

ARE VIRTUAL TEAMS SET UP FOR FAILURE?

A closer look at how to manage remote teams to ensure they are effective, engaged, and performing.

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IN CLOSING

Good Night & Good Luck!



“Nobody said it was easy,
It’s such a shame for us to part,
Nobody said it was easy,
No one ever said it would be this
hard...”

Coldplay – The Scientist

Okay, so, Coldplay is here to tell you that it's not going to be easy. Sure, the song is referring to a relationship with a significant other, but we can apply it to remote teams too, no?

Hmmmmmm.....

Have you ever been in an LDR (long distance relationship) with someone, or know of someone who has? Then I am sure you would agree that these couples would tell you that LDR's are incredibly challenging to sustain. [Almost Impossible](#). When thousands of miles separate you, it takes away so much from a meaningful relationship and much more exertion is needed to keep it functioning. It takes a lot more work and effort to sustain an LDR than a conventional relationship. The only way they succeed, is if the couple comes up with some strategies and they stick to it such as talking via audio/video every night at a specified time.

Similarly, virtual teams are no different.

When your team members span the world (or perhaps neighborhoods during COVID-19), it takes a lot more work and effort on part of the manager and team to ensure cohesion and adequate performance. However, to do this, you need to understand the inherent challenges and come up with strategies to ensure successful implementation and maintenance.





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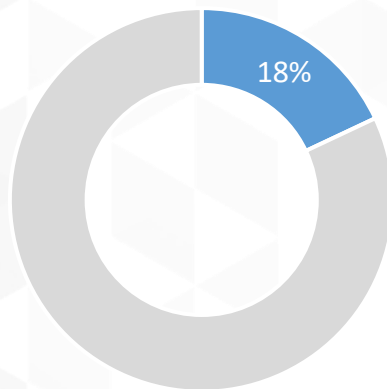
INTRODUCTION

The challenge with
remote teams.

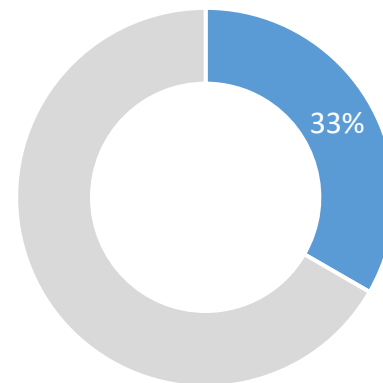
Introduction.

Remote teams are structures that can be dispersed across time, space, and organizational boundaries. However, when it comes to virtual teams, the tasks and goals are not necessarily different than conventional teams. What is different, is how they go about accomplishing them and the unique constraints that are intrinsic within.

Teams that are not collocated are complex social forms that rely on several different structures and systems. As a result, virtual teams are not immune to their own set of challenges. Studies have shown that virtual teams share a lot less information and develop less of a shared awareness and insight which all has a detrimental impact on performance.




18% of the virtual teams considered their performance “highly successful” ¹



33% of the virtual teams rated their performance as largely unsuccessful ¹





The high failure rates delineate the fact that virtual teams present a greater challenge for managers than face-to-face teams in being able to maintain performance. To put it blatantly, it takes much more effort on part of the manager to make virtual teams work. Unfortunately, managers typically end up supervising virtual teams without having learned how to do so. Often, these managers believe that virtual teams will not be any different, or that their experience as a manager will suffice. Nevertheless, managing virtual teams requires different types of leadership and management skills.

Although the picture portrayed about virtual teams has not been completely positive thus far, there is optimism! Other research has shown that virtual teams can outperform teams that are collocated². There is a plethora of factors involved in determining effectiveness in managing virtual teams. The hope lies in knowing that there are ways to ameliorate these adverse effects. Although, no panacea exists which means the techniques employed solely depends upon the characteristics of each team and organization. The manager is in the position of using sound judgment in determining what to use, when to use, and how to use in the most helpful way.

There are four dynamics that promote virtual team effectiveness that are addressed:



STRUCTURE



COMMUNICATION



TRUST



PERFORMANCE



An aerial photograph of a basketball court with white lines on a dark surface. The court is surrounded by green grass and trees. A semi-transparent geometric pattern of triangles is overlaid on the left side of the image. Two basketball hoops are visible on the court. The word "STRUCTURE" is written in large, white, bold, sans-serif capital letters across the lower-left portion of the court.

STRUCTURE

Collective Understanding,
Integration & Technology.

Collective Understanding.

Like a basketball team, virtual teams require a durable structure and the need to develop mutual understanding amongst members of the team to be able to make that proverbial no look pass. In fact, this takes more effort with virtual teams as compared to collocated teams because conventional teams employ many more sharing engagements.

With face-to-face teams, knowledge flows more dynamically and happens almost organically to the point that you don't even realize it. For instance, you may walk down the hallway and bump into a couple of individuals talking about some operational issue which provides you with insight. You can discuss matters in person over coffee or lunch. If you have a quick question, you can stroll to numerous workstations and instantly see who is available and bounce some ideas with them.

Conversely, virtual teams require more effort in terms of communicating and sharing. Shared understanding is important because it impacts performance. It enables people to predict and anticipate behaviors of team members and the group. Consequently, this helps remove the constant monitoring and consultation to see who does what, and if this or that has been completed.

This helps increase efficiency by making sound assumptions and acting, as there is a common understanding of the roles and operational needs. Imagine if there was not clear shared understanding, then people would undoubtedly anticipate errors from others. This would result in duplicating work and perhaps even the likelihood of rework. As a result, we need goal-directed behavior.



Therefore, collective understanding in virtual teams helps with the following:

- Members can predict behaviors of team members
- Problems and errors are reduced or eliminated
- Conflict and frustration are reduced or eliminated
- Use of resources and effort become more efficient
- Motivation and satisfaction are increased in the team

How do we curtail the challenges and achieve this communal understanding?

There are four important areas that team members and the team in general need to specifically know:

1. GOALS

What are you trying to achieve?

2. TASKS

What does each member need to do?


3. WORK + GROUP PROCESSES

How will you specifically achieve them?

4. KSA's

What knowledge, skills, and abilities does each team member bring?





Do not assume that there is collective understanding. Moreover, telling people what to do by simply giving them accurate instructions does not suffice and will not lead to shared understanding, integration, and trust. It is more, including how the team is structured and managed that creates these enabling conditions to prosper. This is not a one-time endeavor but rather, an ongoing process. The four areas above should be addressed annually on a comprehensive basis with quick check-ins throughout the year.

Depending on the size of the team, it is best to conduct activities to address the four areas through facilitated meetings, working group sessions, focus groups, questionnaires, and/or surveys. This is particularly important to do on an annual basis, for new remote teams, when additional members join, or when there are ongoing changes. A simple buy-in survey can help evaluate attitudes of team members and assess change progression at the time of initiation, during, and post implementation.

BUY-IN SURVEY

- I understand the new operating model and my role within it
 - I believe that the new operating model will improve our performance
 - Senior management is committed to implementing the new operating model
 - I understand what I need to do to ensure the new operating model works effectively
 - I believe we have the capabilities and culture we need to implement the new operating model effectively / quickly
 - People in my area are fully committed to implementing the new operating model
-



Integration + Technology.

Shared understanding also includes having common integration within processes, platforms, and technology. If you have different processes and applications, it will hinder a team's ability to be able to work seamlessly. This leads to frustration, adverse consequences, and a lack of efficiency. The more differentiation that exists in a team/organization in terms of processes, platforms, and software, the greater the need for integration and coordination of organizational structures and systems.

Technology is the medium that promotes the infrastructure for virtual collaboration. It enables individuals to coordinate, work effectively, and communicate regularly. Therefore, leverage the best technologies that help provide team members with the means they need to fulfill their roles effectively. Eliminate barriers by being a tools and resources provider rather than automatically assuming performance issues are related to ability or motivation.

Many applications exist that help with coordinating work and supporting collaboration. The challenge can be deciphering which one works best for your team. It is always more productive to use one's that are simple, fast, and reliable rather than using whatever cutting-edge technology has been released. You want to avoid undermining reliability via the "new gadget syndrome" and stick to effectiveness instead. Using ineffective or cumbersome technology will result in frustration and a hindrance to working seamlessly.

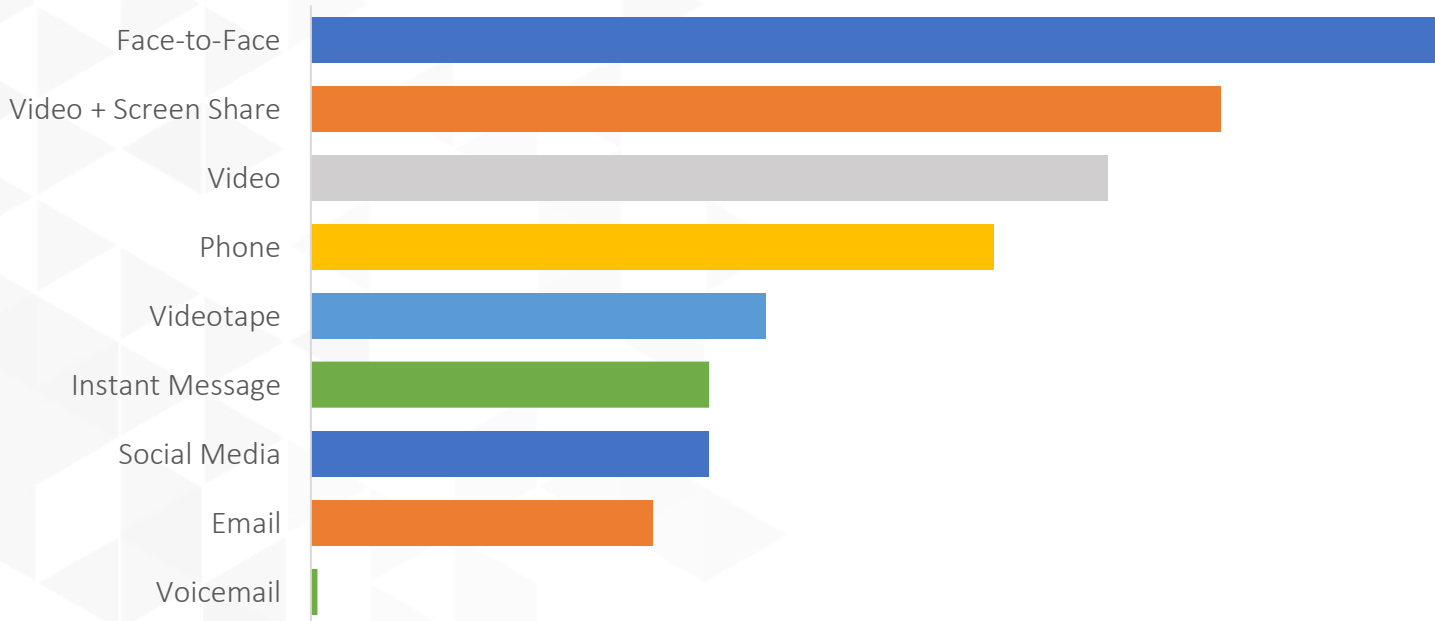
Consider these two important points:

- It is imperative that the technology used is reliable, understood, and there is proficiency, otherwise it will be ineffective. Include training as part of your change plan.
- Use technology that provides unambiguous communication as it can curtail any obscurities that are inherent within email and instant messaging. Use mediums that are more intimate with beneficial features such as screen sharing.





Please refer to the figure below that helps elucidate communication channels that are most intimate, most effective, and provide the richest information (#ditchthevoicemail!):



It is difficult to recommend specific software, applications, or technology to use as new and improved applications are consistently being introduced and available on the market. Furthermore, there may be idiosyncratic complexities within each team or organization that exists which needs consideration. Finally, it may even make sense to implement a custom piece of technology to be most effective for your team.

That being said, use effective platforms that allow you to brainstorm, make and present decisions, prepare collaborative documentation, build relationships, and share/present information and updates. The more of this you can do with utilizing the least amount of applications and technology the better.





COMMUNICATION

Balanced Presence,
Meetings, & Social Bonding.

Balanced Presence.

The role of the manager in remote teams becomes much more versatile using a balancing act that requires tact and strategy to engage in different roles. The aim is to essentially build relationships that foster effective performance. The weapon of choice is communication. A manager must be able to identify the different roles and know when, how, and where to use them. When to establish norms and when to promote divergent thinking. When to coach and when to prescribe. When to focus on tasks and when to focus on relationships. The skills to maintain virtual presence, effectively listen, have a communication strategy, and redefine etiquette for the team.

Two useful tools to help you and your team is to come up with a communication plan and team guidelines:

COMMUNICATION PLAN

Provides the team with a clear idea of how communication works and what to expect on a *consistent* basis.

- What communication needs to happen?
- Who needs to be communicated with?
- How frequently?
- Intention of communication?
- Where it originates, nuances, and the communication medium?

TEAM GUIDELINES

A living document emphasizing cordial agreements between team members that requires ongoing review and adjustments (what is working/not working, what do we keep, add, or eliminate?).

- How to work together day to day?
- How to resolve issues and conflict?
- How to report status including key metrics
- How are decisions made? How is work assigned?
- What to do if deadlines or meetings are missed?
- Meetings – showing up, timelines, structure, format?
- How to deal with holidays?



Effective Meetings.

“Virtual teams” is another word for saying “death by meetings”. Time spent in these interactions is more frequent compared to non-virtual teams. Meetings cannot be avoided and in fact, they are critical. However, it is important to know that everyone has tight schedules and virtual meetings are tougher (can everyone go on mute please!!) so holding effective meetings is imperative. It is vital to have structured meetings and instill a strategy to hold highly effective and efficient meetings. Apparently, up to 37 billion dollars is lost in productivity due to poor meetings³! Forget even the cost, no one adores meetings that are long, dull, irritating, and frivolous!

It is important to differentiate between various types of meetings that can occur and make sure team members are aware of the type of meeting in advance as to prime them of what to expect:

Formal – Monthly, bi-weekly, or weekly meetings where you provide updates and insights. Task based with an agenda.


Informal – More social in nature – let your guard down. Drink coffee. Eat together. Have fun.

Combination – Problem solving (healthy discussion and dialogue), Bilats (status update, feedback, staying connected).

As stated previously, it is important to work on achieving collective understanding initially by clarifying goals, tasks, work and group processes, and identifying members knowledge, skills, and abilities. The following should also be addressed at the outset as well:

- Creating a communication plan
- Setting expectations and protocols
- Coming up with guidelines and etiquettes as a team
- Getting intimate and personal (see social bonding and trust below)
- Trying to have face-to-face meetings early on to build rapport





Virtual meetings can be more challenging to manage as they particularly test attention and patience! Consequently, they need to be more structured and efficient to be effective. Consider the following tips:

- Be consistent by having reliable and predictable meetings that include face time.
- Virtual meetings should be 30 to 50 minutes maximum (less engaging it is, less time, and vice versa).
- Provide the purpose and intended outcome of the meeting in advance so that participants come prepared. Any additional assignments should be succinct and/or provided well in advance.
- Set an example by coming prepared to meetings and arrive at least 5 minutes early.
- Ensure technology works and be proficient to avoid issues/delays during the meeting (provide training).
- Start and end on time. Ending early is always fun and allows others to get ready for their next meeting.
- Cut the monologue and use only when necessary. For example, for a new initiative it may help to convey the topic, why it is important, who it impacts, and when it starts.
- Establish ground rules as a group such as listen attentively, be succinct, limit background noise, be punctual, be present and participate.
- Establish etiquette within the team. For example, it is not necessary to be formal all the time and interruptions are okay, healthy debate and dialogue is recommended, etc.
- For problem solving meetings, put emphasis on questions and discussion (helpful to provide in advance).
- Stick to the purpose of the meeting and manage digressions. Sharpen your facilitation skills.
- Speak slow and to the point. Always state the obvious. Call on each member directly by their name.
- Make conclusions about a matter explicit (record of decision) and confirm everyone understands.
- Document assignments: who has responsibility, to do what, by when, and how will follow up work.
- If possible, it is highly recommended to meet in person after meeting virtually a few times.
- Introducing a level of informality to formal meetings to connect with people is okay (ex. How was your weekend, vacation planned). Plan this either before the meeting starts or take a break in the middle.



Social Bonding.

Having fun and being social makes for happier employees and a more engaged workplace. This doesn't mean striking interesting conversations with several random people but forming social bonds within a tight-knit group more frequently. As you can imagine, this becomes more difficult in virtual teams. Nonetheless, it is important to foster deliberate interaction and maintain social connections through the following ways:

- Highly recommended to meet face-to-face soon after meeting via video a few times
- Leverage the best communication technologies – use webcam, screen sharing, and telephone
- Encourage team members to talk to each other rather than being the mediator all the time
- Encourage casual conversation and humor
- Consistently keep in touch through webcam and telephone
- Provide time before meetings with informal conversation (virtual water cooler)

- Utilize team building exercises, ice breakers, working groups
- Increase team identity, spirit, and friendly competition with other teams

A few examples of what you can do to encourage social bonding within your team:

- Virtual water cooler
- Virtual coffee or lunch
- Celebrate birthdays and personal events
- Celebrate accomplishments & wins
- Share fun facts about each other
- Peer to peer recognition
- Fitness club, book club, other club...
- PechaKucha (20 slides/20 seconds each)
- Miscellaneous games



TRUST

The Foundation of
Virtual Teams.



Trust.

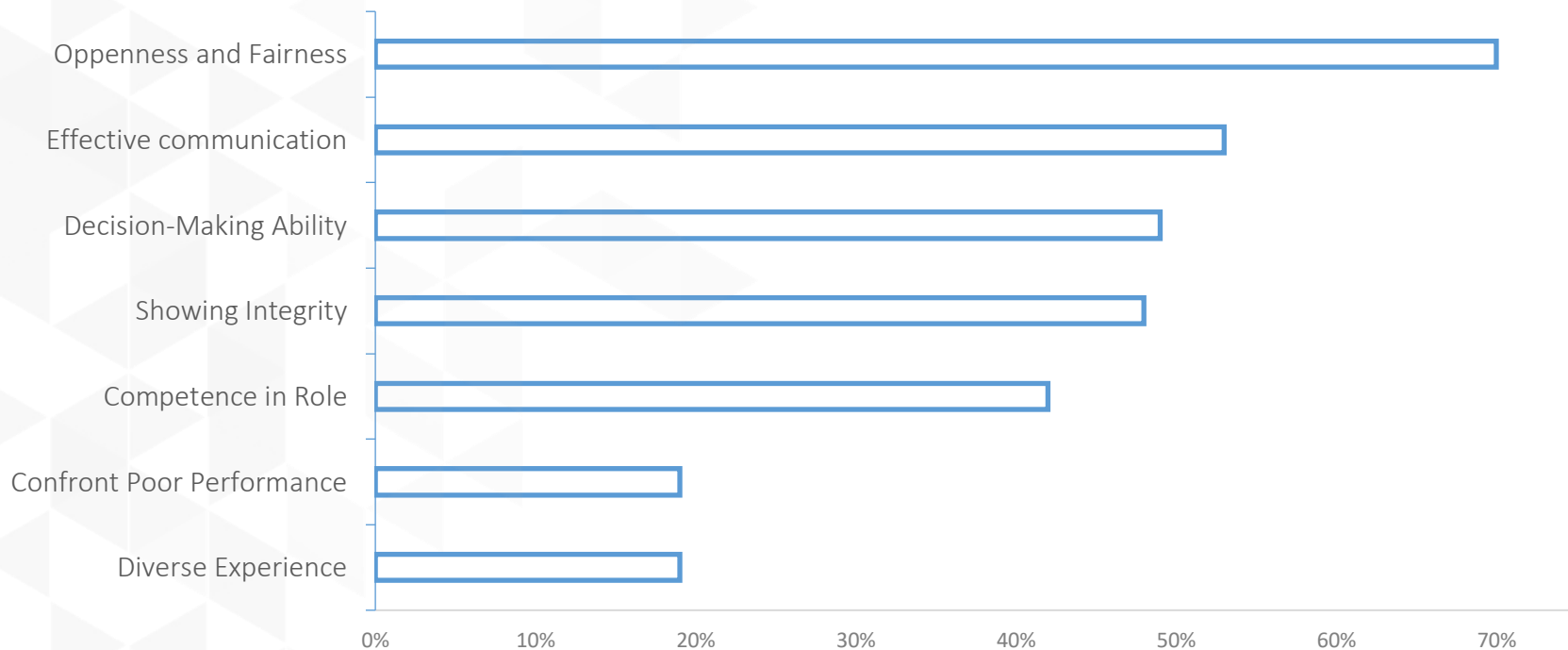
A study was conducted that brought in strangers to engage in a “get to know you” chat ⁴. One half of the participants spoke to a stranger in person, whereas the other half spoke to a stranger online via a web-based application. Subsequently, the participants were told that they were going to play a financial game for real money. The participants were given 4 tokens that were worth \$1 each to them but valued at \$2 for the strangers. The purpose of the game was to see how many tokens you wanted to exchange with the stranger. For instance, if Joe Blow gave all of his tokens to Juan Perez, and Juan Perez kept all of his tokens, Joe Blow would have nothing, and Juan Perez would end up with \$12. If they were trustworthy of each other, then they would exchange their tokens and both Joe and Juan would end up with \$8 each. The results showed that the accuracy of predicting trustworthiness was greater for face-to-face strangers compared to web-based chat.


Trust is a critical component in the progression and maintenance of organizational success. It is a foundational piece that helps individuals, teams, and the organization improve teamwork, processes, and drive performance. The more someone trusts another individual in the workplace, the greater the likelihood that they will collaborate and share valuable information. Therefore, trust must be inherent within teams for them to prevail. However, due to electronic mediated communication and geographical dispersion, trust is more difficult to develop within virtual teams as they lack those critical interpersonal cues. Nonetheless, it is a critical enabling condition for success and is needed further in virtual teams compared to conventional teams. It acts as the glue which helps increase confidence and security in relationships and promotes open and influential exchange of information.



So then what behaviors and skills drive trust in managers with respect to virtual teams?

The most important characteristics is that the manager should be open, supportive, honest, and keep the commitments that they make. Next, they should be an effective communicator by providing consistent and accurate information and sound feedback. The third most important element is that the manager should have the ability to make quick and sound decisions. For a summary of the findings for the [top drivers of trust in managers](#), see the graph depicted below ⁵:





We can see that communication is a significant driver when it comes to building trust. Take into consideration the following dynamics regarding communication in virtual teams:

SUPPORTIVE COMMUNICATION

A supportive communication climate is one where ideas are freely shared, conflict is healthy and restricted to task rather than relationships, solutions are understood and mutually accepted, and conflict resolution is open and fair. This means that there needs to be proactive exchange of information, regular and predictable communication, active listening, optimism, and explicitly verbalized commitments. Communication of vision, mission, values, and a focus on shared goals.

UNSUPPORTIVE COMMUNICATION

These are defensive climates where ideas are suppressed, conflict is related to personality issues, conflict resolution is unsatisfactory and hidden, solutions to problems are arbitrary and ambiguous, information is withheld, and secrecy, nepotism, hoarding of information, and politicking reigns.

APPROACHABILITY

Above all, managers need to be relationship oriented when it comes to virtual teams and maintain a virtual presence. They should touch base with their employees regularly and reach out to them even if they do not reach out to you. Employees may not open until they trust you and you show them that you are there to help them. This is not only done through words, but more importantly, actions. Do not say, contact me anytime, then be unavailable to them. If they make the effort to connect, make sure you reciprocate. If they continue to seek you and you are always busy, late, or sound rushed, they won't have any assurance in you. They will eventually stop trying to contact you or at minimum, feel hesitant.





GENUINENESS

Integrity starts at the top. Do what is right and conduct actions based on truthful principles and ethics. Managers must stick up for their team and support them in adversity. The best leaders offer undivided attention so much so, that the person they are talking to feels like they are the only person you care about. Putting your cellphone away for a few minutes will be okay. Trust me, it will be okay.

Ensure that you keep constant communication and convey both the good and the bad. Keep them abreast of updates and inform them if you don't have any. If you are scheduled for a meeting at 2 p.m. make sure you are there at 2 p.m. In fact, make sure you are there at 1:45 p.m. because that shows you care.

VULNERABILITY


An important quality of trust is the acceptance of vulnerability. Mutual trust exists in safe environments where risk and support are prevalent. Where team members have confidence in one another, back each other, and ensure that any errors, fallibility, flaws in skills, and interpersonal deficiencies are not used against them. Foster the acceptance of vulnerability by being exemplary.

What behaviors and characteristics drive trust between team members and promote team development?

Research was conducted to identify the most important behavioral representations that foster trust within individuals ⁶. Factors that help promote trust and team development such as confidence, collaboration, and integration. The research identified five “trust tokens” used for fostering trust behavior that may be beneficial to virtual teams.

1. **Expertise** – The demonstration of having competence, skills, and abilities.
2. **Benevolence** – Willingness to help, being friendly and generous, being engaged and committed.



- 
3. **Recommendation** – Team members rely on transferred trust from others when cues are not readily available on performance and capability. For example, team x will be a great asset that will help you achieve success in your project and I highly recommend them.
 4. **Social Capital** – Having a support network, connections, reliability, and appreciation. For example, a recommendation coming from an important person will help increase trust.
 5. **Validation** – Validating information that is acquired in relation to trust, will help further increase trust. For example, praise heard about a team member from someone else.

Ultimately, building trust requires effort through an accompaniment of shared experiences over time such as working on projects, doing a workshop together, and social bonding. It also includes recognizing and utilizing the unique strengths each member brings to the team in an effective way. At an individual level, trust is reinforced through benevolence, credibility, and being consistently dependable.

Listed below are a few ways to help achieve trust as a team in an effective way:

- **Get Personal** – Relate to each other on a personal level as it leads to empathy, understanding, and removes behavioral attributions. For example, “share your worst job” (on second thought...).
- **Behavioral Profile** – Understanding each other further through a behavioral instrument to appreciate working styles, communication styles, etc.
- **Team Effectiveness** – Each member identifies what they bring to the team and an area of improvement.

Below are survey items that can be helpful to get a pulse on and assess trust dynamics. It is recommended that the survey be conducted and analyzed using a third party to ensure confidentiality and anonymity. The wording in the survey items may need to be customized, you may want to include demographic questions, and use a Likert scale for quantitative evaluation.



TRUST SURVEY ITEMS

Organization and Leaders

- I have a high level of trust in the leaders
- I have a high level of trust in leadership and the organization
- I feel that staff are treated fairly regardless of level or rank
- My organization has effective leaders
- I feel safe communicating my ideas and opinions with management
- Leadership is consistent, predictable, and transparent in their decisions and actions

Direct Supervisor

- I have a high level of trust in my direct supervisor
- My team has an effective direct supervisor
- I feel safe communicating my ideas and opinions with my direct supervisor
- My direct supervisor is consistent, predictable, and transparent in their decisions and actions

Team Members

- Overall, the people in my team are trustworthy
- I can rely on those with whom I work with in my team
- We are considerate of one another's feelings on this team
- Members of my team are friendly and are comfortable discussing personal lives
- My peers are consistent and predictable in their efforts and actions
- I feel safe communicating my ideas and opinions with team members

Others/Clients

- People feel safe communication their ideas and opinions with colleagues/peers
- People and teams can take risks (allowed to fail)
- People have a high level of trust in leadership and the organization
- How much do you trust others/How much do others trust you?



PERFORMANCE

Plan, Monitor, and
Review.

1

2

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4

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6

7

HERE'S YOUR ANNUAL
PERFORMANCE REVIEW,
TINA.



S. Adams
E-mail: SCOTTADAMS@AOL.COM

I FOCUSED ON YOUR
PERFORMANCE FOR THE
PAST TWO WEEKS
BECAUSE I DON'T
REMEMBER ANYTHING
FARTHER BACK.



I WAS ON VACATION
FOR THE PAST TWO
WEEKS !!!

NO TIME TO CHAT.
I NEED TO SPREAD
SOME MOTIVATION
OVER HERE.



1/17/97 © 1997 United Feature Syndicate, Inc.

Plan, Monitor, Review


It can be difficult to detect where an employee is struggling and where they excel in virtual teams. Providing constructive performance feedback and harnessing the full potential of the team then becomes tricky. This becomes exacerbated especially in circumstances where there are no output indicators to quantifiably measure. Consequently, due to physical observation limitations, monitoring effort and evaluating performance becomes one of the key challenges in managing virtual teams.

Nonetheless, performance management and interactions of coaching with members of the team becomes a fundamental undertaking to make the virtual team successful. As a manager, you must have the ability to differentiate between low and high performance and address the root cause of the problem. Interactions with team members must be regular in ways that keep the team connected and not only to provide status updates and performance feedback.

It is also important to be cognizant of your behavior and understand that the decisions that you make, can impact the performance of individuals. For example, remote team members may feel organizational injustice compared to members who are in the same location as the manager. The manager may have an inadvertent bias towards fellow collocated members in areas such as advancement and organizational rewards (recall, out of sight out of mind!). As a result, if team member's outcomes are not aligned with their inputs, then their effort will start to subside in accordance to the outputs received. This can lead to poor performance, inefficiency, low morale, and high turnover. Therefore, a way to evaluate performance needs to be strategized to ensure quality of evaluation and impartiality.

Simply speaking, we can look at managing performance as a cycle that involves three important elements: [planning](#), [monitoring](#), & [reviewing](#).





The **planning phase** is the initial setting of goals, objectives, key results, competencies, and metrics that are sought to be key performance indicators for the position. The **review stage** is an evaluation that contains holding discussions with the employee about their highlights, work accomplishments, challenges, and identifying any barriers. The planning and reviewing stages of performance management are fairly straightforward.

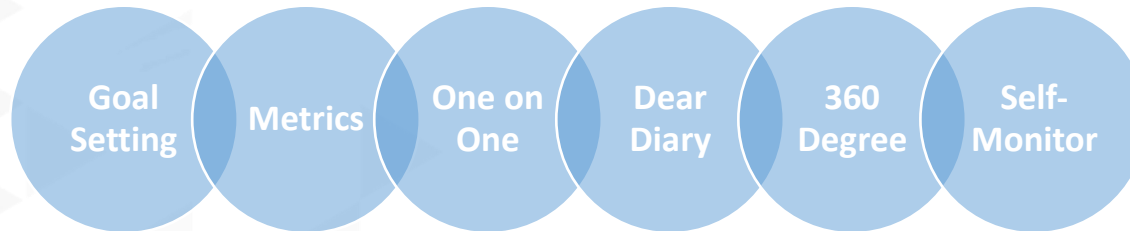
Monitoring is where most of the effort is required in remote teams due largely to the physical observation barrier that exists. Furthermore, when approached correctly, it can also help make the review stages much easier. It is not recommended to control and micromanage by having your team members tell you their daily tasks, what they will do, when they will do, how they will do, and whatever other do's. If you engage in this approach, know that it can have a significant impact on trust and engagement and should only be used when performance managing a low performer. Rather, focus on the results achieved, their individual behavior, and the impact they have on team dynamics.

Take into consideration the following principles:

- Identify barriers that impact their ability to perform and be successful
- Meet consistently to assess performance objectives and progress at a rate that is appropriate
- Provide timely, specific, and frequent feedback on positive performance (4/5 feedback interactions)
- Avoid always being cynical and provide constructive feedback when suitable (1/5 feedback interactions)
- Identify any changes early, communicate immediately, and verify clear comprehension
- Determine if there are any support measures required and be proactive as much as possible
- Listen attentively to their perspectives and resolve any issues immediately

The following are tools that can be utilized to monitor performance and quality of work:





Goal Setting: Establishing objectives and key results not only helps track progress on a regular basis, but also provides direction and engagement. Have quick weekly meetings to discuss what has been completed, what is outstanding, challenges, and any support.

Metrics: Key performance indicators are quantifiable measures that act like a score board which will motivate employees to achieve. Ensure you have quality metrics that assess impact or return on investment.

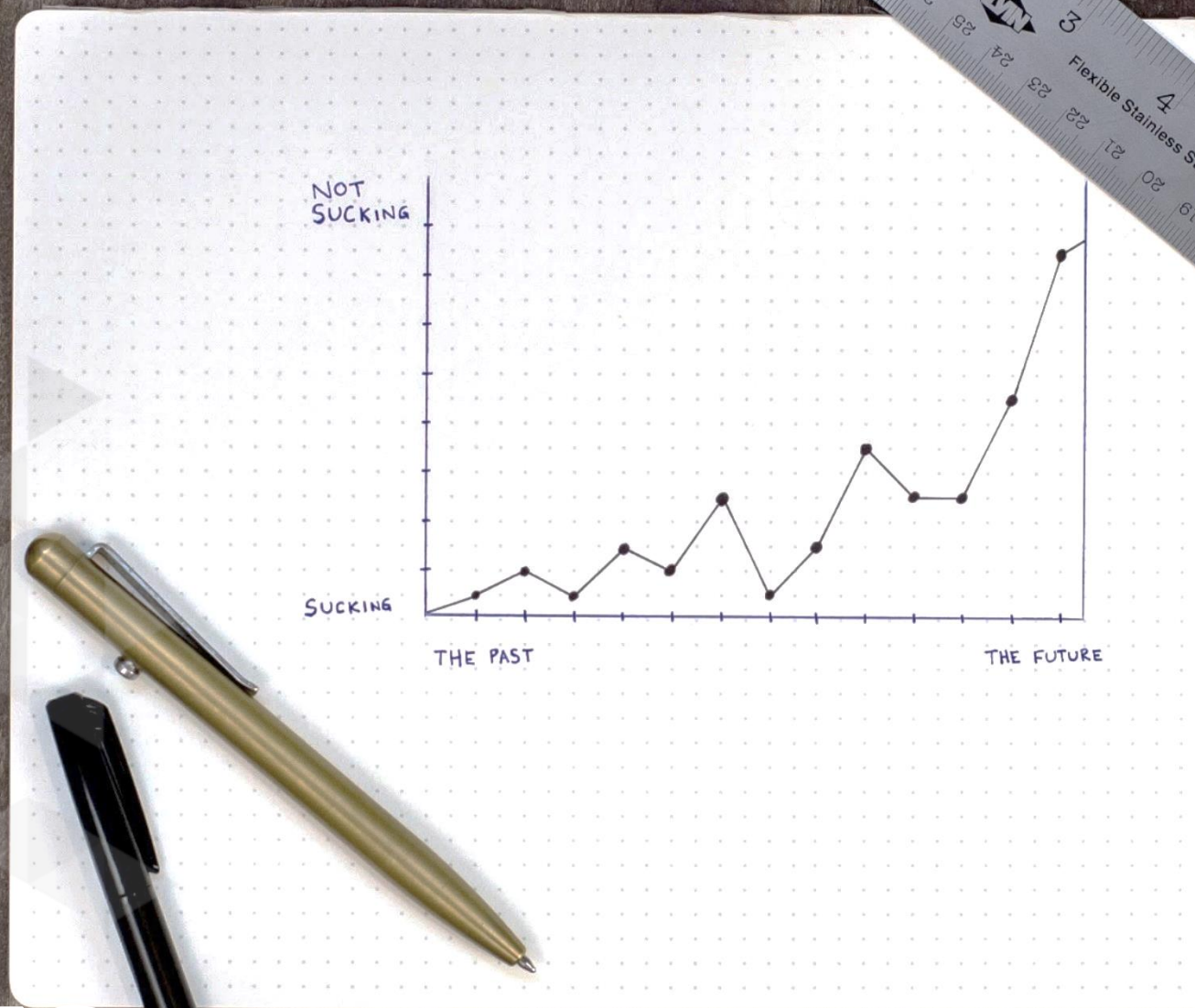
One-on-One: Ensure you have consistent bilats with team members at a rate that works for both of you. If you have a large team, connecting for 5 minutes every other day also helps. Bilats help with progress updates, two-way feedback, recognition, coaching, and workload assessment.

Dear Diary: If you conduct formal appraisals, record each team members performance when it happens including accomplishments, awards, anecdotes, cases, contributions, and feedback/praise received from others.

360 Degree: If you do this, ensure team members are aware during the planning phase that it will occur. Ask for descriptions about employees work rather than evaluations or impressions from those providing feedback (clients, colleagues, team members, supervisors)

Self-Monitor: Ask individuals to provide insight about their own performance especially before year-end. Although, you may come across as being lazy, indifferent, and oblivious about their performance or it can feel like micromanaging if asked too frequently.






IN CLOSING

Good Night &
Good Luck.





It is evident that when it comes to remote leadership there are challenges, and the complexity of managing increases. There are many skills needed in order to ensure performance such as dealing with ambiguity, building trust, effectively communicating, utilizing technology, and networking and team development. This is no small feat especially for those with no knowledge or experience in managing virtual teams.

It requires you to provide direction that is clearly defined and remove the ambiguity that can be present. Decisions must be efficient and effective with explicit descriptions on how to move forward. It requires a high level of integration and coordination with a formalization of roles and responsibilities. Ensure this formality does not spill into micromanaging at the individual level by instilling a balance through expanding employee boundaries of autonomy and discretion. Continue to provide easy access and support to your subordinates and do not assume that there is a shared understanding.

It is important to share personal information early in the formation of the team and promote deliberate social bonding. Keep in touch on a regular basis especially about tasks, new information, and performance. Build a strong identity for the team and encourage face-to-face especially early on during the team's existence. Keep formal meetings short and sweet and highly structured to minimize wasting time.

We can see that communication is an important driver when it comes to building trust. As the manager, you must first give it to get it and this applies to many other aspects of a leader as well. Encouraging open dialogue by seeking input and feedback will promote engagement, creativity, and better decisions. However, the key that will predispose team members to be unfiltered is rooted in trust. Ultimately, you must be a transformational leader that is relationship oriented, maintains appropriate virtual presence, navigates ambiguity, and inspires.

Finally, utilize the tips, tactics, and tools that have been presented throughout this document to come up with a tailored strategy for your team!



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About Us.

We endeavor to produce transformational growth and organizational effectiveness by changing beliefs, attitudes, processes, and systems that will lead to a positive impact on individuals, teams, and organizations. We take a proactive approach to create solutions that are not only practical, but lead to a continuous cycle of improvement, innovation, and passionate performance to improve productivity, efficiency, and profitability.

- Pushing boundaries of possibilities together
- Acting in your best interest to realize your vision
- Providing excellent client service that delivers practical outcomes

Contact us for more information!





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