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Leadership Skills for Remote Teaming: Jan 20 Trainers' Roundtable Workshop

Conference Agenda



Introductions



How virtual teams are different from traditional teams



Challenges related to leading virtual teams - your responses



Summary: Challenges related to leading virtual teams



Characteristics and skills of effective remote team leaders



Summary: Characteristics and skills of effective remote team leaders



Virtual team leader best practices



Summary: Virtual team leader best practices



Preparing managers to lead virtual teams

Introductions

Please give us your name, location, organization, and anything else you'd like us to know about you

- 1. Nancy Settle-Murphy - Chrysalis International Inc.**
Developer and co-leader of today's Trainer's Roundtable. Have created and led several training sessions related to remote collaboration using Facilitate.Com and simultaneous audio conferencing. I love the idea of running this session from home in January, with no icy commutes to contend with.
- 2. Nancy Moorhouse CDM**
I have been delivering technical training online for over a year now and really enjoy the opportunity. This is a growing field that we all need to feel more comfortable in. During this session you will experience a technology that you may never have used before. Enjoy!
- 3. Sharon Kalus, Boston, Federal Reserve Bank of Boston, TQM Director**
I will probably have a few folks with me on the call. The Federal Reserve is a geographically dispersed organization and we have many cross-function, cross-System teams. The better we get at this, the more efficient we will be!
- 4. Dottie LaMark - Axcelis Technologies -Curriculum Development - Global audience**
We are using Blended learning and on-line learning but it has not caught on throughout the organization as I had hoped. I'm looking for fresh ideas to re-kindle some interest!

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5. **Herb Collins - Principal Course Developer - MRO Software**

I have been the point person in my organization to initiate the use of virtual classroom training (VCT). This has gone well, but I'm always looking for ideas. Now that VCT is adopted in my organization, I would like to get people thinking beyond training to collaborative teams for other purposes. So, this session is of great interest to me.

6. **John D. Pilla, Sr. Course Developer, Bedford, MA, MRO Software, Inc.**

Our company has been using VCT. We need to help promote it more to our sales force so they can sell more training. Need some fresh ideas.

7. **Judi Downey, Learning and Development Consultant, MFS Investment Management**

I am particularly interested in learning more about how to help participants be more comfortable when they attend video conference training. In addition, I'd like to learn more about how to use it effectively for interactive meetings and training programs.

8. **Monica Bignelli, Senior Training Specialist, John Hancock**

I designed and deliver a course on having effective meetings via videoconferencing, but I find too many of the managers just want to know how to use the equipment and don't see the value of concerning themselves with how participants at the far site are feeling. Also, a colleague is looking for ideas around conducting the performance review process when staff is dispersed.

9. **Sue Turner, Career Management Consultant, Peabody, MA**

Most of my work is done in person, both with individuals and group training. I am currently doing more virtual training and would like to translate effective in-person practices to the virtual environment. - Sue Turner

10. **Carol Nicholson, Learning and Development Consultant**

I designed and delivered webex sessions while working in house as a Director of Sales Training. Now I lead a remote team preparing to launch a mentoring program for the Boston Chapter of the HBA. I was inspired by your article on project management so I am interested in integrating the basics of effective project management with leading remote teams. I need a new "checklist" to prepare, deliver and follow-up to keep up with advancements in collaboration technology. And I am always looking for ways connect with others doing similar work and improve what I do.

Thank you so much for offering a program online to reflect the real world application.

11. **Julia Nault, - Director of College of Business, CDM University, Cambridge MA**

I am interested in providing support to our group leaders who have to manage virtual teams. This seminar is of interest both from the technological standpoint as well as the content. I'll be joined by our Director of Learning, Tracy Stewart.

12. **Linda Sabot, Principal Consultant, Swingtide, Inc.**

To design a global Gillette business process, I facilitated virtual teams, learning as I went. I would like to gather better techniques for running virtual meetings now that I have returned to consulting with clients outside my geography. Areas of interest: reading "body language," ensuring people are continuously engaged, reviewing/modifying work products, especially large diagrams. - Linda Sabot

13. **Julia Young, Facilitate.com, San Francisco, CA**

I work a lot with collaborative technology in development, knowledge transfer and facilitation. I find it very helpful in my own learning experience to participate in as well as lead remote meetings in order to build my skills and techniques for running them successfully.

14. **Beth Brettschneider**

15. **Barbara Callan-Bogia**

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Callan Consulting, Massachusetts

16. **Sharon Kalus**

Possibly joining me will be Jack Snyder in our IT area, Joyce Sandvik, AVP of Applications Support, and Lisa Perlini, HR Manager

17. **Nina Coil from Linkage**

I design, develop, and facilitate leadership development programs, and have had an interest in virtual teams since becoming a certified online instructor through Walden Institute a few years ago.

18. **Danuta McCall, Facilitate.com, CA**

I support and train clients who use our collaborative meeting software. In the process, I have the opportunity to learn about how virtual teams work effectively.

19. **Marianne Folino**

How virtual teams are different from traditional teams

There are many ways that virtual teams are different from those located in one geographic area

1. Kinds of virtual teams

Comments:

1. Geographical - same functions across different locations
2. Diverse locations within one overall geographic entity
3. Multiple functions, departments not located together
4. Project team
5. Ongoing management team
6. Others?

2. Often have no official manager or leader

Less clear who's in charge and how team will make sure work will get done

Comments:

1. idea
2. Leaders may be clear but not "recognized" and tasks remain undone.

3. Tend to span functions, organizations

Team members need to be more aware and knowledgeable about organizations outside of their own

4. Often span national cultures

Members need a greater awareness of how cultural differences play into team collaboration, without benefit of the visual cues that impart much vital information

5. May be project-focused or ad-hoc in nature

Difficult to know whether team-building and other foundational work is a good investment

Comments:

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1. "Virtual" may be regarded as "not real" by some--i.e., a virtual team is not a "real" team
6. **Challenges and projects tend to be complex**
...because they involve people from multiple organizations and functions
7. **Many don't know each other**
Many members have never met or worked together
8. **Audience partially local and partly remote**
Most difficult..
Comments:
 1. Out of site out of mind.
9. **Multiple reporting relationships**
Often report to different organization, and have different accountabilities and priorities
10. **Reward and Recognition**
The work of a virtual team member may not always be recognized by the person's manager or peers.

Challenges related to leading virtual teams - your responses

If you could name just one or two of the greatest challenges related to leading remote teams in your organization, what would they be?

Group norms

3. **Team members are answering to many pipers, and deadlines can slip.**
Logging in on time is big. We usually lose 5-10 minutes per call and really can't start without some of the key players. The higher level they are in the organization, the longer the slack time to get on the line.

Use of technology

2. **Technical difficulties of using the software**
At least a couple of users in every session I've run experiences computer difficulty. Some of this is because they do not do the pre-work but some of it is because their computer has not been adjusted to run the software. Nancy M
4. **Technology can be a challenge to virtual teams.**
We work across the globe bringing people together virtually. The technology can vary widely in terms of bandwidth, access to speakers/microphone, etc. In an idea universe, everybody to could pop into a meeting with no need for a telephone, just VOIP with their mic/speakers built into their machine. This would make the process more seamless.
Comments:
 1. CENTRA is really good at this. They prioritize VOIP with their software. Using CENTRA, our remote personnel in APAC (Asia Pacific) region, with often slow connections - can

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also participate effectively.

5. Connectivity

Many team members are "on-site" inside a secure customer facility, and are not allowed internet access from their workplace. Managing work-flow issues and getting everyone available and online at the same time (sometimes from their home connection) is an issue.

6. Connectivity world-wide, slow connections

and availability when consultants are working 10-12 hour days.

8. Technology - reliability and user comfort

It's far from seamless!

Engaging participants

9. a strictly hierarchical culture

Employees at satellite offices can feel cowed during meetings so don't contribute as fully as they could

12. Reading 'body language,' ensuring people are continuously engaged,

reviewing/modifying work products, especially large diagrams.

Managing time

1. Getting folks to do the pre-work and log on on time.

Comments:

1. Some company cultures implicitly allow latecomers to arrive when they want and will take time to catch them up at the expense of others

10. Managing the agenda

Making a realistic agenda and coordinating with a project management tracking document. What should be covered on the remote meeting vs update via e-mail? Giving directions on how to report a status update, should you stop and deal with issues or report out first and then go back as a team to discuss outstanding issues? Managing participants who are not prepared ie their information is outdated. Reframing concerns into a constructive dialogue on the issue. People can go on and on about a concern and I find it more challenging to interrupt remotely than in a face to face meeting. Nipping a concern in the bud to stay on track.

11. managing the time so everyone gets heard

Building relationships

7. Making Personal Connections and Establishing Relationships

Hard to do without "face time" yet essential for getting to participate fully

Summary: Challenges related to leading virtual teams

301. Make up of team may vary

Could represent different organizations and different perspectives 0 sometimes conflicting

Characteristics of Virtual Teams

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100. **Difficult to motivate people to join the different activities**
How can people be motivated to join different tools like discussion forum, electronic flip charts.
How can they be kept engaged?
101. **Tough to know if people are really engaged**
Easy to tune out, from meeting to meeting or altogether, without people knowing if you're in or you're out
102. **Harder to discover where gaps, conflicts exist**
Fewer venues/opportunities whereby participants can step back and see what's missing, what's needed, and who can step in to help
103. **Maintaining momentum toward meeting objectives**
E-mail and phone communications supplemented by occasional face-to-face meetings provide communication within teams. Some members communicate more regularly than others.

Comments:

Many virtual teams have a hard time maintaining high performance after 12 months

Comments:

1. Also true for face-to-face teams. May be more obvious when things are not working with face-to-face than with remote teams.

104. **Different time zones, cultures, languages**
Virtual teams often span boundaries that are hard to overcome when people can't see or don't know each other.
105. **Tacit knowledge is more difficult to share**
...explicit knowledge is easier, but still challenging without ground rules, norms, etc.
108. **Not having a shared understanding how the work should be done.**
109. **Building relationships, working with, instead of around, one another**
110. **Creating social relationships that lead to trust**
Teamwork is fundamentally social – creating social capital more difficult, especially critical
111. **Remaining connected between sessions**

Leading Virtual Teams

200. **Orienting new members can be more difficult**
Must bring new (or temporary) members up to speed in a way that does not interrupt the momentum of existing team
201. **More difficult to coach, mentor**
Providing feedback on performance is more difficult
202. **Need to create level playing field among team members**
People from different functions or organizations may have different norms, use software applications for reporting, have different communications protocol, etc.
203. **Must plan communications activities far in advance**
Need to determine who needs to be involved in which interactions, roles, timing, etc.



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- 204. **Must create environment that supports relationships**
goes beyond exchanging information or delegating deliverables
- 205. **Leader doesn't always manage team members**
must influence and persuade often amongst competing and sometimes conflicting priorities
- 302. **Inclusion of team members in their time zones**
Have a situation in which team members are occasionally allowed to meet at their own best time zone.

Relationship to technology

- 300. **Making sure that everyone understands how to use tools**

Characteristics and skills of effective remote team leaders

Thinking about what it takes to be a really effective remote team leader, what skills, competencies or capabilities are especially important?

People Skills

- 4. **Ability to sense the mood of the team and team members**
- 6. **Creates frequent contacts**
Good remote leaders get in touch frequently with team members to get steady stream of feedback. Leader initiates at least as much as member to let member know he/she is important.
- 8. **Engaging**
Has a way of engaging the participants.
- 10. **Sensitivity**
Sensitive to the needs of the team, esp. as it relates to the stated objectives/goal of the team.
- 11. **Skilled at small talk**
Ability to generate small talk with individuals on line - learn more about the person; possibly help members identify common interests; build trust
- 15. **Ability to build relationships when you haven't met people face to face**
Ability to share of oneself and connect with others. Taking the time to do this but also able to build a real personal connection.
- 17. **Must be able to let go, trust team members**
Comments:
 - 1. Don't micromanage
- 18. **Demonstrates genuine interest**
Leader demonstrates genuine interest in team members to keep everybody on board.
- 21. **Establishes trust**
Comments:
 - 1. Treat people the way THEY want and need to be treated (Platinum rule) vs treating them

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how YOU want to be treated. Have meaningful dialogue with them upfront about preferences and needs. Ensure process for frequent feedback and adjustments.

23. extreme soft skills

A remote team leader has to have almost "super skills" - extra sensitive antennae and a willingness to spend time setting the stage, including encouraging everyone to have a brief version of "icebreaker time" before jumping into business issues - giving an authentic sense that they know and really are interested in team members as individuals, not just "body count."

24. Different Level of Assertiveness

Capable of taking charge and moving things along in the absence of feedback - either visual or verbal.

25. Build sense of team

Comments:

1. Create clear expectations, accountabilities, roles, and outcomes.

Organizational Skills

3. Sending materials prior to session

Give the team enough time to review

9. Organized

Prepared for meetings

Pre-agenda sent

Clear and shared plans

22. Focus with Freedom

Keeping the team focused without restricting the flow of ideas, participation, and productivity.

28. Captures and summarizes

Leader captures information/work during each virtual session.

Leader summarizes results of virtual meeting/session. leader follows up with/on each action item.

And Leader checks individually with each participant on the items.

Cultural Skills

14. Sensitivity to other cultures

Time zones, nuances, language proficiency

30. humor

important for leader to first understand humor at other sites - Anonymous

31. Make up of team may vary

Could represent different organizations and different perspectives - sometimes conflicting

Observational Skills

2. Environmental Awareness



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Being aware of the team environment: Technological, Cultural (both organizational and societal), and geographical . . .

27. Learn level 3 listening skills where you pick up cues and clues from environment

Communications Skills

1. **Ability to listen deeply**
Cannot rely on vital nonverbal communications cues
7. **strong communicator, relationship builder,**
12. **Communicate expectations clearly**
Utilize various forms of communication (and check in) to see that all members of a team are clear on roles and expectations
13. **Good listener, check in other than planned meeting time**
19. **Communicates well**
Terms are defined, listens, gives folks a chance to talk, follows up on concerns, knows when to work with the group or to work with the individual,
26. **Uses multiple communication channels. Not just online meetings.**
I saw a session recently that said not to use a "stovepipe". In other words, not to rely too heavily on one method of contact. IM, e-mail, phone calls, online meetings with group, online meetings with group, etc. should be used. I'd be interested in hearing suggestions for other communication methods.

Facilitation Skills

20. **Choose enabling technology**
online hand raising, online leader-run screen as well as static flip charts, multiple windows to see various segments simultaneously
29. **Have effective remote ice breakers and team building activities.**
32. **Need to read and speak at same time**
Have skills to use multiple channels of communications
33. **Keyboarding**
34. **Keyboard skills**

Other

5. **Enthusiasm for the topic/project**
16. **They are able to travel at a moment's notice.**
Someone with a young family or no ability to travel might not have the personal flexibility to make the face to face meeting if the need arises.

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Summary: Characteristics and skills of effective remote team leaders

Summary of attributes, characteristics or skills that are especially important for leaders of virtual teams

Characteristics/behaviors

101. **Demonstrate importance of authentic two-way communications**
Make it easy for team members to communicate, especially re: tough issues or sensitive topics
102. **Characteristics/behaviors**
Ensure all voices are heard- through clear process instructions
103. **Patience, determination, stick-with-it-ness**
More so than with face-to-face teams a remote team leader or facilitator - we need to have the self-determination to keep going, unlimited enthusiasm despite the limited feedback we sometimes get.
104. **Creating shared accountability among team members**
Team members rotate among themselves the responsibility of holding each other accountable. Encourage reporting in, in some other format, between meetings.
105. **Project energy and enthusiasm**
Change the tone and volume of your voice to attract attention

Skills/competencies

201. **Cross-cultural sensitivity**
Information processing, sharing

Decision-making styles

Polychronic, multichronic

Tolerance for ambiguity
202. **Practicing purposeful silence, and having the confidence to do so.**
203. **Ability to listen and feel the mood of the group**
Without the usual visual cues the facilitator needs to be able to listen in to where the group is at. In big part this is checking in explicitly but there is also a skill in staying attuned to individuals and sensing/asking.
204. **Ability to engage - creating process and interaction**
205. **Recognizing conflict and having a methodology in place to come to resolve.**
206. **Being OK to let go and allow participants to participate**
Provide opportunities for focused participation. Build this into the agenda, use technology to facilitate participation, reach out to specific participants to activate their participation. Also be OK with silence and times when participants are thinking and entering ideas, and not talking. Use attribution / anonymity to track and encourage participation as appropriate to the group and the topic.
207. **Ability to influence without authority**
Especially important if team members have competing priorities and can choose who to work with

Comments:



1. Be clear about the benefits of the project goals to each of the participants.
2. Create context for what we are working on in terms of organizational goals and direction.

208. Capacity to ask effective questions to engage participants
asking what they know versus telling them what they need to know

Virtual team leader best practices

Thinking about the categories of team formation, engaging members, team communications, and building on momentum, what are some best practices that come to mind for a leader of remote teams?

Team formation

1. Sets a clear direction and purpose for the team

A good remote team leader sets a clear path of what our team is about and where we are headed. This might be a given or part of the team formation process but the leader makes sure that our goals and direction are clear and clearly understood.

Comments:

1. In addition, each session (virtual mtg) should also be clear as to the goal, objectives, and direction.
2. Build extra time into any agenda to allow participants to think about what is being said and to offer their comments and feedback.
3. Ensure that you have ground rules and operating principles that all team members understand and support.

3. Team Building

Have a remote icebreaker toolkit

5. Team formation

Team leader "meets" offline with individual members

Time is taken to do introductions of name, background, etc.

6. Provides guidelines for how team meetings will be run.

Is particularly an issue if facilitation of such meetings will be a shared responsibility on a rotating basis.

7. initial getting to know one another thoughts

This is one place I have seen posting a photo and brief bio, however we all might feel about how we look in photos, be a helpful way to get some initial sense of who everyone is - this is of course for when you can't do an F2F meet and greet.

9. Sets the stage - team formation

Effective team leaders introduce each member to the entire team, being sure to include information about each member's role and skill sets. They should also encourage each team member to tell the rest of the team a little about themselves personally.

10. Have A Couple Of 'get to know' you meetings at beginning.

Due to additional effort required to develop/maintain relationships at a distance maybe it would



be good to spend more time up front addressing this.

17. **creative icebreakers**

20. **New team member**

Have written the team ground rules, communication protocols, who to go to, etc. that would get them up to speed quickly

27. **Alternatives to face-to-face when just can't meet to get started**

Comments:

1. Video Conferencing

works best when no more than 3 or 4 people so can focus on the whole group

2. Virtual Pizza Party - order the same flavour!

3. Photos help link a face to the voice

4. Team web site or shared work space

5. Exchange personal information - hobbies, interests, etc.

6. If you're going to meet later, share photos early or we won't believe it is really you!

Engaging members

2. **Do a round robin**

Have people identify themselves and indicate an idea, thought, suggestion. Let them pass and go around until all input is exhausted.

Comments:

1. Make it unpredictable as to who will be called on when to keep everyone on their toes

4. **Ask specific individuals what they think. Test/check their comprehension**

This puts people on notice that they need to stay engaged or at least aware of what's going on . They may be called by the leader.

15. **Have 'Offline' meetings with individuals/sub teams to engage them.**

Have extra meetings to direct tasks, get opinions, present issues/problems. have these groups/individuals present well-considered list of viable solutions...to pare down number of considered ideas online by the group.

16. **Engaging members - What's in it for me?**

The team leader should build relationships with participants, learn their interests and needs and then communicate how their participation links to those interests and needs.

18. **Round table discussions - Create a visual table**

Have a picture of a table with each participant seated, using initials. Can then employ round-the-room techniques.

19. **Training Time**

Allow time to train team members in how they can translate in-person behaviors to virtual environments: etiquette, comfort with technology. Give a level playing field for contributing.

21. **Use Technology to Engage visually**

Using software, don't rely on mouse movement - uses all visual capabilities of the available



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software - highlight, pointers, underline, text, etc. keeps it visually engaging

23. Ask team members to run their part of the meeting.

If somebody needs to make a presentation/generate ideas, make them responsible for coordinating this effort in the meeting. Teaches them how to run meetings and gets them engaged.

24. Assign Role

Ongoing meetings: assign tasks/topics to different people to address different topics so they have a specific role during a meeting.

26. Use roll call questions to engage each individual

Team communications

8. Check in with team members frequently 'offline'

Call or email privately to get a sense for how they're feeling and what they need from you as team leader

12. Sending materials prior to session

Give the team enough time to review.

14. Don't call on specific participants; puts them on the spot.

Would not recommend specifically calling on participants. Some people are just more reflexive than other and need time before they're ready to share their thoughts.

Comments:

1. Interesting - I would disagree with this. I think that calling on people helps keep them engaged. You can warn them and make it comfortable and productive. Calling on their expertise, for example. Some cultural issues come into play here too.
2. Pre-work may have given you some information about what participants need to know or have to say or see as challenges. This gives you something to ask someone about.
3. Going round the room/table to keep people engaged
4. Sometimes keeping people on their toes is a way to keep them motivated to pay attention and not working on email - creative ways to keep people engaged.
5. busting people every now and then - keep it a little unpredictable
6. Don't embarrass people
7. Get someone's attention first, then ask them a question. Engage but don't embarrass. Also allows you to check that they are still there before you ask your question.

22. Team Communications

Have a team website or folder on a shared drive for all communications - this is a good way of ensuring that all members get the same information at the same time.

25. Use of headphones makes it easier for the facilitator and participants

Building on momentum

11. Momentum

Schedule a face to face meeting

13. Building a learning culture

Spend time once a month on the call with people sharing one thing they learned this month-in the job, relationship with coworker, etc. good book, website resource and one thing challenge they've encountered and how they handled it and lessons learned.

Comments:

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1. Build a knowledge repository, even if on a small scale

Summary: Virtual team leader best practices

Summary of best practices for virtual team leaders

Team formation

1. Match skills/growth areas to tasks - requires assessments

Match members' skills and perspectives to collective work products. Assign task and leadership roles in ways that take full advantage of the different skills, experiences, and perspectives in your group as well as others you can access through groupware. However, recognize that you will need a realistic inventory of members' talents and skills to match assignments with performance tasks.

Comments:

1. Use of MBTI, DiSC, or similar may be helpful to gain rapid familiarity

2. Creating level playing field

Minimize power differential

Equal access to information, technology

3. Establish clear and explicit goals with help of the team

Always connect contributions and achievements to goals

4. Building community, shared purpose, team identity

Honor need for affiliation – even among “lone wolves” who seem to enjoy working alone

5. Gaining commitment

Validate ability to participate – personally with each member – don't assume full participation

Comments:

1. Be specific about what "full participation" means as part of this team --e.g. active participation (vs multitasking) for all Monday morning calls; commitment to meet stated deliverables by agreed-upon dates; responding to members' emails within 24 hours; etc.

6. Increase and intensify team interactions early on

Beware of overly relying on asynchronous communications as a replacement for needed human interactions

7. Bringing on new members

Create strategies for people to enter and re-enter easily

Comments:

1. Create easy-on, easy-off ramps

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8. Consciously devote time to creating 'social capital'

Allocate time for social check and otherwise enabling team members to get to know each other in ways that go beyond the task at hand

9. Knowing when to use which technology

Use the technology to help towards and end, rather than having it drive the process.

10. Agree on important operating principles and ground rules up front

E.g.: re: communications within team, to stakeholders, decision-making, handling conflict, etc.

Comments:

1. Include signals to show interest, confusion, reflection, disagreement, etc. through synchronous and asynchronous means
2. Set some clear rules of behavior. Attendance: no interruptions to take phone calls ... Discussion: no sacred cows ... Confidentiality: what we say stays among us ... Analytic approach: evidence based decision making Outcomes-based orientation: everyone gets assignments and does them ... (From Wisdom of Teams)

11. Consider F2F to jumpstart team

F2F can help build quick connections that can lead to trust and better collaboration earlier in the life of the team

Comments:

1. Especially for long term teams or teams where personal connections or trust is critical.

Keeping team engaged and focused

101. Celebrate achievements and accomplishments

Online, in person, via mail

102. Keep conversations interesting and engaging

103. Call 'bad behavior' for what it is

Don't allow some team members to ignore team members, or to violate agreed-upon norms. Call members on their behavior, either publicly or privately.

Comments:

1. Allowing transgressions gives tacit permission that others can follow suit

104. Consciously create a learning organization

Frame conversations based on what people have learned and implications

Comments:

1. Make sure to continually reflect on what the team has learned (especially from each other) as they move toward meeting desired outcomes

105. Build community among team

May be through creation of norms, establishment of team etiquette and protocols, shared sense of purpose

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106. Reinforce the perception of fairness

Pay attention to any hint of bias, favoritism, insensitivity to differences, or unbalanced treatment--difficult to overcome later on

107. Links actions, deliverables to shared purpose

May need to constantly remind team of the intended outcomes and how tasks contribute. Be clear about consequences of not reaching stated goals.

108. Share the facilitation

109. Practice 'weaving'

Summarizing and distilling responses amongst team; providing context for what's transpired and what lies ahead; meshing what team is doing alongside what's going on with other groups

Team communications

201. Use performance contributions and results to guide communications and agendas

Comments:

1. Focus conversations on goals and intended outcomes

202. Develop agreed-upon method, norms for providing feedback re: communications

Between leader and members, and among the team. Consider communication style, quantity, frequency, clarity, usefulness, etc. of communications

Comments:

1. Check in with individuals and/or team re: communications - e.g. can people easily find, share the info they need to do their jobs? Does team need to meet more/less frequently? Is meeting time productive?

203. Explore diverse perspectives

Identify and discuss differences openly, along with implications for team, project, intended outcomes – allow time

Comments:

1. Allocate time for needed debates, discussions, different points of view
2. Silence is consensus can be a very dangerous assumption in the absence of nonverbal communications

204. Seek ideas and opinions from all

Make sure you set aside the required time for necessary conversations

Comments:

1. May require separate 1:1 or small-group conversations

205. Create multi-pronged communications plan with help of team

Objectives? Method? Who contributes? Distributes? Timing-duration, frequency?

Comments:

1. Consider creating a communications matrix that spells out objectives, audience(s),

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nancy@chrysalisinternational.com | www.chrysalisinternational.com



timing, delivery mechanism, review/approval needed, etc.

206. **Make sure that meeting time is productive and rewarding**
Your best opportunities for keeping people engaged and committed are during period of real-time interactions with team members
207. **Create a shared sense of urgency**
Frame the key issues and continually ask questions about them
208. **Visibility**
Manage by "walking around." Just as in a co-located team, a good leader should make self visible to all team members. This maybe an email to say "hello" welcome to the team., sending "atta" boys/girls when someone does something positive.
209. **Acknowledge when F2F meetings are vital**
face-to-face sessions are key to intensive, real-time problem solving while virtual meetings are best for efficient information sharing and updating.
Comments:
 1. [Check list at www.ChrysalisInternational.com](http://www.ChrysalisInternational.com)

Roles and responsibilities

301. **Identify interdependencies**
Identify interdependencies – creates ways for members to communicate effectively, efficiently to those dependent on each other's work
302. **Develop cross-team groups**
Focus on particular skills that will keep isolated team members exposed to knowledge from the rest of the organization
303. **Divide your tasks and goals into individual versus collective work products**
Determine the extent to which people need to collaborate, or not, and organize the team and communications around that model.
304. **Identify leadership functions others can assume from time to time**
May change over life of project
Comments:
 1. Your group should self-consciously divide up and assign different leadership roles. For example, ask different members to act as monitors and guides to groupware interactions. Also, remember that there are always the roles of facilitator, note keeper, and discussion leader. Such roles are critical in the world of virtual interaction as well as in co-located work groups. Yet because group members are literally out of sight of one another, they sometimes overlook the value of these assignments. Their interactions suffer accordingly.
305. **Challenge unnecessary barriers to collaboration across boundaries**
Question constraints and roadblocks; validate which are real and which can be erased or minimized
306. **Don't feel compelled to come to the rescue**
Enable the team to take initiative and resolve difficulties on their own whenever possible--



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otherwise, they will learn to turn to the leader instead of collaborating and learning from each other

307. Shift from control to member self-management

Comments:

1. Control shifts from traditional mgr role to members of the group, who take personal responsibility and ownership for results, which are visible and measurable
2. Allow leadership to emerge "close to the action" rather than designating leaders, when possible

308. Contract with the client for results/outcomes

Then also contract with the remote team for results and outcomes. So that we can then keep bringing people back to those outcomes and keep on track. This is a competency as well as an action.

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