


Welcome to
**Virtual Project Teams:
21st Century Leadership and
Communication**

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Workshop Overview

- Breakfast – 8:30-9:00
- Break – 10:30-10:45
- Morning Session
 - Leadership Styles for Virtual Project Management
 - 21st Century Approaches for E-Leadership
- Lunch – Noon – 12:30



Workshop Overview

- Lunch – Noon - 12:30
- Breaks – 2:15 – 2:30
 - 4:15 – 4:30
- Afternoon Session
 - Virtual Project Communications
 - Managing and Motivating the Multicultural Team
- Wrap-up and closing – 4:30-5:00




The last 20 years to 2012:

- 18 years ago: Internet commercialized
- 17 years ago: First mobile phone with Internet connectivity
- 15 years ago: Google named the search engine of choice by PC magazine
- 12 years ago: Blackberry launched
- 9 years ago: Facebook launched
- 7 years ago: Twitter launched
- 6 years ago: iPhone, the first of the smart phones, introduced
- 2 years ago: 17 million smart tablets sold – estimated that 100 + million by 2014
- 1 year ago: Google Glass announced
- Every 60 seconds: New apps, tailored to users' specific needs created

What is a virtual team? What is e-leadership?


- Group of skilled individuals who communicate electronically
 - All members may be geographically dispersed
 - May have some members co-located
- Leadership of projects with virtual teams

Defining the "e" in "e-leadership"

<p><u>20th Century</u> "electronic" - leading is conducted electronically using technology</p>		<p><u>21st Century</u> "evolving" - leading in the ever-changing global business environment is constantly evolving</p>
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Leadership Styles for
Virtual Project Management



Traditional versus Virtual Leadership –
What's left behind in the 20th century?

- MBWA?
- Trait Leadership model?
- Charismatic Leadership?
- Control-Related Leadership and MBO?
- Authoritarian?
- Laissez-Faire?
- Leader-Member Exchange?



Traditional versus Virtual
Leadership –
What can we still consider in
the 21st century?

Transformational Leadership

Description

- Inspire followers to work

Virtual Application

- Clearly identify roles
- Set the project vision
- Allow team members to self-direct toward the vision

Transactional Leadership

Description

- Motivates followers to complete goals
- Clearly identifies roles
- Reinforces the vision

Virtual Application

- Use a well-developed project charter
- Develop emotional buy-in and ownership of the vision
- Use the vision to guide and direct the work

Empowerment

Description

- Leads self-managed work teams
- Distributes leadership functions

Virtual Application

- Develop rules, guidelines, and habitual routines
- Project motivational incentives
- Set strong objectives and mission

Contingency Leadership

<p>Description</p> <ul style="list-style-type: none">• Matches leadership style to the activity or work• Assigns workers to task-oriented or participative leaders• Adapts to environmental factors• Leads dependent upon the needs of the team	<p>Virtual Application</p> <ul style="list-style-type: none">• Be trained on multiple leadership styles• Remain flexible• Adapt and apply the appropriate leadership style as necessary
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Situational Leadership

<p>Description</p> <ul style="list-style-type: none">• Adopts certain styles or behaviors as necessary• Adjusts to the maturity of the team member	<p>Virtual Application</p> <ul style="list-style-type: none">• Be skilled in multiple leadership styles• Adopt the appropriate style dependent upon the experience and needs of the team member
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Fresh Approaches for E-Leadership

Agile Project Leadership

<p>Description</p> <ul style="list-style-type: none"> • Not as a methodology, but as a general philosophy • All individuals have equal weight • Contributions of each member is equally important • Team determines the tasks or functions necessary for success 	<p>Virtual Application</p> <ul style="list-style-type: none"> • Addresses particular needs of IT projects (fast, change, incremental) • Share the leadership responsibilities • Convey a strong vision for the project • Provide means for immediate and efficient, effective communication technologies
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Servant Leadership

<p>Description</p> <ul style="list-style-type: none"> • Shares power by delegating and engaging team members in decision making • Puts needs and growth of team first • Encourages team members to reach maximum potential 	<p>Virtual Application</p> <ul style="list-style-type: none"> • Work to build trust in leadership and within team • Develop personal connections • Encourage collaboration • Use social media, pictures, video, audio, face-to-face virtual meetings
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The ARCS Model Attention/Relevance/Confidence/Satisfaction

<p>Description</p> <ul style="list-style-type: none"> • ATTENTION – Gains interest, stimulates information-seeking behaviors, maintains interest • RELEVANCE – Develops familiarity, matches motives, provides goal orientation 	<p>Virtual Application</p> <ul style="list-style-type: none"> • ATTENTION <ul style="list-style-type: none"> • Use novel, surprising, interesting communications • Pose questions, generate problem solving, nurture thinking, encourage conversation • Vary the types of communications • RELEVANCE <ul style="list-style-type: none"> • Use templates, standardized forms, common methodology, provide cooperative activities • Provide e-databases • Communicate clear goals, objectives • Visualize success for the project
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The ARCS Model, continued Attention/Relevance/Confidence/Satisfaction

Description

- CONFIDENCE – Share success expectations, provides opportunities, give feedback
- SATISFACTION – Intrinsic reinforcement, extrinsic rewards, promote equity

Virtual Application

- CONFIDENCE
 - Provide clear requirements for accountability
 - Provide training, set standards for success
 - Include frequent feedback
- SATISFACTION
 - Build virtual team relationships
 - Provide incentives, rewards, exposure
 - Maintain consistent standards and consequences

Entrepreneurial Leadership

Description

- Promotes vision
- Encourages problem solving, decision making and risk taking
- Focuses on strategic initiatives
- Successful for start-up projects

Virtual Application

- Be creative and flexible, patient and persistent
- Stress the vision of the project
- Be willing to take risks
- Hire external workers if necessary, encourage virtual team members
- Especially applicable to IT projects

Extreme Agility Leadership

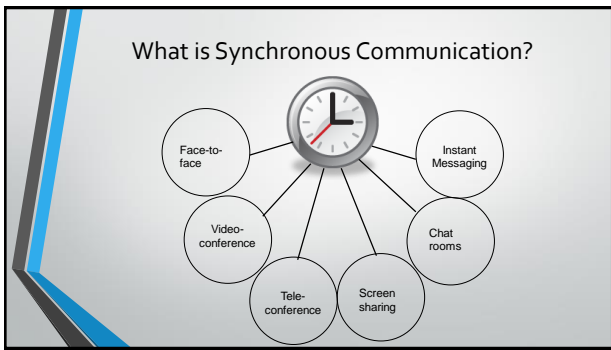
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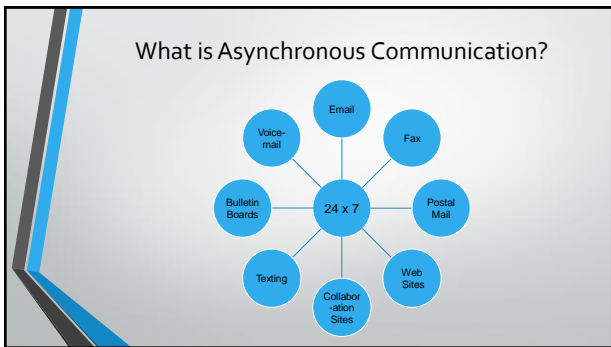
- Not the same as Agile Project Management philosophy
- Adapts to and manages change effectively
- Considers change as opportunity
- Connects the vision of the project to the team members and the work
- Champions the project

Virtual Application

- Clarify goals, mission and objectives
- Manage the team's expertise
- Encourage analysis, benchmarking, knowledge bases, subject matter experts, key stakeholders
- Communicate within and outside the organization, build allies and relationships
- Provide training for team, optimize technology
- Identify and remove obstacles, negotiate strategies
- Manage the work, but adjust readily

Virtual Project Communications





Virtual Communication Needs - Technical

<p>Need</p> <ul style="list-style-type: none">• Document management• Scheduling• Instant messaging• Videoconferencing• Virtual meetings• Phone conferencing• E-Mail• Tracking and reporting• Collaborative, cloud, or company databases	<p>Tool</p> 
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Virtual Communication Needs - Interpersonal

<p>Need</p> <ul style="list-style-type: none">• Long, involved e-mail chains• Bad news, personal information or performance problems• Initial planning• Sensitive or confidential information• Reports, meeting notes• Positive team milestone news or updates• Individual kudos• Team kudos	<p>Tool</p> 
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Advantages of e-mail

- Personalized messages
- Individual documentation of conversations

Disadvantages of e-mail

- Full e-mail boxes
- Inability to keep up with multiple messages
- Long e-mail threads bury important information
- Information not shared as readily
- Time involved in reading and writing
- Some individuals may be omitted from the email list or do not receive critical information
- E-mail may be transmitted in error to wrong person
- Information may be omitted, causing more emails
- Junk mail
- Others?

Advantages of social collaboration and networks

- Allows conversations in real time
- Multiple team members can communicate simultaneously
- Feedback is instantaneous
- Eliminates long e-mail chains
- Increases productivity
- Efficient, single platform for communications
- Promotes transparency
- Encourages cross-boundary communications
- Filtering, filing and retrieval of information is quick and easy
- Encourages engagement

Disadvantages of social collaboration and networks

- Does not allow for personal messages
- Individual documentation may be more difficult

Situational Leadership

Description

- Adopts certain styles or behaviors as necessary
- Adjusts to the maturity of the team member

Virtual Application

- Be skilled in multiple leadership styles
- Adopt the appropriate style dependent upon the experience and needs of the team member

Situational Leadership - Communicating by Personality Style Preference

Characteristic

- Analytical – Thinker
- Driver – Results
- Amiable – Pleaser
- Expressive – Needs

Communication Preference

- Collaboration databases, issues management bulletin boards
- E-mail, text, instant messaging
- Video-conferencing, teleconferencing
- Chats, social media, video-conferencing

Servant Leadership

Description

- Shares power by delegating and engaging team members in decision making
- Puts needs and growth of team first
- Encourages team members to reach maximum potential

Virtual Application

- Work to build trust in leadership and within team
- Develop personal connections
- Encourage collaboration
- Use social media, pictures, video, audio, face-to-face virtual meetings

Servant Leadership – Virtual Communications

Characteristics

- Shares power by delegating and engaging team members in decision making
- Puts needs and growth of team first
- Encourages team members to reach maximum potential

Communication Suggestions

- Conduct frequent check-ins
- Ask questions using a scale of 1-5 to draw out all team members
- Ask open-ended questions
- Ask team members to repeat
- Follow up on conversations
- Use social media, pictures, video, audio, face-to-face virtual meetings

Empowerment

Description

- Leads self-managed work teams
- Distributes leadership functions

Virtual Application

- Develop rules, guidelines, and habitual routines
- Project motivational incentives
- Set strong objectives and mission

Empowerment – Virtual Communications

Characteristics

- Leads self-managed work teams
- Distributes leadership functions

Communication Suggestions

- Collaborative databases
- Skills database for team members
- Video- or tele- conferences
- Team website with shared leadership tools

Entrepreneurial Leadership

<p>Description</p> <ul style="list-style-type: none"> • Promotes vision • Encourages problem solving, decision making and risk taking • Focuses on strategic initiatives • Successful for start-up projects 	<p>Virtual Application</p> <ul style="list-style-type: none"> • Be creative and flexible, patient and persistent • Stress the vision of the project • Be willing to take risks • Hire external workers if necessary, encourage virtual team members • Especially applicable to IT projects
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Entrepreneurial Leadership – Virtual Communications

<p>Characteristics</p> <ul style="list-style-type: none"> • Leads self-managed work teams • Distributes leadership functions 	<p>Communication Suggestions</p> <ul style="list-style-type: none"> • Collaboration databases, cloud, company databases • High technology and support • Issues and risk logs • Automated reporting processes • Twitter updates • Status teleconferences
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Prioritizing Virtual Meetings

<p>Expectation – Virtual Team Members</p> <ul style="list-style-type: none"> • Essential – cannot be delegated, must attend (travel may be required) • Critical – cannot be delegated 	<p>Suggested Communications / Technology</p> <ul style="list-style-type: none"> • Face-to-Face or Video conference, Netmeeting, Skype, Google Gang, MS Lync • Video- or Tele-conference – Netmeeting, Skype, Google Gang, GoToMeeting, ChatStage, MS Lync
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Prioritizing Virtual Meetings

Expectation – Virtual Team Members	Suggested Communications / Technology
<ul style="list-style-type: none">• General – can be delegated• Specific – Do not need to attend unless you are on the agenda. Read the minutes.	<ul style="list-style-type: none">• Video or Tele-conference – Netmeeting, Skype, Google Gang, GoToMeeting, ChatStage, MS Lync• Video or Tele-conference – Netmeeting, Skype, Google Gang, GoToMeeting, ChatStage, MS Lync Documents available on collaborative database - E-room, Google Docs, MS EPM

Managing and Motivating the Multicultural Team

What is a culture?

- Collective programming of the mind that distinguishes the members of one group from another
- The totality of learned, shared symbols, language, values, and norms that distinguish one group of people from another
 - Not inherited, not nationalities or ethnicities
 - Emphasis on the individuals that make up the culture

Hofstede's Six Dimensions of Culture

1. Relationship Orientation
 - Individualistic or Collectivistic
2. Communication
 - Low or High Context
3. Equality
 - Low-Power or High-Power Distance
4. Gender
 - Masculine or Feminine
5. Time
 - Monochronic or Polychronic
6. Risk
 - Low Uncertainty or High Uncertainty Avoidance

What is motivation?

- The reason or reasons one has for acting or behaving in a particular way
- The act or process of giving someone a reason for doing something

Maslow's Motivational Theory

- Self Actualization (Highest Level)
 - Self fulfillment, growth, learning
- Esteem
 - Accomplishment, respect, attention, appreciation
- Social
 - Love, affection, approval, friends, association
- Safety
 - Security, stability, freedom from harm
- Physiological (Lowest Level)
 - Need for air, water, food, shelter, clothing

McGregor's Theory X

- People need to be watched every minute
- People are incapable
 - Avoid responsibility
 - Avoid work

McGregor's Theory Y

- ↳ People are willing to work without supervision and want to achieve
- ↳ People can direct own efforts

Herzberg's Hygiene Factors/Motivating Agents

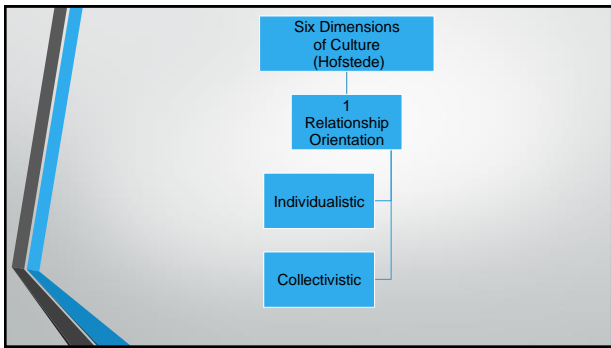
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| <ul style="list-style-type: none">• Improved Hygiene Factors↳ Working conditions↳ Salary↳ Personal life↳ Work relationships↳ Security↳ Status | <ul style="list-style-type: none">• Motivating Agents↳ Responsibility↳ Self-actualization↳ Professional growth↳ Recognition |
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Herzberg's Hygiene Factors/Motivating Agents

- Poor hygiene factors may destroy motivation but improvement of them will not improve motivation
- Motivating people is best done by rewarding them and letting people grow. Giving raises alone does not do it

McClelland's Three Major Types of Motivators

- Affiliation
- Achievement
- Power

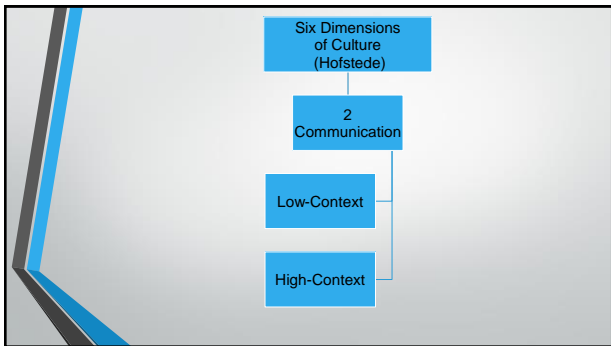


Relationship Orientation

<p>Individualistic Cultures</p> <ul style="list-style-type: none">• Self-reliant• Self-sufficient• United States, Canada, Great Britain, Netherlands, Denmark, Italy, Belgium, New Zealand	<p>Collectivistic Cultures</p> <ul style="list-style-type: none">• Group orientation• Family, community, company orientation• South Korea, Japan, Guatemala, Ecuador, Panama, Venezuela, Columbia, Indonesia, Pakistan, Costa Rica, Peru, Taiwan
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Motivational Orientation - Relationship Orientation

<p>Individualistic Cultures</p> <p>ACHIEVEMENT</p> <ul style="list-style-type: none">• Provide challenging tasks• Autonomous work• Set goals and clear objectives• Give feedback and recognition for work done well	<p>Collectivistic Cultures</p> <p>AFFILIATION</p> <ul style="list-style-type: none">• Encourage team-building and relationship-building opportunities• Encourage leadership of team activities
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Communication Orientation

Low-Context

- Direct, task orientated
- United States, Israel, Canada, most northern European countries

High-Context

- Ambiguous, relationship-oriented
- South Korea, India, the Maori of New Zealand, Native Americans, Nigeria, west Africa, Japan

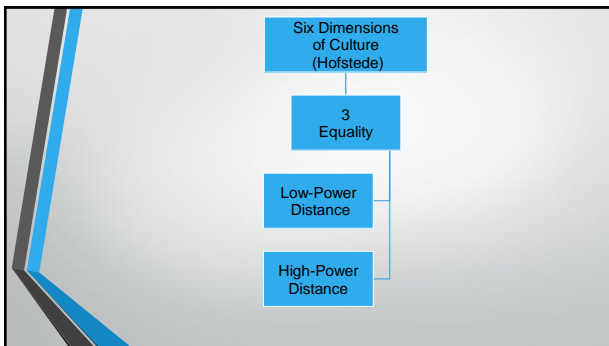
Motivational Orientation - Communication Orientation

Low-Context
ACHIEVEMENT

- Give recognition as a subject matter expert (SME)
- Allow opportunities to handle schedule and milestone tracking

High-Context
AFFILIATION

- Provide opportunities to acclimate and coach newer team members
- Allow these team members to be in charge of the communications plan or facilitate communications and meetings

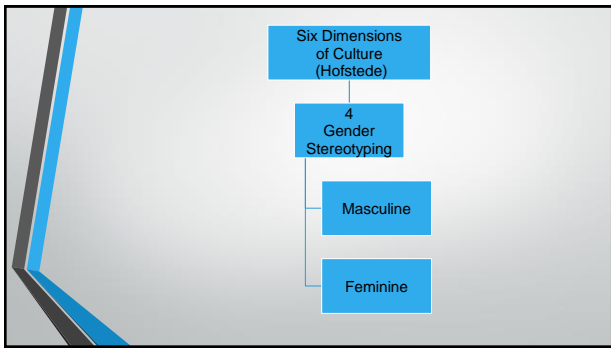


Equality Orientation

Low-Power Distance <ul style="list-style-type: none">• Equality, no one person or group holds power• United States, Canada, New Zealand, Denmark, Austria, Israel, Ireland, Sweden, Norway, Finland, Switzerland	High-Power Distance <ul style="list-style-type: none">• Distributed power based on position or politics• Mexico, Brazil, India, Singapore, Philippines, Malaysia, Guatemala, Panama, Venezuela, Arabian countries, Ecuador, Indonesia, China, Thailand
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Motivational Orientation - Equality Orientation

Low-Power Distance AFFILIATION <ul style="list-style-type: none">• Give these team members responsibility for issues and risk logs• Facilitate consensus decisions• Encourage collaborative work	High-Power Distance POWER <ul style="list-style-type: none">• Provide opportunities to lead meetings• Provide coaching and teaching sessions with others on the team• Include these team members in stakeholder and sponsor meetings
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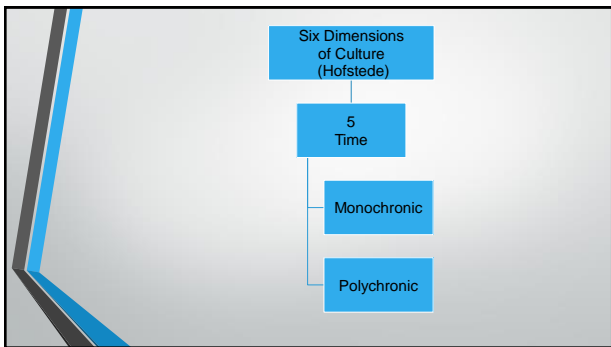


Gender Orientation

Masculine	Feminine
<ul style="list-style-type: none">• Traditional male sex-specific roles and responsibilities• Austria, Japan, Mexico, Venezuela, Italy, Switzerland, Ireland, Jamaica, Great Britain, Germany	<ul style="list-style-type: none">• Traditional female sex-specific roles and responsibilities• Chile, Sweden, Netherlands, Denmark, Costa Rica, Yugoslavia, Finland, Chile, Portugal

Motivational Orientation - Gender Orientation

Masculine POWER	Feminine AFFILIATION
<ul style="list-style-type: none">• Provide opportunities to lead sub-teams• Have these team members facilitate status meetings	<ul style="list-style-type: none">• Allow opportunities to help with conflict resolution• Provide opportunities to assist with negotiations and problem-solving within the team

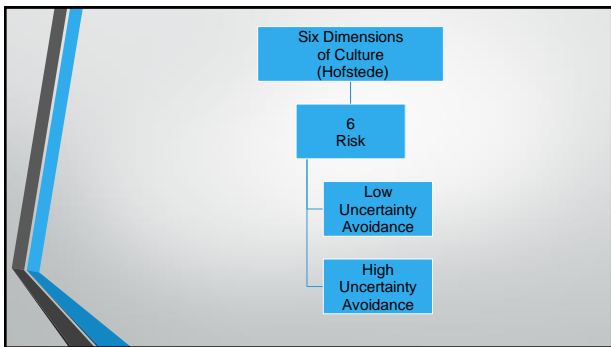


Time Orientation

<p>Monochronic</p> <ul style="list-style-type: none">• Time is finite and tangible• Switzerland, Germany, White American, Austria	<p>Polychronic</p> <ul style="list-style-type: none">• Time as fluid, holistic and never-ending• Latin America, the Arabian part of the Middle East, some areas of sub-Saharan Africa, African American
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Motivational Orientation - Time Orientation

<p>Monochronic POWER</p> <ul style="list-style-type: none">• Encourage these team members to be responsible for monitoring milestones or tasks on the schedule• Involve these team members in developing the work breakdown structure (WBS)	<p>Polychronic AFFILIATION</p> <ul style="list-style-type: none">• Provide benefits or rewards for meeting attendance• Encourage reporting to all team members of task completions and accomplishments• Celebrate milestones that are completed on time• Have these team members help with setting the vision, mission and objectives of the project
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Risk Orientation

<p>Low Uncertainty Avoidance</p> <ul style="list-style-type: none">• Flexible, able to adapt to new ideas• Take risks• Hong Kong, Jamaica, New Zealand, Singapore, Denmark, Sweden, Ireland, Great Britain, Malaysia, India, Philippines, United States	<p>High Uncertainty Avoidance</p> <ul style="list-style-type: none">• Avoid uncomfortable situations• Prefer familiar, structured, clear and predictable "rules"• Argentina, Portugal, Uruguay, Greece, Guatemala, Belgium, El Salvador, Japan, Yugoslavia, Peru
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Motivational Orientation - Risk Orientation

<p>Low Uncertainty Avoidance</p> <p>POWER</p> <ul style="list-style-type: none">• Recognize individual contributions• Include these team members in problem solving• Provide opportunities for collaboration and collaborative leadership	<p>High Uncertainty Avoidance</p> <p>ACHIEVEMENT or AFFILIATION</p> <ul style="list-style-type: none">• Encourage these team members to be involved with setting up team processes and procedures• Have these team members monitor tasks on the project schedule
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Social Isolation

Social Isolation – Causes

- Virtual work = self-direction and autonomy
- Changing, flexible team membership of virtual team
- New team members introduced later in the project
- Language barriers
- Social dimensions differences
- Political or cross-boundary challenges
- Time zone differences

Identifying Social Isolation in your Virtual Team

- Team member is silent on phone calls
- Individual stays in the background
- Hesitation to become involved
- Missed deadlines or deliverables, late reports
- Delayed response to e-mails or phone calls

Social Isolation – Management Techniques for Meetings

- Provide minutes and handouts prior to meetings
- Contact the isolate prior to meetings and ask if he or she has any questions or information that is important for the meeting
- Ask the isolate simple questions during meetings, then work toward more complicated conversations
- Make sure no one person or group controls the conversations in meetings

Social Isolation – Management Techniques for Interpersonal Interaction

- Ask the isolate to paraphrase for the group
- Use round-robin technique during conference calls
- Include time during or before each meeting for social conversation
- Assign a mentor or buddy to the isolate
- Schedule regular weekly phone calls to talk

Social Isolation – Additional Management Techniques

- If collocation is possible, consider office time for interaction and provide designated office space
- Keep a record of the discussions and contacts make with team members to ensure that each person is receiving attention
- Provide clear expectations for involvement
- Look for root cause and provide training or coaching, technology support if necessary
- Other?

Cyberbullying

Defining Cyberbullying

- Electronic posting of messages that are intended to harm or embarrass the receiver
- Messages that are hostile, deliberate and frequently repeated
- Communications that intimidate, manipulate or discredit the recipient
- Communications that include offensive content about ethnicity, religion or sexual preference

Identifying Cyberbullying in your Virtual Team

- Communications with the words "we" or "them"
- Team members appear competitive
- Limited communication with some team members or individuals
- Individuals are not copied on communications
- Watch for individuals left out of discussions or those who seem to interact with just a few people

Identifying Cyberbullying Victims on your Virtual Team

- Team member shows low self-esteem or low morale
- Individual avoids team interactions and activities, including meetings
- Team member seems angry or depressed

**Cyberbullying–
Management Techniques**

- Refocus on teamwork, team development
- Provide team activities that encourage teamwork
- Emphasize team successes over individual successes
- Provide cross-functional tasks/activities
- Openly discuss the importance of inclusive conversations
- Monitor group e-mail lists

**Cyberbullying–
Management Techniques**

- Schedule a meeting to review the communications plan, team charter and code of conduct with the team
- Review and update project mailing lists, newsgroup and contact lists
- From the beginning of the project, have a clear cyberbullying policy that details the consequences if someone does it
- Provide training and examples of cyberbullying
- Regularly do random sociograms on your team communications

Thank you!

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