

Managing Virtual Project Teams by Using Technology

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Managing Virtual Project Teams by Using Technology

- AGENDA
- World is Going Digital
- Background & Benefits
- Virtual Definitions
- Essence of Teams
- Networks -- New Paradigm
- Building Trust
- Time & Place Issues
- Team Purpose, Mission, Vision, Results
- The Future



World is Going Digital

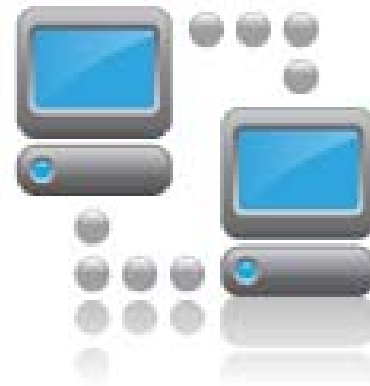
- Virtual Gap-Virtual Edge
- New Generation-New Way
- Virtual Teams Cross Boundaries of Space, Time, and Organization Using Technology to Extend Human Capabilities



“A Virtual Team is group of people who work independently with a shared purpose across space, time, and organization boundaries using technology”

Virtual Definitions

- Almost like –not real but appears to exist
- Not the same in fact- but in Essence
- “Is it live or is it Memorex”
- Living Teams



Background & Benefits

- Hypertext Mark-Up Language HTML-1993
 - Birth of Netscape
 - Reduce Costs--shorten cycle times
 - Increase Innovations
 - Leverage Learning.



Essence of Virtual Project Teams

- Born into Old Age Past--Navigate in New Age Present
- People / Purpose / Links / Time
 - People populate and lead small groups
 - Purpose holds groups together
 - Links are the channels, interactions and relationships
 - Time Dimension common to All Life=
Schedules, Milestones, Calendars,

Networks in Virtual Project Times

- Virtual Teams are the new paradigm
- Bureaucracy Bulges Out Sideways
- Lots of Leaders
- More tasks lead to more projects



Building Trust in VPT's

- People work together because they trust each other
- If you make a contribution people trust
- trust builds reciprocity-Reciprocity is key
- build trust in each stage of development
- Italy in 1100's-South(land)-North (credit)
- Creating Social Capital

Building Trust in VPT's

- Worst behavior is passive aggressive
- You need to know “electronic body language”
- Lack of responses, Speed of response, Tone
- Cooperation Wins-Some Competition helps
- To grow trust in small groups is key

Place Issues with the Virtual project team

- Face Time at least 3X at Sun, once at beginning to build trust , 2X to review project progress
- President & CEO meet virtually with team 3X per week to review major account rollouts
- Sun has sites that are virtual & real
- War rooms—Process rooms--backstage

How To Make Virtual Project Teams Work

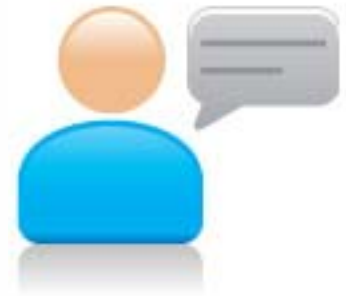
- Every project has an executive Sponsor
- Lots of upfront preparation leaves room for greater flexibility and creativity
- Must have collaborative Technology infrastructure

Remember for project success

90% people ----- 10% technology

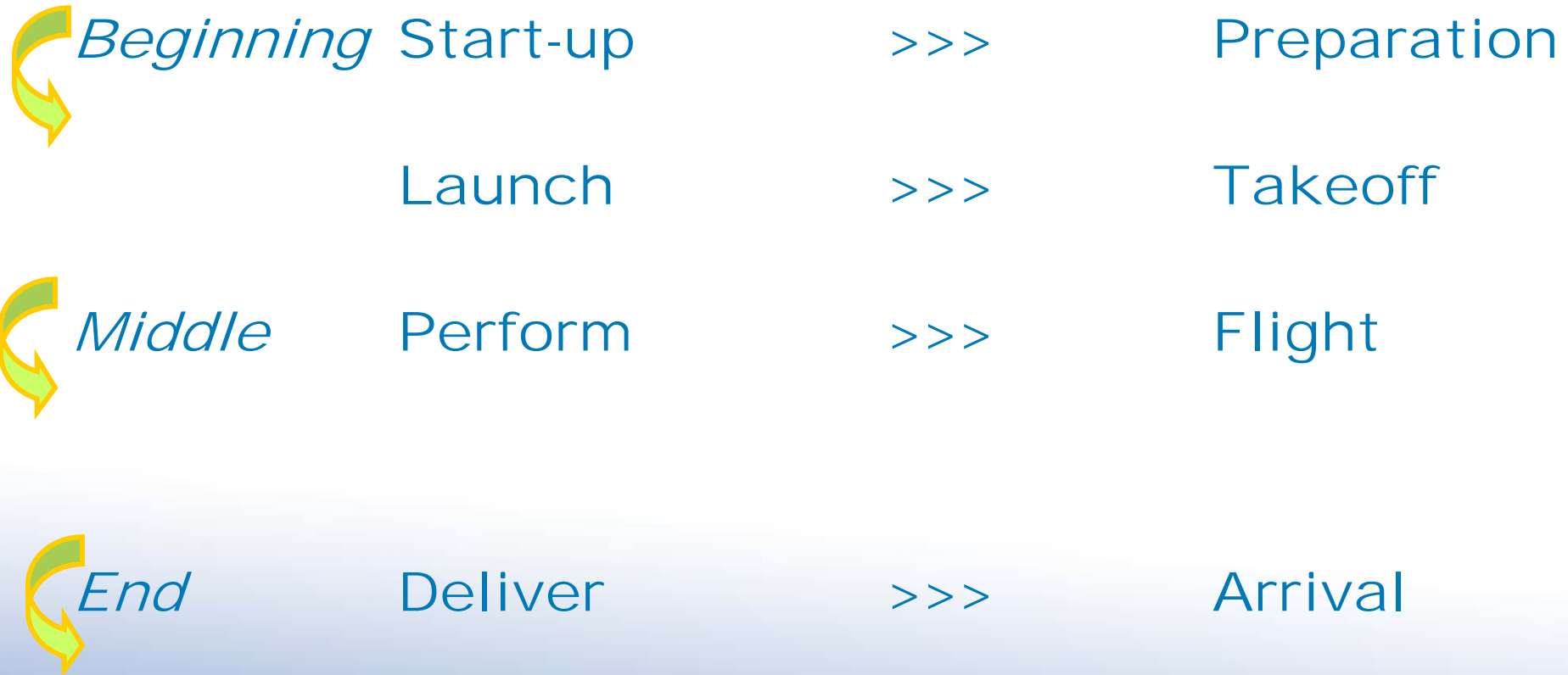
Critical Virtual Project Team Information

- Must have open exchange of information both internally & externally
- “Absolute openness will kill virtual teams”
- Decide upfront what is private ---what is public.




Time – Virtual Pulse of the Project

Five Phases of a Project Team



Time Virtual Pulse of the Project Team

- Two periods of turbulence-Take off / Landings
- Life Cycle of a Project team
- “S Curve”
- Slowing—Start-up—” AHA moment”
- Launch-- Transition—create core beliefs
- Perform—growing---great time for team
- Test---more transition—risk management
- Deliver—end game—hands off



Virtual Teams have a harder time getting started and holding together than collocated teams.

More Tips on Time for Virtual Project Teams

- Coming together difficult with time zones
- Synchronous meetings & videoconferences - are in real time
- Asynchronous-non real time, online conversations
- Creating Agenda's are critical & vital
- Agenda's must be more explicit
- Clarifying Goals, tracking tasks and accounting for results part of team elaboration.
- *Set up effective Change Management Systems*

Purpose of Virtual Project Teams

Today everyone works in Teams –usually multiple

- Project teams needs Mission Statements
- Broad Charter gets support from sponsor
- Purpose locks into place legitimacy
- Shared purpose=Develops Inner Authority

Purpose of Virtual Project Teams

Tap into people's Past experiences,
Passions, Expertise

*KNOWLEDGE → INTELLECTUAL
CAPITAL = WEALTH*

Why Cooperate in a Virtual Project Team

Benefits...

- Cooperative Goals motivate team members
- Key is Wide “Diversity of Knowledge”
- Help the organization and help yourself
- Eliminates employee resistance to change
- Minimize impact on productivity and quality
- WIIFM--???

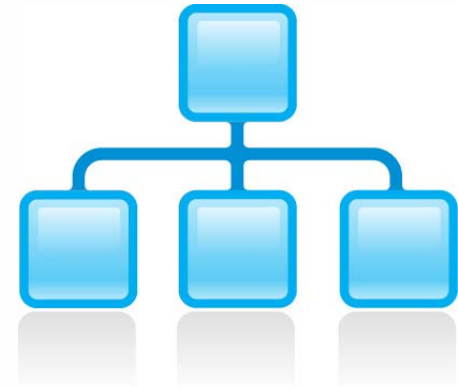
Discovering Purpose for Virtual Project Teams

Questions when developing a plan...

- You're a coach, not a boss
- Vision----→ Inspiration
- Mission-→ What the Group Does
- Goals---→ State what we are going to Do
- Tasks→ The doing-Action verbs-Who does what
- Results→ “Outcomes of Purpose”

Detailing the Work – The Tasks

- PROJECT GOALS
 - PROJECT TASKS
 - PROJECT RESULTS



VISUALS ON THE WEB

USE SYMBOLS-DIAGRAMS-TOOLS

Project Plan must be visible, Must stay updated, flexible & adaptable

Socialization of the Team

--Going backstage-Giving a Pass

--Every group needs

Identity, Socialization, Rank & Authority

--Teams rehearse in Private-Present in public

--Easy to Sabotage group with bad behavior

--Team leaders are more coaches less bosses

People Coming Together on Your Team

Good Virtual Project Teams are like Hockey — — 20 team member-use only
12 at one time

Rules Go out the Door in Crunch Time:

COACHES ARE THE “Traffic Cops”

No Silo's in hockey- Transparent about partnerships or you lose your teeth and your lunch money!

“The 21st Century is about speed & information, knowledge and competence, complexity and wisdom”

by Google Founders

“In successful project teams leadership is shared”

by Glenn Parker

Virtual Project teams have Many Leaders

Six Basic Leadership Roles Required

- Coordinator
- Designer
- Disseminator
- Tech-Net manager
- Socio Net Manager
- Designer
- Rank doesn't work all the time
- Managing Relationships are the critical skills

More About Virtual Project Leaders

How does your organization stack up?

- Task Leaders are oriented to productivity, measures and results
- Social leaders arise from Interactions that generate group identity, status, group attractiveness and personal satisfaction
- Social Informal—Just as Important as Task
- Ask employees for their input
- Show trust with more responsibility
- Apologize or admit when wrong
- Communication

Knowing What makes Project teams Morale High

How would employers rank these items?

Employees' Rank	Item	Employer's Rank
1	Interesting Work	5
2	Appreciation/recognition	8
3	Involvement	10
4	Job Security	2
5	Salary	1
6	Advancement	3
7	Pleasant Environment	4
8	Loyalty	6
9	Tactful Discipline	7
10	Sympathetic	9



Niebrugge, Vicki, Declining Employee Morale: Defining the Causes and Finding the Cure, NOVA Group

No Right Size For a Team

- Specialization is the Key
- Your area of expertise defines your role

THREE PARTS OF A VIRTUAL PROJECT TEAM

Core project team

Extended team

External Network

- Size depends on task at hand & unique constraints and opportunities
- No team is an Island

Seven Steps on Launching a Virtual Project Team

- create identity
- draft mission
- determine milestones
- set goals
- identify members-core, extended, externals
- establish relationships
- choose media

At the beginning introduce new technologies and consider changes—discourage it later

Making Project Corrections in Cyberspace

spend 97% of time making course corrections

Around->People->Links->Purpose->Timing

--very , very complex –functionality is the key

--PLACE → PLAN → HANDBOOK

--Guidebook is the key for Virtual Project Team

-- Trust is Always an issue



The Future

Cyper Frontier

- People fundamentally trust others or not
- Trust leads to links
- Trust takes time to develop
- Trust can lower cost of communications and relationship building
- Relationships are difficult to maintain as physical infrastructures
- Equality & Diversity are the keys to successful virtual project teams.



EDUCATIONAL RESOURCES

The following books are helpful in managing virtual project teams

Virtual Teams, People Working Across Boundaries with Technology

By Jessica Lipnack & Jeffrey Stamps

Boss Talk in the 21st Century : A Leadership Guide

By Thomas Mattus

Design a Life That Works

By Michael Alan Tate



Questions?

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