

# Effective Virtual Management

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## Adrienne Keane, PMP

- Manager, Employee Development – Cisco Systems
- Managing virtual, global teams for over 6 years
- Over 20 years managing technology and business operations projects in the Financial Services, Automotive and High Tech industries
- Past President, PMI Orange County Chapter
- UCI Extension Project Management Advisory Committee



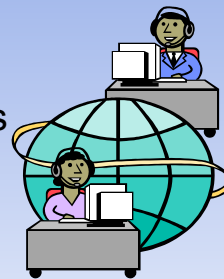
## What is a Virtual Team?

- A group of individuals who work across time, space, and organizational boundaries with links strengthened by webs of communication technology
  - committed to a common purpose
  - interdependent performance goals
  - share an approach to work for which they hold themselves mutually accountable
- Many virtual teams in today's organizations consist of employees both working at home and small groups in the office but in different geographic locations

*Wikipedia*

## Why is a Virtual Team Challenging?

- Members located in different locations
  - Time zone differences
  - Cultural & language differences
- Limited communication channels
- Difficult to build & maintain trust
- Increased difficulty with communicating; working together; and producing high-quality, on-time results



## Leadership & the Virtual Team

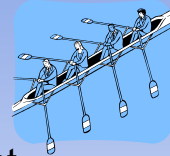
*“To get high performance, the remote leader’s greatest people challenge is to develop trust.”*

*“In the isolation of distance, the only power and control you have as a remote leader is what your remote team members exercise over themselves”*

Kostner, Jaclyn. *Virtual Leadership: Secrets from the Round Table for the Multi-Site Manager*, Warner, New York, 1994.

## Six Key Success Factors

1. Foster effective communications
2. Focus on building relationships and trust
3. Establish team identity & key processes
4. Conduct effective virtual meetings
5. Recognize & reward team members
6. Enable collaboration & communication with technology



## Foster Effective Communications

LISTEN proactively

Don't make assumptions



Use appropriate technology

Watch your tone

Be respectful & open minded



## Focus on Building Relationships & Trust

Build community quickly

Regular one on ones

Learn team preferences

Learn about families and interests

Encourage positive & respectful interactions

Be vulnerable

## Establish Team Identity & Key Processes

Vision & goals

Decision making

Roles & responsibilities

Problem resolution

Expectations

Performance measurement

## Conduct Effective Virtual Meetings

Prepare

Purpose & agenda

Ground rules

Use of technology

Full participation

Document results

## Recognize & reward team members

- Review team accomplishments at each meeting
- Tie accomplishments to business goals
- Formally recognize successes
- Team Awards & “Significant Smalls”
- Success stories in newsletters & on websites
- Creative virtual team celebrations



## Enable collaboration & communication with technology

- Phone/Email
- Instant Message
- Audio Conferencing
- Document Management
- Web 2.0 Collaboration Tools : Wikis & Blogs



## Summary

- Allow time and activities to build relationships & trust
- Establish clear team vision, goals, expectations & processes
- Focus on results
- Reward and recognize success on a regular basis
- Use technology to enable communication & collaboration
- Communicate, communicate, communicate