INDEX

Abandonment of plans and agendas, 196
Acausal world, 224
Accountability: and communication plans, 114; definition of, variation in, 130; discussing the meaning of, importance of, 130; making changes in, to meet shifting task goals, 134; mapping, during orientation sessions, 105; negotiating, 77; of owners and facilitators, distinguishing between, importance of, 167; for the work of the team, 76, 218
Accounting culture, 64, 65
Action teams: analyzing competence gaps in, 92, 142; and building trust, 145; described, 7–8, 9; matching technology to, 80; and sponsors, 96; as startup teams, 95
Actions and words, ensuring consistency between, as an element of trust, 147, 152
Ad hoc meetings versus facilitated meetings, 165
Adaptable, balancing structure with, 87, 88; of team members, 134
Adaptation, encouraging, importance of, 13, 17
Adaptive challenge, identifying the, principle of, 214, 215–216, 222
Adaptive environments: and team dynamics, 187, 190, 198, 199; versus technical environments, 187, 212
Adaptive or technical problems, identifying, 215–216
Adaptive team leaders, actions of, 213–219
Adaptive work: and the acausal world, 224; defined, 219; principles of, 213–219, 222–223; simulated exercise in, 219–223; virtual experiences in, 223–224
Adhocracy culture, 63
Adjournment dynamics, 209–210
Advanced launch vehicle (ALV) virtual team, case study involving, 48, 50
Advocate role, 84
African countries, 58, 117
Agendas: abandonment of plans and, 196; for orientation sessions, 105–117; targeted, and maintaining disciplined attention, 217; for team member role assessment, 129; for team processes, 119; for validation sessions, 101. See also Meeting agendas
Agreements, new, on the ultimate team direction, 196
Air time, use of, 204
Ambassadorial behaviors, 112–113, 114, 128, 129
Ancillary team members, 100, 102
Annotating, 35
Anonymity, 161, 175, 176, 177, 180, 182, 199, 201
Answers, continual search for, 216, 217
Arab countries, 57
Argentina, 68
Asian countries, 58, 75, 117. See also specific countries
B

| Backup systems, 132, 141, 144 |
| Balanced perception, presenting a, 148 |
| Balancing coordination and collaboration with autonomy, 125–127, 131 |
| Baloney, getting on the, principle of, 213, 214, 222 |
| Balloting/voting, 33, 35, 175, 180, 182, 199 |
| Bandwidth, variables determining, 38 |
| Bandwidth-heavy multimedia usage, 50, 80 |
| Belgium, 58 |
| Bias, cultural, 66, 82, 116, 117, 135, 180 |
| Blindness, virtual, example of, 161–162 |
| Bond, M., 57 |
| “Bootstrap” approach, 10 |
| Boundaries, spanning: assessing, 140; competency in, 134–135, 158; priority and competence rating for, by team type, 142 |
| Boundary management, functions of, 112–114 |
| Boundary-spanning and communication plans, external, methodology for developing, 115–116 |
| Brainstorming, 35, 80, 168, 169, 171 |
| Brazil, 57, 58, 59, 165 |
| Bribe, 69 |
| Brikes, W., 209 |
| Brislin, R., 66 |
| Britain, 57, 58, 59, 200, 201 |
| “Buddy” system, 104 |
| Bulletin boards: described, 44–45; effectiveness rating of, by type of team meeting, 171; importance of, 17; information richness of, 45; on the interaction continuum, 169; leaders developing or providing input into, 77–78; and orientation sessions, 105; permanence of, 45; social presence of, 45, 80; for team meetings, 170; usefulness rating of, 45; utilization of, issue with, 80. See also Web sites/pages |

Business culture versus university culture, 62
Business dinner hours, difference in, 68
Business ethics, difference in, 69
Business practices, cultural differences in, 67–68

C

Calendaring and scheduling systems: appropriate selection of, 80; and being unable to meet commitments, 146; and building trust, 161; described, 42–44; for facilitating team meetings, 172; information richness of, 44; social presence of, 44
Cameron, K. S., 63
Canada, 58, 59, 69–70, 117, 201
Career coach role, 84
Career development and transition of team members, aiding: competency in, 83–84; developmental actions in, 84–85; evaluating competency in, 90; and individualism-collectivism, 159; myth about, 83; priority and competence rating for, by team type, 92. See also Transitions
Career development systems, importance of, 11, 12
Career management, 133–134
Celebrations, 209
Cell phones and pagers, 106, 108, 133
Central American countries, 58. See also specific countries
Certification process team, case study of, 51–52
Challenge, adaptive, identifying the, principle of, 214, 215–216, 222
Champions: communicating with, 112; contacting, 103; and creating team charters, 99; mapping and identifying, 97, 98–99; and team member selection, 100
Change management techniques, using, 132
Change, period of, 196
Charters: agenda for validating, 101; and contacting team members, 103; developing, 97,
Commitments: keeping, as an element of trust, 146, 154, 155, 161; obtaining, at end of meetings, 183
Common language, struggling to find, 75
Communication: as central, 4, 5, 220; establishing norms for, 106, 107–108; good, ensuring, as an element of trust, 148, 153, 161; and individualism-collectivism, 159; by organizational leadership, importance of, 14, 20; robust, encouraging, principle of, 215, 218, 223; team member competency in, 132
Communication and collaboration technology. See Technology entries
Communication clues, sharing and using, 180
Communication modes: evaluating, by type of task, 26–27; limitations of, 175
Communication plans: development of, 112–114, 115–116; failure to follow, 129; reestablishing, 120
Compensation, managing, of team members, competency in, 78–79
Competence: as a critical success factor, 15, 22–23; performance, and building trust, 145, 146–147, 152, 154, 155. See also Team leader competencies;
Team member competencies
Competence audit, 89–91
Competence inventory: for team leaders, 92; for team members, 142
Competing Values Model, 62–64
Competitive advantage: culture as a, 65–67, 68, 82; gaining, meaning of, 3
Complexity: added, of technology, as exaggerated, myth about, 79–80; of the virtual environment, 8, 9, 24, 59, 216, 217
Concern for well-being of others: cultural acceptance of, 158; impact of technology on, 161; and individualism-collectivism, 160; as a trust factor, 145, 148–150, 153
Conferencing methods. See specific type
Conflict: handling, impact of culture on, 202; negotiating, evaluating use of technology for, 26–27, 33, 34, 37, 39, 41, 43, 45, 47; between organizational cultures, 8; possible interventions for, 209; presence of, 197, 198, 199, 200; recognizing, 204
Conflict management: establishing norms for, 106, 109; tips for, 207
Conflict resolution stage, 189, 190, 191, 192, 202
Conflicts of interest/priorities, potential for, 99
Consistency between actions and words, ensuring, as an element of trust, 147, 152
Consulting firms, virtual teams used by, 5
Contact norms, 106, 107–108
Contacting team members, 102–104
Context dimension: and advice on team member behaviors, 60; and contacting team members, 102; described, 59; and functional culture, 64, 202; and orientation sessions, 104; and team building, 117, 118; and technological considerations, 61; and trust, 160
Continuing education/learning, 12, 16–17, 133–134
Contract, renewed, between teams and organizational environment, 196
Convictions, standing up for, as an element of trust, 147, 152
Coordination: and collaboration, balancing autonomy with, 125–127, 131; discussing the meaning of, importance of, 125–127, 131; discussing the meaning of, importance of, 130
Coordination and collaboration roles: aspects of, 126; assessment of, 127–128; performance of, cultural variables affecting, 129–130
Core team members, 100, 102
Cost monitoring and control, competency in, 131
Critical success factors: assessing, 12–13; described, 10–11, 16–23. See also specific factors
Cross-cultural coaching, 78
Cross-cultural management: competency in, 82–83; developmental actions in, 83; evaluating competency in, 89; priority and competence rating for, by team type, 92
Cross-cultural training, 12, 17, 66–67
Cross-functional awareness, 134
Cross-functional teamwork, 64, 202
Cultural bias, 66, 82, 116, 117, 135, 180
Cultural diversity: advantage of, 65; managing, 66, 67
Cultural sensitivity: in contacting team members, 103; importance of, 82; and taking it too far, 69
Cultural training. See Cross-cultural training
Culturally appropriate team-building activities, 119
Culturally based problems, identifying questions to assist in, 70, 71
Culture: categories of, 56–65; as a competitive advantage, 65–67, 68, 82; defining, 55; hidden dimensions of, 55, 56; impact of, team member roles and, 128–130; as an impediment, 8; near virtual disaster involving, 69–70. See also Functional culture; National culture; Organizational culture
Culture profiles, questionnaire for creating, 67
Customers/clients, working with, 21

D

Data collection: and analysis, establishing accountability for, 114; evaluating use of technology for, 26–27, 33, 34, 37, 39, 41, 43, 45, 47
Data conferencing. See Desktop and real-time data conferencing; Non-real-time database sharing and conferencing
Data transfer capacity, rapidly increasing, 30
Database systems. See Shared/distributed database systems
Data-only systems: evaluating, 26, 27; and orientation sessions, 105
Davidow, B., 10
Decision making: authority for, mapping, 105; establishing norms for, 106, 108; factors affecting the process of, and technology use, 27–28, 199; and long-term versus short-term perspective, 160; technology system assisting in, 33, 35, 176
Decision support systems, 199
Decision-making meetings: described, 168; on the interaction continuum, 169; and technology selection, 171
Deliverables schedules, 205, 208–209
Delphi technique, 182
Denmark, 57
Desktop and real-time data conferencing: appropriate selection of, 80; case study involving use of, 50; and creating team charters, 99; described, 31–33; familiarity with, issue of, 30; information richness of, 32; and orientation sessions, 105; permanence of, 32; and problems with team dynamics, 204; social presence of, 32; for team meetings, 169, 170, 171; usefulness rating of, 34
Desktop video: appropriate selection of, 80; basis for selecting, 174; case study involving use of, 50; and creating team charters, 99, 100; described, 38; groupware incorporating, 35–36. See also Videoconferencing
Dialogue, guiding the flow of, 217
Dinner hours, business, difference in, 68
Disciplined attention, maintaining, principle of, 214, 217, 222
Discovery map game, 223
Discussion meetings: described, 168; on the interaction continuum, 169; and technology selection, 171
Discussion, opening up areas of, 218
Disillusionment, feelings of, proactive strategies to address, 209
Distance, longitudinal, effect of, 8
Distractions: minimizing, 217; from surplus meaning, 27
Distress, regulating, principle of, 214, 216, 222
Distributed databases. See Shared/distributed database systems
Distributed intelligence, relying on, principle of, 214, 217–218, 222
Diversity: task requiring, 203; valuing, importance of, 14, 20. See also Cultural diversity
Document and work review, establishing norms for, 106, 109
Document exchange applications, competency in using, 133
Document outlining tool, 177
Document repository, 111
Documentation: aspects of, 119–120; competency in, 131; guidelines for, 120
Documents, group editing of, 46, 176–177

E

East Africa, 58
Effectiveness criteria, 205, 207
Effort, applying sufficient, problems with, 205, 208
Einstein, A., 212
Einstein’s Dreams (Lightman), 212
Electronic chat. See Instant messaging (electronic chat)
Electronic communication and collaboration technology. See Technology entries
Electronic display. See Whiteboards (electronic display)
Electronic meeting systems (EMS): for administering role questionnaires, 127; case study involving use of, 52–53; and compatibility issues, 173; described, 33–33; effectiveness rating of, by type of team meeting, 171; facilitation tips for, 176, 185; flexibility of, 182; and impact on team and
Index

social dynamics, 199; information richness of, 36; on the interaction continuum, 169; and issues of hardware and software compatibility, 79; and managing interactions, 180; matched with specific agenda items, 178, 179; permanence of, 36; social presence of, 36; and team size, 203; usefulness rating of, 37

Electronic polling systems, 33, 176, 199, 201

Electronic project folders, 119–120

E-mail: appropriate selection of, 80; basis for selecting, 174; and being unable to meet commitments, 146; case study involving use of, 51; and compatibility issues, 173; and creating team charters, 100; and cultural preferences, 29; described, 40–42; documents printed from, 173; effectiveness rating of, by type of team meeting, 171; establishing norms for, 106, 107; facilitation tips for, 184–185; familiarity with using, 30; and impact on social dynamics, 199; and information richness, 26, 42; on the interaction continuum, 169; management teams using, 7; matched with specific agenda items, 179; and missed messages, 129; and networking competence, 132; and orientation sessions, 105; parallel teams using, 6; permanence of, 28, 40; and personal computing devices, 42; for posting responses to role questionnaires, 127; and power distance, 201; and problems with team dynamics, 204; social presence of, 25, 42; and technology competence, 132, 133; and trust, 161, 162; usefulness rating of, 43

Embeddedness, team dynamics affected by, 197–198

Emotions, signaling, 25, 180

End points, defined, 209

Engineering culture, 8, 64, 65, 103, 134, 202

English Canada, 59

English-speaking countries, 59. See also specific countries

Environments. See specific type

Ethics of business, difference in, 69

Etiquette, aware of, for working remotely, 133

Eunice, A., 174

European countries, 58–59, 117. See also specific countries

European Union, 57

Execution stage: described, 190; problems transitioning to, 204, 207, 208; task activities of, 189; and technical pathways, 190, 191, 192; transition to, 196, 199

Existing teams, applying steps for startups to, 95, 96, 120, 121

Expectations: clarifying, by establishing team norms, 106; establishing, by organizational leadership, importance of, 14, 21

Experience, skills, and knowledge. See Team leader competencies; Team member competencies

Experienced team members: as a factor affecting technology use, 29; working with, 116, 117

Extended team members, 100, 102

External boundary-spanning and communication plans, developing, methodology for, 115–116

Face-to-face interaction: appropriate selection of, 80, 81; for creating team charters, 99; and cultural preferences, 29; in existing teams, 120; for initial contact with team members, 103; for midpoint in the team life cycle, scheduling, 197; in networking, 87; and networking competence, 132; opportunities for team building during, 114, 116; for orientation sessions, 104–105, 219; and power distance, 129–130; and problems with team dynamics, 204; social presence of, 25; and symbolic meaning, 28; for team meetings, scheduling, when needed, 170; and technology competence, 132; and trust, 161; for trust sessions, 151, 156

Facilitated meetings versus ad hoc meetings, 165

Facilitation payments, 69

Facilitation techniques, 177–183

Facilitation tips: to maximize team member contributions, 181; for types of technology, 183–185

Facilitation training, importance of, 16, 17

Facilitators: and planning agendas, 177; professional, need for, 34; role as, 166–167

Feedback: frequently seeking, and questions to elicit, 136; methods of, developing, 77; timely, providing, 78. See also Audits

Femininity–masculinity dimension, 58, 60, 61

Filters, use of, 41–42

Final criteria of effectiveness, 205, 207

Finance culture, 64, 65, 202

Finland, 57

Flexibility of technology, 182

Follow-through, timely, as an element of trust, 146, 152, 154, 153, 161

Formality and informality, achieving a balance between, in meeting agendas, 180

France, 57, 58, 59

Free riding, 204, 205, 208

Freedom, and embeddedness, 198

French Canada, 59

Friedman, T., xi

Functional culture: and adaptive work, 222; and balancing coordination and collaboration with autonomy, 130; and competitive advantage, 65; and contacting team members, 103; described, 64–65; as a factor affecting technology use, 29; spanning boundaries of, 134–135; and team dynamics, 202; and technological considerations, 19; training about, 66; understanding differences in, importance of, 83, 134; and work processes, 8

Functional stereotypes, 222
Functional teams: and aiding in career development of members, 84; applicability of startup steps to, 96; described, 6–7, 9; development of processes for, 117; and facilitated meetings, 165; and orienting new team members, 104; as preexisting teams, 95; and selecting team members, 100; and team composition, 200; and trust, 161; using networking in, importance of, 86–87

Functions, different, leaders needing to have worked in, myth about, 82

G

Germany, 57, 58, 59
Gersick, C., 194
Global environment, 3–4
Global organizations, virtual teams used by, 6
Globalization, escalation of, effect of, 56
Government research teams, case studies involving, 48, 50–51, 52–53
Graphics, competency in using, 133
Gratitude, expressing, during team
H

Hackman, J. R., 204, 205
Hall, E., 57, 59
Handwritten thank-you notes, 28
Handy, C., 85
Hardware and software compatibility, 29–30, 79, 81, 172, 173, 174. See also Technology selection and use

Healthy transitions, guide in diagnosing, 197
Heifetz, R., 213
Heterogeneity, 203
Hewlett-Packard, 10
Hierarchy culture, 63, 64
High trust, importance of, 14, 19
High-technology organizations: and organizational culture, 62; and video technology, 38; virtual teams used by, 5
Hofstede, G., 57, 58, 59, 65
Holiday schedules, difference in, 68
Hollingshead, A. B., 27
Hong Kong, 57, 58, 68
Horizontal interfaces, managing,
Inclusion and interaction stage, 189, 192, 193, 194, 195, 199, 201, 208
Inclusion: environment of, creating, as an element of trust, 148–149, 153; maximizing, using technology for, 203; nurturing the feeling of, through meeting agendas, 180

IBM Corporation, 57
Idea generation: described, 35; evaluating use of technology for, 26–27, 33, 34, 37, 39, 41, 43, 45, 47
Idea grouping, 35
Impact on others, awareness of, as an element of trust, 149–150, 153
Inception stage, 189, 190, 191, 192, 208
Inclusion: environment of, creating, as an element of trust, 148–149, 153; maximizing, using technology for, 203; nurturing the feeling of, through meeting agendas, 180

Individual performance, managing and coaching, competency in, 78
Individualism-collectivism dimension: and advice on team member behaviors, 60; and contacting team members, 102, 103; described, 58; and the meaning of accountability, 130; and meetings, 176; and team building, 117, 118; and team dynamics, 200–201, 202; and technological considerations, 67; and trust, 158–159, 159–160
Indonesia, 57, 69
Informality and formality, achieving a balance between, in meeting agendas, 180
Information: adding to, importance of, 218; amount of, exchanged in meetings, 175; during conflict, 202; difficulty obtaining access to, 198; important, access to, providing, 112, 114, 170, 172; incomplete use of, 204; old, risk of rehashing, 173; quantity of, issue of, affecting team dynamics, 199; recall of, increase in, facilitating, 176, 177, 178, 179, 181; transaction of, in meetings, factors affecting, 174–175
Information richness: aligning social presence and, to the technology, 48, 49; amount of, as a factor affecting technology use, 25, 26, 27, 28, 29, 218; of audioconferencing, 26; of bulletin boards and web pages, 45; of calendaring and scheduling systems, 44; and context cultures, 59; of desktop and real-time data conferencing, 32; of electronic meeting systems (EMS), 36; of e-mail, 26, 42; of multipoint multimedia, 32; and national culture, 61; and networking competence, 132; of non-real-time database sharing and conferencing, 46; and trust, 160; of videoconferencing, 26, 40; of voice mail, 26; of whiteboards (electronic display), 38
Index
Information sharing: developing processes for, 119; establishing accountability for, 114
Information systems culture, 8, 64
Information-sharing meetings: described, 168; on the interaction continuum, 169; and technology selection, 171
Innovation: and embeddedness, 198; and team composition, 200
Input opportunity: factors limiting, 175, 176; increase in, facilitating, 175, 176, 177, 178, 179, 181
Instant messaging (electronic chat): and communication clues, 180; and cultural preferences, 29; described, 31–32; establishing norms for, 107; facilitation tips for, 184; familiarity with using, 30; groupware incorporating, 34, 36; and impact on social dynamics, 199; on the interaction continuum, 169; parallel teams using, 6; and personal computing devices, 42; and technology competence, 132; usefulness rating of, 33. See also Chat rooms
Integration: of technology, importance of, 112; of work, emphasizing, 113
Integrity: cultural acceptance of, 158; defined, 147; impact of technology on, 161; and individualism-collectivism, 160; personal, and credibility, 201; as a trust factor, 145, 147–148, 152–153
Intel, 10
Intellectual capital, leveraging and applying, goal of, 3
Intelligence, distributed, relying on, principle of, 214, 217–218, 222
Interaction stages, 189, 192, 193, 194, 195, 199, 201, 208
Interaction styles, varying, 182
Interactions: categories of, 8; degree of, defining the importance of, 200–201; guiding the flow of, 217; managing, using agenda topics and subtopics for, 180; for meetings, types of, and technology selection, 168–170. See also specific type of interaction and technology
Interests, polarized, and task dynamics, 190
Intermediate criteria of effectiveness, 205, 207
International living, leaders needing experience in, myth about, 82
Internet document repository, 111
Internet protocol (TCP/IP), 50
Internet search engines, real-time access to, 176
Internet searches, competency in, 133
Internet use: familiarity with, increase in, 30; lessons learned about, 50–51. See also Web entries
Interpersonal awareness: assessing competency in, 140; priority and competence rating for, by team type, 142; team member competency in, 135–136, 138
Interventions, 205–207, 208–209
Inventories, competence: for team leaders, 92; for team members, 142
Investment in technology, importance of, 13, 19
Ireland, 58
Isolation, feelings of, 83
Issue analysis, 35
Issues, showing both sides of, as an element of trust, 148, 153
Italy, 58, 59, 68, 69–70
J
Japan, 58, 59, 82–83
Johansen, R., 82
Journal, personal, keeping a, for reflection, 70, 71
K
Kimball, L., 174
Knowledge management system, ongoing, 131
Knowledge sharing: importance of, 12, 17; leaders engaging in, 77–78
Knowledge, skills, and experience. See Team leader competencies; Team member competencies
Language: common, struggling to find, 75; as an impediment, 8; and meetings, 175, 182
Languages, several different, leaders needing to speak, myth about, 82
Late deliverables, 205, 208–209
Lateral communication, emphasizing, 113
Latin American countries, 68, 129. See also specific countries
Laurie, D., 213
Leadership: by all team members, encouraging, principle of, 215, 218, 222; as a critical success factor, 14, 20–22; subteam, competency of, in planning and facilitating remote meetings, 133. See also Team leader entries
Leadership research team, case study of, 52–53
Learning, continuous, 12, 16–17, 133–134
Learning loop, negative, 223
Learning obligation, creating a, principle of, 215, 219, 223
Lessons learned: capturing and using, 219; documenting and sharing, 131, 218
Lessons-learned databases: importance of, 12, 17; leaders developing or providing input into, 77–78
Lessons-learned sessions, 120
Lightman, A., 212
Limitations of the Internet, 50
Living internationally, leaders needing experience in, myth about, 82
Long term-short term dimension, 58–59, 60, 61, 160
Longitudinal distance, effect of, 8
Loss, feelings of, proactive strategies to address, 209
M
Management, senior. See Top management
Management teams: and aiding in career development of
Management teams (continued)
members, 84; analyzing competence gaps in, 92, 142; applicability of startup steps to, 95, 96; described, 7, 9; as preexisting teams, 95
Manufacturing culture, 63, 202, 222
Mapping: of accountabilities and decision-making authority, 105; of sponsors, stakeholders, and champions, 96–97, 98–99
Market culture, 62, 63, 64
Marketing culture, 8, 64, 65, 134, 202, 222
Masculinity-femininity dimension, 58, 60, 61
McCall, M., 166
McGrath, J. E., 27, 191, 192, 193, 194, 195
Meeting agendas: developing, and facilitating technology use, 80, 174–183, 183–185; and meeting logistics, 173; planning, and linking technology to specific agenda items, 177, 178–179; and scheduling meetings, 172; staying with, during meetings, 182; topics and subtopics of, using, to manage interaction, 180. See also Agendas
Meeting management: establishing norms for, 106, 108; and maintaining disciplined attention, 217
Meeting minutes, 183
Meeting systems. See Electronic meeting systems (EMS)
Meetings: actively facilitating, 182–183; activities for, types of, 167–183, 183–185; and attendance, 172; best practices for, adopting, 183; and dealing with logistics, 172–173; developing an agenda for; and facilitating technology selection and use, 174–183, 183–185; importance of facilitating and leading, 165–166; and managing interactions, 177, 180; matching technology to the types of, 171; maximizing contribution to, using technology for, 177, 180; near virtual disaster involving, 186; for orientation sessions, 104–105; and planning for people issues, 170, 172–174; process considerations for, 167; processes in, and linking technology to agenda items, 177, 178–179; purpose of, being clear about the, 169; remote, planning and facilitating, subteam leadership competency in, 133; roles in, 166–167; scheduling, 172; and technology selection and use, 165, 166, 167, 168–170, 171; what is known about, 174–177. See also Orientation sessions; Trust sessions; Validation sessions
Mentor role, 84
Metaphor-based message, game with a, 223
Mexico, 57, 58, 59
Micromanagement, 198
Milestone schedules, 205
Minutes, meeting, 183
Missed milestones, 205
Mission: development of, 77; review of, during orientation sessions, 105
Modeling, importance of, 14, 21–22
Motivation: factors limiting, 175; increase in, facilitating, 176, 177, 178, 179, 180, 181; using uncertainty to generate, 216
Multicultural context, trust in a, 158–160
Multilayered boundary spanning, 135
Multinational organizations: and national culture, 56; and organizational culture, 62; and trust issues, 158; virtual teams used by, 6
Multipoint multimedia: case study involving use of, 50; described, 32; usefulness rating of, 34
Myths, common, about virtual teams and leadership, 76–77, 79–80, 82, 83, 85, 86, 87
N
NASA, 8
National culture: and advice on team member behaviors, 60; and competitive advantage, 65; and contacting team members, 102–103; defined, 57; described, 56–57; dimensions of, 57–59; impact of, on team member roles, 128–130; near virtual disaster involving, 69–70; spanning boundaries of, 134, 135; and technological considerations, 19, 61; training about, 66; understanding differences in, importance of, 83. See also Specific cultural dimensions
Near virtual disasters, stories of: and building trust, 161–162; and cultural issues, 69–70; and meetings, 186; and starting teams, 122; and team dynamics, 210; and team leader competency, 93; and team member roles, 141, 144; and technology selection and use, 47–48
Negative learning loop, 223
Network teams: analyzing competence gaps in, 92, 142; and building trust, 145; common technical processes for, 17; described, 5, 9; and documentation, 119–120; and facilitated meetings, 165; and sponsors, 96; as startup teams, 95; types of team members on, 100
Networking: developmental actions for leaders in, 87; leader competency in, 86–87, 90; as less important, myth about, 86; priority and competence rating for, by team type, 92, 142; team member competency in, 131–132, 137, 139
Networks: people comprising, 96; richly connected, creating, 218; Web-based, 7
New agreements, on the ultimate team direction, 196
New team members: assigning a “buddy” to, 104; introducing, 102; orientation of, 84, 120, 121
New technology: experimenting with, team members open to, 133; testing, time for, 169
Nominal group technique, 182
Non-real-time database sharing and conferencing: described, 45–46; usefulness rating of, 47
Normative culture, importance of, 14, 19–20
Position status and role definition stage, 189, 192, 193, 194, 195, 196, 199, 201. See also Team member roles

Power and resource allocation stage, 189, 192, 193, 194, 195, 201

Power distance; and advice on team member behaviors, 60; described, 57; and leading teams, 78; and meetings, 175, 176; and team building, 118; and team dynamics, 201, 202; and team member roles, 129; and technological considerations, 61; and trust, 159

Power structure, access to the, providing, 112–113

Preexisting teams, applying steps for startups to, 95, 96, 120, 121

Preferred software, defining, importance of, 17

Pressure, group/social. See Social pressure

Prioritizing, skills in, for team members, 133

Problem solving: establishing norms for, 106, 108; opening up areas of, 218

Problems: addressing, evaluating use of technology for, 26–27, 33, 34, 37, 39, 41, 43, 45, 47; one-of-a-kind, solving, factor essential for, 219; signs of, 204, 205, 207, 208–209; types of, identifying, 70, 71, 215–216

Problem-solving stage, 189, 190, 191, 192, 196, 202

Process observation, 182, 205–206

Process reviews, planning, 119

Processes, developing and adapting: competency in, and developmental actions, 88; as a critical success factor, 13, 17–18; evaluating competency in, 90; during orientation sessions, 117, 119–120; priority and competence rating for, by team type, 92

Product teams: and aiding in career development of members, 84; analyzing competence gaps in, 92, 142; described, 6, 9; and documentation, 119–120; dynamics of, 202; and sponsors, 96; as startup teams, 95; types of team members on, 100

Production culture, 64, 65

Production teams: and aiding in career development of members, 84; analyzing competence gaps in, 92, 142; applicability of startup steps to, 96; common way of working for, 109; described, 6–7, 9; development of processes for, 117; matching technology to, 80; as preexisting teams, 95; and task dynamics, 190

Productivity, goal of, 188, 189

Product-producing meetings: described, 168; on the interaction continuum, 169; and technology selection, 171

Professional observers, using, 205

Project folders, electronic, 119–120

Project management: assessing competency in, 139; competency in, 131, 137; priority and competence rating for, by team type, 142

Project management practices, borrowing from, 78, 105, 117

Project management software: for creating team charters, 99; importing from, into groupware systems, 117, 119; linking to, 44

Project teams: and aiding in career development of members, 84; analyzing competence gaps in, 92, 142; and building trust, 145; common technical processes for, 17; described, 6, 9; and documentation, 119–120; and facilitated meetings, 163; matching technology to, 81; and self-management, 133; and sponsors, 96; as startup teams, 95; types of team members on, 100

Puzzle metaphor, 217, 218

Questions to ask: before communicating, 132; to elicit feedback, 136

Quinn, R. E., 63, 221

R

Reactions, gathering information on, to documents or products, prior to team meetings, 173

Real-time data conferencing. See Desktop and real-time data conferencing

Reciprocal work. See Pooled sequential work

Recording meetings, 183

Reflection, keeping a personal journal for, 70, 71

Rehashing old information, risk of, 173

Remote meetings, planning and facilitating, subteam leadership competency in, 133

Renewed contract, between teams and organizational environment, 196

Research and development culture, 65

Research and development organizations, virtual teams used by, 5

Research teams, case studies involving, 48, 50–51, 52–53

Resource allocation and power stage, 189, 192, 193, 194, 195, 201

Resources: access to, ability to obtain, 198; allocation of, importance of, 14, 21; investment of, in technology, importance of, 13, 19; obtaining, as an element of trust, 146–147

Responsibility matrix, 105–106

Results: rewarding, importance of, 11, 12, 16; showing, as an element of trust, 146, 152, 154, 155; sole emphasis on, myth about, 86

Results-oriented performance measures, identifying, 77

Reward and recognition systems: and cultural sensitivity, 82–83; importance of, 11, 12, 16; and individualism-collectivism, 58; in the local organization, 198

Rigid controls and plans, managing teams with, to avoid surprises, myth about, 87

Robust communication, encouraging, principle of, 215, 218, 223
Role definition and position status stage, 189, 192, 193, 194, 195, 198, 199, 201. See also Team member roles
Rules, establishing, 43

S
Sales culture, 64, 65, 134, 222
Scandinavia, 59
Scheduling systems. See Calendarizing and scheduling systems
Schein, E., 59
Science culture, 103, 134
Scientific organizations, virtual teams used by, 6
Scouting, 114
Self-management: assessing competency in, 139; competency in, 133–134, 136; priority and competence rating for, by team type, 142
Self-promotion, 133, 134
Senior management. See Top management
Sequential work: described, 109; and technology planning, 106, 109, 111; using technology for; 176
Service teams: and aiding in career development of members, 84; analyzing competence gaps in, 92, 142; applicability of startup steps to, 96; described, 7, 9; and orienting new team members, 104; as preexisting team members, 95; and task dynamics, 190
Shared/distributed database systems: described, 45–46; equal access to, 119; and impact on team and social dynamics, 199; importance of, 17; real-time access to, 176, 177; use of, for pooled sequential work, 111
Shared standards, importance of, 13, 17–18
Sharing knowledge: importance of, 12, 17; team leaders engaging in, 77–78; team member competency in, 131
Shaw, R., 150, 156, 157, 158
Short term-long term dimension, 58–59, 60, 61, 160
Simplest technical solution, selecting, 169, 174
Singapore, 57, 58
Skepticism and humility, need for, by team leaders, for appropriate technology selection, 81
Skills, experience, and knowledge. See Team leader competencies;
Team member competencies
Social dynamics, 188, 189, 192–194, 195, 198, 199, 201, 202, 205
Social pathways, 193, 194, 195
Social presence: aligning information richness and, to the technology; 48, 49; amount of, as a factor affecting technology use, 25–26, 27, 28, 29, 217, 218; of audioconferencing, 25; of bulletin boards and web pages, 45, 80; of calendaring and scheduling systems, 44; of desktop and real-time data conferencing, 32; of electronic meeting systems (EMS), 36; of e-mail, 25, 42; of multipoint multimedia, 32; and national culture, 61; of non-real-time database sharing and conferencing, 46; of telephone calls, 146; of videoconferencing, 25, 39, 40; of voice mail, 25; of whiteboards (electronic display), 38
Social pressure: assessing, 204; factors leading to, 175; reduction in, facilitating, 176, 177, 178, 179, 180, 181, 199
“Soft” team processes, standard and agreed-on, importance of, 13, 17
Software compatibility. See Hardware and software compatibility
Software development culture, 65
Software, project management. See Project management software
Solomon, C., 174
South American countries, 117. See also specific countries
South Korea, 58
Spain, 59, 68
Spanish-speaking countries, 130. See also specific countries
Specialized video rooms, described, 38
Sponsors: contacting, 103; and creating team charters, 99; and the execution stage, 197; mapping and identifying, 96, 98–99; renewed contract between teams and, 196; reputation of, 146; and team member selection, 100
Stakeholders: communicating with, 112; contacting, 103; including, in creating the team’s charter, 99; mapping and identifying, 96–97, 98–99; and meetings, 170; new, introducing, to teams, 120; and task dynamics, 190; and team member selection, 100; types of, 97; working with, 21
Standard organizational and team processes, as a critical success factor, 13, 17–18. See also Process entries
Standard technology, having a minimum set of, importance of, 13, 18
Starting a virtual team. See Team startup
Stereotypes, functional, 222
Strategy development, 77
Stress levels, 216
Structure, balancing, with adaptability, 87, 88
Subgroups, forming, 203
Subteam leadership, competency of, in planning and facilitating remote meetings, 133
Success factors, critical: assessing, 12–15; described, 10–11, 16–23. See also specific factors
Support and resource systems, importance of, 12, 16
Surplus meaning, 27
“SWAT” teams, 16
Sweden, 58
Switzerland, 57
Symbolic meaning, as a factor affecting technology use, 28
Synchronous communications/groupware; and creating team charters, 99; matching, to the task, 80; and networking competence, 132; for team meetings, 170, 172; types of, 25, 31–40
System compatibility, 29–30, 172, 173. See also Technology selection and use
Systems implementation, issues facing, 111
Szerdy, J., 166

T

Task closure, 196
Task completion and sense of urgency, 196
Task dynamics, 188, 189, 190, 191, 192, 198, 199, 202, 205
Task environment, influence of, 187
Tasks: balancing preference for certainty with demands of, 202; and bulletin boards and web pages, 45; and calendaring and scheduling systems, 44; complexities of, 217; and desktop and real-time data conferencing, 33, 34; effectively structuring, using technology for, 176–177; and electronic displays, 39; and electronic meeting systems (EMS), 35, 37; and e-mail, 43; ensuring commitment to, and outcomes, as an element of trust, 150; matching technology to, 80, 174; nature of, team dynamics affected by, 198; needs of, 48; and non-real-time database sharing and conferencing, 47; orientation to, 105–106; understanding and completing, 175; and videoconferencing, 47; well-defined, having, 198. See also specific types of tasks
TCPIP (Internet protocol), 50
Team assessment, 204–205, 207
Team building, 114, 116–117, 118, 119
Team charters. See Charters
Team composition, team dynamics affected by, 194, 195, 200–203
Team development models: new, 188–194; traditional, 188
Team dynamics: and cultural factors, 200–202; effectiveness of, criteria for, 203; and embeddedness, 197–198; factors affecting, 194, 195, 196–203; and functional background, 202; impact of technology on, 198–199; and measuring performance, 204–205; and models of team development, 188–194; and the nature of the task, 198; near virtual disaster involving, 210; possible interventions for, 208–209; problems with, signs of, 204, 207, 208–209; during team adjournment, 209–210; and team composition, 194, 195, 200–203; and team environment, 194, 195, 197–200; and team size, 203; technical and adaptive environments influencing, 187; and time, 194, 195, 196–197
Team efforts, alignment of, with outside activities, 113
Team environment, team dynamics affected by, 194, 195, 197–200
Team leader competencies: assessment of, 88, 89–91, 91, 92; in building and maintaining trust, 85–86; in career development and transition of team members, 83–84; in cross-cultural management, 82–83; in developing and adapting standard team processes, 88; first step to developing, 76; importance of, 13, 22; near virtual disaster involving, 93; in networking, 86–87; in performance management and coaching, 77–79; in use of technology, 80–81
Team leader developmental actions: in aiding team members' career development and transition, 84–85; in building and maintaining trust, 86; in cross-cultural management, 83; in developing and adapting standard team processes, 88; identifying needs for, 88, 91, 92; in networking, 87; in performance management and coaching, 79; planning, 92, 93; in use of technology, 81–82
Team meetings. See Meetings
Team needs, integrating, with others' needs, as an element of trust, 149, 153
Team norms: development of, 106, 111; documenting, 110; reestablishing, 120; sample set of, 107–109
Team performance: cultural variables influencing, 83; factors affecting, and technology use, 27–28; managing, competency in, 77–78; measuring, 204–205; perceptions of, managing, 147–148. See also Performance entries

Team size, 203

Team startup: and conducting an orientation session, 104–117, 118, 119; contacting team members at, 102–104; developing a team charter during, 97, 99–100, 101; developing team processes during, 117, 119–120; first meeting during, outcomes for, 123; identifying sponsors, stakeholders, and champions at, 96–97, 98–99; near virtual disaster involving, 122; second meeting during, outcomes for, 124; selecting team members at, 100, 102; six-step plan for, 95–120; and time frame for orientation process, 122

Team tasks. See Task entries

Team type, matching technology to, 80. See also specific types of teams

Team unity, goal of, 188, 189

Team work. See Pooled sequential work

“Team-centric” teams, 149

Technical environments, 187, 198, 212, 217

Technical or adaptive problems, identifying, 215–216

Technical pathways, 190, 191, 192

Technical processes, standard and agreed-on, importance of, 13, 17

Technical support: access to, as a factor affecting technology use, 29–30; case study involving, 53; as a human resource policy, 12, 16; providing, competency in, 81; for team meetings, 173

Technological training: access to, as a factor affecting technology use, 29–30; importance of, 12, 16; during orientation, 111; for team meetings, 173; team members pursuing, 133

Technology: access to, ensuring, 13, 19, 173; added complexity of, as exaggerated, myth about, 79–80; allocating resources for, importance of, 14, 21; as a challenge facing team leaders, 75; as a critical success factor, 10, 13, 18–19; flexibility of, 182; impact of, on trust, 160–161; and impact on team dynamics, 198–199; as an impediment, 8; integrating, with existing systems, 112; new, experimenting with, team members open to, 133; overreliance on, effect of, 79; requisite conditions for use of, 18; setting a standard for, 16; testing, taking time for, 169, 173. See also specific technology and applications

Technology backup systems, 132, 141, 144

Technology organizations, product-focused, virtual teams used by, 6

Technology plans: development of, 106, 109, 111–112, 113; reestablishing, 120

Technology selection and use: aligning information richness and social presence to, 49; basis for, 174; developmental actions in, for leaders, 81–82; distributing skill in, 19; electronic options for, 30–46, 47; to encourage robust communication, 218; ensuring team skill in, 13, 19; evaluating options for, by type of task and other factors, 33, 34, 37, 39, 41, 43, 45, 47; facilitating, developing an agenda and, 174–183; facilitation tips for, 183–185; factors affecting, 25–30; importance of, 174, 175; inappropriate, effect of, 79; for increasing team member participation, 182; linked with agenda items, 177, 178–179; to maintain disciplined attention, 217; matching, to the task, 80, 174; for maximizing contributions of every team member, 177, 180, 181; and national culture, 61; near virtual disaster involving, 47–48; other factors in, 28–30; for pooled sequential work, guidelines for, 111–112; and power distance, 201; primary factors in, 25–26; team leader competency in, 80–81, 89, 92; for team meetings, 165, 166, 167, 168–170, 171; team member competency in, 132–133, 137, 139, 142; and team size, 205; using the primary factors for, 26–28; virtual collaboration and, case studies involving, 48, 50–53

Telecommuting, 7, 12, 16

Teleconferencing. See Audioconferencing; Videoconferencing

Telephone, adaptation of the, 213

Telephone calls: basis for selecting, 174; establishing norms for, 106; for initial contact with team members, 103; and networking competence, 132; and personal computing devices, 42; social presence of, 146; and symbolic meaning, 28; and technology competence, 132

Templates, use of, 99, 119

Tent exercise, 219–223

Tent experiences, virtual, 223–224

Thailand, 58, 201

Thank-you notes, forms of, 28, 210

“Third ways of working,” 82, 83

360-degree feedback, 136

Time: scheduling, with management, 198; spent on team building, issue of, 116, 117; team dynamics affected by, 194, 195, 196–197, 199; technology use affected by constraints on, 29

Time zones: availability of team leaders for all, 75; coordinating conflicting, 43, 68; effect of conflicting, 8

“Time-zone creep,” 44

Top management: communicating with, 112; renewed contract between teams and, 196; support and attention from, 198. See also Organizational leaders/leadership

Traditional team leadership style, and adaptive environments, 213
Training and development: allocating resources for, importance of, 14, 21; as a critical success factor, 12, 16–17; cross-cultural, 12, 17, 66–67; facilitation, 16, 17. See also Team leader developmental actions; Team member developmental actions;

Technological training

Transition-point health check, 197

Transitions: concern for helping with, as an element of trust, 149, 153; major; teams undergoing, 194, 196–197, 209. See also Career development and transition of team members, aiding

Triandis, H., 66

Trust audits, 155

Trust behaviors, 151–153

Trust, building and maintaining: competency in, 85–86; developmental actions in, 86; evaluating competency in, 90; factors in, 145–150; impact of technology on, 160–161, 199; importance of, 14, 19, 20, 145; in a multicultural context, 158–160; near virtual disaster involving, 161–162; priority and competence rating for, by team type, 92; tools for, 151–153, 154, 155; as unimportant, myth about, 85

Trust log, 154

Trust radius: concept of a, 150–151; defining a team’s, 156–157; expanding the, 158; traditional, 150, 156

Trust sessions, steps for, 151

Trustworthiness, ways of judging, 85

Tuckman, B., 188

Two-way communication links, establishing, 113

Typed thank-you notes, 28

Typing speed, 175

U

Uncertainty avoidance, 57–58, 60, 61, 118, 130, 159, 202, 216

Unconventional means, using, 219

United States Army, 7

United States, the: and culture, 57, 58, 59, 68, 69, 200, 201; meaning of accountability in, 130; time difference between Asia and, 75

University culture versus business culture, 62

Urgency, sense of, and task completion, 196, 217

V

Validation sessions: agenda for, 101; planning, 99, 100

Venezuela, 57

Video rooms, specialized, described, 38

Video walls/windows, 38–39

Videoconferencing: appropriate selection of, 80; case study involving use of, 50; for communication inclusion, 148; and creating team charters, 99, 100; and cultural preferences, 29; described, 38–40; as distracting, 27; documents discussed during, 173; effectiveness rating of, by type of team meeting, 171; establishing norms for, 106, 108; facilitation tips for, 184; information richness of, 26, 40; on the interaction continuum, 169; management teams using, 7; matched with specific agenda items, 178, 179; opportunities for team building during, 116; for orientation sessions, 105; permanence of, 40; and problems with team dynamics, 204; process observation guides for, using, 205–206; social presence of, 25, 39, 40; and “store and forward” technology, 165; and symbolic meaning, 28; for team meetings, 170; and technology competence, 133; usefulness rating of, 41; varying interaction with, 182. See also Desktop video

Video-only systems, evaluating, 26, 27

Virtual blindness, example of, 161–162

Virtual collaboration, case studies of, and technology use, 48, 50–53. See also Collaboration; Technology

Virtual disasters, nearly having, stories of. See Near virtual disasters, stories of

Virtual environment, complexity of, 8, 9, 24, 59, 216, 217

Virtual operation experience, members with. See Experienced team members

Virtual research center (VRC), case study involving, 48, 50–51

Virtual teams: benefit of, 3; business justification for, 10; critical success factors for, 10–23; effectiveness of, ways to improve, 174; metaphor for, 217; as requiring special skills, 4; types of, 4–8, 9. See also Team entries

Virtual tent experiences, 223–224

Visibility issues, 83, 84

Vision development, 77, 216

Voice mail: appropriate selection of, 80; and being unable to meet commitments, 146; case study involving use of, 53; and creating team charters, 100; and cultural preferences, 29; described, 42; effectiveness rating of, by type of team meeting, 171; establishing norms for, 106, 107; facilitation tips for, 183; and information richness, 26; on the interaction continuum, 169; and networking competence, 132; and personal computing devices, 42; social presence of, 25; and symbolic meaning, 28; and technology competence, 133; and trust, 162

Voting/balloting, 33, 35, 175, 180, 182, 199

W

Web sites/pages: case study involving use of, 51–52; described, 44–45; importance of, 17; information richness of, 45; and orientation sessions, 105; parallel teams using, 6; permanence of, 45; and personal computing devices, 42; personal, setting up,
103, 116–117; placing responsibility matrices on, 105–106; for posting responses to role questionnaires, 127; social presence of, 45; usefulness rating of, 45.

See also [Internet entries]

Web-based folders, 172

Web-based network, 7

Whiteboards (electronic display):
  appropriate selection of, 80; case study involving use of, 50; and compatibility issues, 173; described, 36, 38; groupware incorporating, 32, 34; and impact on team dynamics, 199; information richness of, 38; on the interaction continuum, 169; permanence of, 38; social presence of, 38; for trust sessions, 156; usefulness rating of, 39; varying interaction with, 182

Word processing packages, competency in using, 133

Words and actions, ensuring consistency between, as an element of trust, 147, 152

Work: considering the type of, in technology planning, 109, 111, 112, 113; rewarding, importance of, 11, 12; types of, 106, 109, 111–112. See also Collaborative work

Work and document review; establishing norms for, 106, 109

Work hours, difference in, 67

Work styles, different: and technology planning, 112; understanding, competency in, 134–135

Work teams: and aiding in career development of members, 84; analyzing competence gaps in, 92, 142; applicability of startup steps to, 95, 96; common way of working for, 109; described, 6–7, 9; development of processes for, 117; matching technology to, 80; and orienting new team members, 104; as preexisting teams, 95; and selecting team members, 100; and task dynamics, 190

Workflow applications, described, 46

World Bank, 16

World Is Flat, The (Friedman), xi

Writing collaboratively. See Collaborative composition

Xerox, 38, 39–40

Yoon, P., 174