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Virtual Team Guidelines

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Leadership means taking advantage of harsh times and challenges and making them work for you. In business the most important thing are **people, employees.** *"A company is nothing more than a human project that brings people together around some brilliant dream that encourages them to show their talents, and benefit those to whom their work is intended."* Robin Sharma

Virtual team

"Great things in business are never done by one person; they're done by a team of people."

Steve Jobs

"The greatest leader is not necessarily the one who does the greatest things. He is the one that gets the people to do the greatest things."

Ronald Reagan

A team represent a small group of people, who complement each other and are dedicated to a common vision, goals, and work together towards making a project a success (Katzenbach and Smith 1993).

A virtual team as a group of people, who use various advanced communication technologies, have a shared purpose and a vision, and work together on interdependent tasks across different time zones, space, and organizational boundaries, in order to achieve a common goal (Maznevski and Chudoba, 2000).

Remote work

Biggest challenges of remote work for employees:

1. Lack of face-to-face supervision.
2. Lack of access to information.
3. Social isolation.
4. Distractions at home.
5. Lack of structured work processes.

6. Rapid digital transformation overnight.
7. Separated physically from their colleagues.
8. Many workers are doing tasks they never could have imaged a few weeks ago.
9. Rapid digital transformation overnight.

Productivity and efficiency

Making teams work efficiently and making them more productive

- Clarify tasks and processes, not just goals and roles (who does what),
- Establish structured daily check-ins,
- Provide opportunities for remote social interaction,
- Commit to a communication charter (norms of behaviour, communication tools, guidelines),
- Leverage the best communication technology,
- Build a team with rhythm (crate clear agenda and regular meetings),
- Create a "virtual water cooler" (start each meeting with a check-in),
- Clarify and track commitments (carefully designed tasks and status meetings),
- Find ways to involve others in leading the team (assigning responsibility, coaching, sharing knowledge),
- Do not forget the 1 on 1s (fundamental and key thing).

Build a cohesive team

- Practice teamwork.
- Utilize individual strengths.
- Communicate effectively.
- Give feedback.
- Ask for feedback.
- Celebrate success.

Things to become more connected and to have more fun

• Share playlists, recipes, pictures of family members,
• Show off your pets,
• Share a funny moment,
• Share your personal story, your personal life.
• Share what everyone is working on (productivity).

Team members need to feel included, safe to learn, safe to contribute, and safe to challenge.

Motivation

If you want your teams to be engaged in their work, you have to make their work engaging. The most powerful way to do this is to give people the opportunity to experiment and solve problems on their own and be creative. This will empower, motivate and make employees more productive.

Three positive motivators that often lead to increased work performance:

• *Play* the motive that most boosts performance (play is when you are motivated by the work itself. You work because you enjoy it),
• **Purpose** is when the direct outcome of the work fits your identity. You work because you value the work's impact,
• *Potential* is when the outcome of the work benefits your identity. In other words, the work enhances your potential.

Hold a reflection huddle with your team once a week, where each person answers three questions directed at encouraging and motivation:

1. Play: What did I learn this week?
2. Purpose: What impact did I have this week?
3. Potential: What do I want to learn next week?

1. Katzenbach, J. R., & Smith, D. K. (1993). The Wisdom of Teams: Creating the High-Performance Organization. Harvard Business School Press, pp. 1-291.

2. Maznevski, M. L., Chudoba, K. M. (September-October 2000). Bridging Space Over Time: Global Virtual Team Dynamics and Effectiveness. Organization Science, 11(5), pp. 473-492.