

CONTENTS

Web Ancillaries	viii
Figures, Tables, and Exhibits	ix
Acknowledgments	xiii
The Editors	xv
The Contributors	xix
The Challenges of Virtual Teaming	1
Jill Nemiro, Lori Bradley, Michael Beyerlein, Susan Beyerlein	
PRINCIPLES OF HIGH-PERFORMANCE VIRTUAL TEAMS	27
<u>PART ONE</u> Working Collaboratively	29
ONE A Framework for Working Across Boundaries	31
Michael Beyerlein, Jill Nemiro, Susan Beyerlein	
TWO Design Principles for Successful Virtual Teams	59
Gail Goodrich Harwood	

<u>PART TWO</u> Building a Collaborative Culture	85
THREE The Three-Fold Path of Expanding Emotional Bandwidth in Virtual Teams	87
Trina Hoefling	
FOUR Getting Virtual Teams Right the First Time: Keys to Successful Collaboration in the Virtual World	105
Linda M. L. Peters, Charles C. Manz	
FIVE Sensemaking to Create High-Performing Virtual Teams	131
Gina Hinrichs, Jane Seiling, Jackie Stavros	
SIX Trust Building Online: Virtual Collaboration and the Development of Trust	153
Chris Francovich, Michelle Reina, Dennis Reina, Christopher Dilts	
<u>PART THREE</u> Leading Collaboratively	177
SEVEN Transformational Leadership Attributes for Virtual Team Leaders	179
David Braga	
EIGHT Going Beyond Leadership Style: When and How Do We Lead Change?	195
Dina M. Mansour-Cole	
NINE Leading Virtual Teams: Potential Problems and Simple Solutions	213
Thomas A. O'Neill, Rhys J. Lewis, Laura A. Hambley	
DESIGNING HIGH-PERFORMANCE VIRTUAL TEAMS	239

<u>PART FOUR</u> Setting Up a Collaborative Team	241
TEN Team Composition and Member Selection: Optimizing Teams for Virtual Collaboration	243
Kara L. Orvis, Stephen J. Zaccaro	
ELEVEN Generational Differences in Virtual Teams	263
Emanuel Brady, Lori Bradley	
TWELVE Assessing Training Needs for Virtual Team Collaboration	273
Marilyn Sawyer Wesner	
THIRTEEN Design Concepts for Virtual Work Systems	295
Jodi Heintz Obradovich, Philip J. Smith	
<u>PART FIVE</u> Working on a Collaborative Team	329
FOURTEEN The Technology That Supports Virtual Team Collaboration	331
Lori Bradley	
FIFTEEN Training for Virtual Collaboration: Beyond Technology Competencies	345
Arie Baan, Martha Maznevski	
SIXTEEN Combating Confusion: Virtual Teams That Cross Borders	367
Sue Freedman	
SEVENTEEN Problem Solving in Virtual Teams	391
David Braga, Steve Jones, Dennis Bowyer	

EIGHTEEN Correcting Chronic Decision-Making Problems Through Effective Collaboration	405
Mehran Ferdowsian	
PART SIX Tools and Assessments for Collaboration	439
NINETEEN Tools for Effective Virtual Team Start-Ups	443
Kimball Fisher	
TWENTY Tools for Effective Virtual Team Meetings	461
Dipti Gupta, Lori Bradley, Terence Yeoh	
TWENTY-ONE VEtiquette: What Is the Etiquette of Virtual Teams?	479
Mal Conway, Jack Jennings, Curt Raschke, Mary B. Witort, Michael Beyerlein	
TWENTY-TWO Creativity Techniques for Virtual Teams	491
Jill Nemiro	
TWENTY-THREE Using Assessments to Predict Successful Virtual Team Collaboration Performance	533
Scott K. Filgo, Scott Hines, Scott Hamilton	
TWENTY-FOUR Building the Business Case to Executives for Virtual Teams	553
Michael Beyerlein, Susan Beyerlein	
REAL WORLD EXAMPLES OF HIGH-PERFORMANCE VIRTUAL TEAMS	569

<u>PART SEVEN</u> Case Studies	571
TWENTY-FIVE Virtual Teams in Medical Care Delivery Steven K. Rothschild, Stan Lapidos	575
TWENTY-SIX Distributed Work: Using Data to Drive Business-Focused Decision Making Anita Kamouri, Eric Richert	591
TWENTY-SEVEN Virtual Collaboration in a Matrix Organization Amy Kates, Paul J. Erickson	619
TWENTY-EIGHT Knowledge Transfer and Learning on Virtual Design Teams Jude G. Olson	653
<u>PART EIGHT</u> Conclusion	679
TWENTY-NINE Collaboration in the Real World: Virtual Team Key Take-Away Principles That Work Michael Beyerlein, Lori Bradley, Jill Nemiro, Susan Beyerlein	681
THIRTY The Virtual, Networked Organization: How One Company Became Transparent Jeffrey Stamps, Jessica Lipnack	693
Name Index	707
Subject Index	717

WEB ANCILLARIES

Readers are invited to review and download the supplementary Web materials for *The Handbook of High-Performance Virtual Teams: A Toolkit for Collaborating Across Boundaries*. These materials include a variety of assessment surveys, practical tools, and additional chapters and references to assist in developing high-performing virtual teams. Related items on the Web have been listed at the end of relevant chapters in the handbook.

The supplementary Web materials are available FREE on-line at www.wiley.com/go/virtualteamshandbook.

For information concerning the Instructor's Manual, which includes chapter summaries, discussion questions, relevant reading lists, and suggestions for writing assignments and class activities, go to www.wiley.com/college.

Thank you,

Jill Nemiro, Michael Beyerlein, Lori Bradley, and Susan Beyerlein, Editors

FIGURES, TABLES, AND EXHIBITS

FIGURES

Figure I.1	The Path Toward High-Performance Virtual Teams	5
Figure 1.1	Permeability of Boundaries	39
Figure 1.2	Four Team Members Inside Silos: Beginning to Build a Shared Culture	40
Figure 2.1	2 × 2 Leadership Matrix	65
Figure 3.1	Road Map to Expanded Emotional Bandwidth	92
Figure 4.1	Drivers of Virtual Collaboration	108
Figure 5.1	The Sensemaking Process for Virtual Teams	135
Figure 5.2	The Five C's of Conversations and Relationships	144
Figure 6.1	Reina Trust and Betrayal Model	157
Figure 6.2	Transactional Trust	158
Figure 6.3	Query Space	162
Figure 6.4	Group View of the Query Space	163
Figure 6.5	The Discussion Center	164
Figure 8.1	Leadership Action Model for Fair Change	198
Figure 9.1	Three Functions of a Virtual Team Leader	214
Figure 9.2	The Feedback Loop	217
Figure 10.1	Conceptual Framework for Team Staffing Strategy	248
Figure 12.1	Relationship Between Organizational Needs Analysis and Training Needs Assessment	278
Figure 13.1	A Breakdown in Performance in a Virtual Work System	300
Figure 13.2	Simplified Organization Chart of a U.S. Army Corps	308
Figure 13.3	Display with the Telepointer	317

Figure 15.1	Three Critical Success Factors for Virtual Teams	351
Figure 15.2	T ³ Module Scores for the Global HR Support Team	358
Figure 16.1	Cultural Dimensions Relevant to Team Performance	376
Figure 17.1	Six-Step Problem-Solving Process for Simple Problems	397
Figure 18.1	Proposed Decision-Making Model	434
Figure 19.1	The Social and Technical Systems	445
Figure 19.2	The Social, Technical, and Environmental Systems	446
Figure 19.3	The Personal, Social, Technical, and Environmental Systems	447
Figure 22.1	Force Field Analysis Model	499
Figure 22.2	Mind Map Generated Through Mind-Mapping Software	504
Figure 22.3	Complex Mind Map Generated Through Mind-Mapping Software	505
Figure 26.1	Black Box Decision Making	593
Figure 26.2	Data-Driven Decision Making	595
Figure 26.3	Strategic Choice Model	599
Figure 26.4	Infrastructure Scenario Alternatives	602
Figure 27.1	Example of a Typical Matrix Organization	623
Figure 27.2	Sample Relationship Map	634
Figure 27.3	The Four C's of Trust	635
Figure 27.4	Sample Responsibility Chart	643
Figure 30.1	Hierarchy Network with Hubs	699
Figure 30.2	The 80/20 Power Law at Eleum	700
Figure 30.3	Distribution of Positions by Level	701

TABLES

Table I.1	Handbook Chapters Relating to Each Virtual Team Challenge	14
Table 1.1	Cultures for High and Low Creativity	46
Table 1.2	When to Use Different Types of Virtual Team Leadership Structures	53
Table 2.1	Example of a Roles and Decision Accountability Matrix	72
Table 2.2	Types of Measures	74
Table 4.1	Summary of Actions to Promote Successful Virtual Collaboration	121

Table 5.1	Weick's Seven Properties of Sensemaking and Related Challenges for Virtual Teams	137
Table 7.1	Transformational Versus Transactional Characteristics	183
Table 8.1	Communicative Indicators: Questions and Comments Made by Team Members That Signal Their Justice Concerns	202
Table 8.2	Justice Indicators for Leadership Action	205
Table 10.1	Example Knowledge and Skills Matrix	256
Table 10.2	Example of Need for Skills Based on Mission Parameters	257
Table 11.1	Generational Group Affiliations and General Characteristics	266
Table 12.1	Unobtrusive and Obtrusive Data Collection Methods	277
Table 12.2	Training Needs Assessment Questions Categorized by Level of Analysis	286
Table 13.1	Case Studies and Themes of Best Practices for Virtual Work Systems	297
Table 13.2	Virtual Work Systems Best Practices and Recommendations	323
Table 14.1	A Tool for Assessing Collaborative Technology	334
Table 14.2	Virtual Collaborative Options in the Absence of a Face-to-Face Meeting	341
Table 15.1	Modules in the T ³ Training Program	356
Table 16.1	Strategies for Developing High-Performing International Project Teams	384
Table 18.1	Consultation: Benefits, Impact, and Application	408
Table 18.2	Pros and Cons of Collaboration and Decision-Making Methods	415
Table 18.3	Virtual Collaboration and Decision-Making Principles	429
Table 18.4	Rules of Engagement and Procedure: Individual Roles, Responsibilities, and Mutual Expectations	430
Table 18.5	Essential Prime Requisites for Effective Consultation	432
Table 20.1	Guidelines for When to Hold Virtual Team Meetings	463
Table 20.2	Matching Technology to Degree of Collaboration	472
Table 20.3	Matching Technology to Tasks	473
Table 22.1	Example of a Sequential-Attributes Matrix	510
Table 22.2	Creativity Techniques Categorized by Selection Criteria	525
Table 26.1	Example Key Success Factors	598

Table 26.2 Example System of Infrastructure Support	601
Table 26.3 Example Work Profile Dimensions	607
Table 26.4 Example Work Style and Preference Dimensions	609
Table 26.5 Distributed Work Implementation Considerations	613
Table 27.1 Principles and Tools for Designing a Matrix Organization	630
Table 27.2 Relationship Health Check	645

EXHIBITS

Exhibit 3.1 Session Agenda Template	97
Exhibit 7.1 Survey Matrix of Questions	188
Exhibit 9.1 What Virtual Team Leaders Need to Do and When They Need to Do It	231
Exhibit 20.1 Sample Meeting Notice and Agenda	471
Exhibit 20.2 Checklist of Actions to Take During the Premeeting Stage	474
Exhibit 20.3 Checklist of Actions to Take During a Virtual Team Meeting	476
Exhibit 20.4 Checklist of Postmeeting Actions	477
Exhibit 22.1 Sample Force Field Analysis Worksheet	500
Exhibit 24.1 Checklist for Business Case Preparation	565
Exhibit 25.1 Personal Diabetes Record	583