust that their team members are reliable and capable. They have to have faith that their teammates will work toward the team's goals rather than their own goals. Trust can be built in the teams by creating an environment where team members are not scared to admit that they have made a mistake and feel comfortable providing their input rather than agreeing with the team leader or assertive team members. Building trust among teammates is important, but what if you never see your teammates?

Trust is especially important but also more difficult to build in virtual teams. In a recent review of 52 independent studies, researchers found that the link between trust and team performance is stronger for teams than face-to-face teams!




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### Case Study: Trusting someone you cannot see

- According to the same review, managers can counteract some of the negative effects of low trust in virtual teams by carefully documenting team interactions. This practice shows that team members are held accountable for the work they do in virtual teams and makes sure that team members are recognized for their contributions.
- Compensating for lack of trust may only be a Band-Aid for a larger problem because trust is one of the most important factors in determining team effectiveness. Another review of 112 separate studies found that trust was one of the strongest predictors of team performance, regardless of the team members' past performance or trust in the team's manager. The same research found that trust may be especially important in teams with varied skills sets or independent roles.



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### Case Study: Trusting someone you cannot see


- Trust is also just as important for short-term teams because team members do not have the same adjustment period to learn more about their teammates before having faith that they will contribute to team goals.

**Questions:**

**Q1)** Recall a time when you felt like you could not trust team members on your team. Why do you feel that way? How did that affect the team's performance?

**Q2)** Can you think of strategies that can help build their trust among virtual team members?

**Q3)** Imagine you are a manager at a national corporation. You have been asked to select employees for a virtual problem-solving team. What types of employees would you include and why



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So, this is as usual. This is the case study the trusting someone you cannot see. I am sure that is after going through this particular case study. You will be able to answer the questions related to this case study. You could not trust members of your team. Can you think of strategies that can help build their trust among virtual team members? Imagine you are a manager of a national corporation and asked to select employees for a virtual problem-solving team. What types of employees would you include and why it is a very interesting exercise?


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

**Research Paper** Virtual team working: making it happen

**Emerald** VOL. 40 NO. 3 2008, pp. 129-133  
 Article publication date: 18 April 2008  
 DOI 10.1108/00197850810868612

Stephen Morris  
**Journal name:** Industrial and Commercial Training

**Purpose**  
 The paper seeks to discuss virtual working, technology utilization and how technology can be used to enhance human interaction rather than replace it. It is often the fabric of virtual human relationships that remains sadly neglected. This viewpoint paper aims to stimulate a more comprehensive debate about how to work effectively with and through others in our virtual world.



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I am sure you will be enjoying that answering these questions. I mean this is a research paper, virtual team working making it happen. That is the how, in this paper, virtual working technology, utilization and technology can be used to enhance the human interactions rather than replace it.




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**Research Paper**

**Design/methodology/approach**  
 Working closely with global corporations, the author studied both permanent and project-based virtual teams. Through observation and diagnostics, a comparison of the effectiveness of these teams was made against that of traditional co-located teams.

**Findings**  
 Many businesses attempt to treat virtual working in the same way as co-located working. The human impact and implications of virtual working are not fully understood or dealt with. The cultural retention of practices and policies that are relevant to co-located traditional work but often counter-productive for virtual working can result in tensions, conflicts and the ultimate disengagement of the workforce.



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So, therefore, this will be the so. This technology is the best support, best tool, or mechanism for making them in team and interacting with the team and team performance. But it is not that easy, it is replacing human beings.


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## Research Paper

**Practical implications**  
This paper offers a sample of the pragmatic tips and approaches the author's organizations brings to its clients. The most practical outcome of reading this paper is the recognition that virtual working has some subtle and key differences that need to be understood and managed by all those involved.

**Originality/value**  
This paper is intended to be thought-provoking for executive leaders, leaders, human resource professionals, change management agents and – most importantly – members of virtual teams.



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## Book Recommendation

### Virtual Teams: Mastering Communication and Collaboration in the Digital Age

**Authors:** Terri R. Kurtzberg  
**Publisher:** Praeger Publishers Inc (28 March 2014)  
**Language:** English  
**Paperback:** 212 pages  
**ISBN-10:** 1440828377  
**ISBN-13:** 978-1440828379



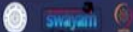


Image Source: <https://www.kobo.com/in/en/ebook/virtual-teams-mastering-communication-and-collaboration-in-the-digital-age>

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And this is the book virtual teams. Mastering communication and collaboration in the digital age.

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## Book Recommendation

- The author first analyzes the subtle but significant changes that result when conversations are moved online, providing examples and tips to avoid common pitfalls, then discusses how team behavior and decision making can best be guided in this realm.
- Readers will fully understand what makes teams "click"—what inspires trust, how to get a team "off on the right foot," and what steps to take in order to make good collaborative decisions—as well as other key topics for virtual teamwork, such as best practices for working in the cross-cultural environment.
- The book serves as an ideal guide for anyone who participates in or manages a virtual team but is also suitable as a supplemental textbook in a business school course on organizational behavior or business communication.

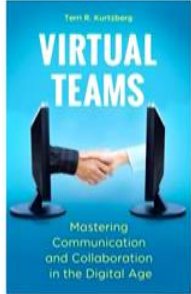




Image Source: <https://www.kobz.com/in/en/ebook/virtual-teams-mastering-communication-and-collaboration-in-the-digital-age>

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And this particular book talks about the significant changes that result when conversations are moved online, providing examples and tips to avoid common pitfalls and then discuss how team behavior and decision-making can best be guided in this realm. Readers will fully understand what makes the teams “click” what inspires trust, how to get a team “off on the right foot” and what steps to take in order to make good collaborative decisions.

The book serves as an ideal guide for anyone who participates or managers in a virtual team but is also suitable as a supplemental textbook in a business school courses organizational behavioral business communication is there. So, this is the application of this particular book. That is the virtual teams, the mastering communication and collaboration in the digital age is concerned.

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- [https://eleadspeed.eilab.eu/wp-content/uploads/2020/09/e-Leadership\\_Compentence-Framework.pdf](https://eleadspeed.eilab.eu/wp-content/uploads/2020/09/e-Leadership_Compentence-Framework.pdf)



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These are the references from where the study material has been checked. You can also make these references :1for you use these references for your further studies and can see that is the whether the virtual team, is how much effect you as compared to the physical team is there. But they are the complementary and therefore, in that case we have to see that is what are the advantages, disadvantages are there.

And by making the human interactions we can find out the effective virtual team is there.  
Thank you.