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**Identify & explain the communication challenges that global virtual teams face**

* There are very few hours of the working day that overlap. Collaborating with other countries causes workers to start earlier or finish later.
* If conflicts between members were to arise it could be more severe and longer lasting. This, in turn, makes conflicts harder to resolve.
* GVTs are more susceptible to competitive or divisive sub groups due to differing cultural backgrounds. Stacking two separate groups against each other means that neither party will end up being productive.
* Distance can add time to decision making. If miscommunication and misunderstandings occur, then stress and conflicts are heightened.
* It is very difficult for teams of different nations to establish a sense of trust in one another. This can lead to second-guessing of each other’s work and reduced workflow.

**Identify & discuss the benefits that diversity in teams offers for the development of ICT systems**

* Having team members across the globe allows the company to rapidly respond to changing markets.
* Different cultural backgrounds can provide multiple perspectives which leads to greater innovation, creativity and problem solving.
* Due to different working hours, there are always team members working on the project.
* Cost of resources in different countries might be less compared to others.

**Provide one recommendation for global virtual team members to improve their communication**

Conduct regular meetings to keep members in touch as it keeps communications between the members to avoid misunderstandings and conflicts. The frequent communication helps build trust among members and normalises the process of conferencing over long distances. It also allows members to coordinate their activities.

**Summary of Reference**

The study shows they utilise scrums to ascertain structure throughout virtual teams. In the case study, the team video conferenced a lot to make up for a lack of face to face communication. Scrum meetings kept everyone up to date, prevented misunderstandings and built trust within the team. They utilised strong reinforcement of the team to work towards a common goal and promote collaboration.

The values that the team embraced were “communicating through the roof”, “meeting them halfway” and “fist of five”. Embracing those values helped them to stay strong as a team throughout the course of the project. Everyone was encouraged to speak and be heard - to express their thoughts on what they could and could not work out. Fist of five ensured that everyone's thoughts about going ahead were valued and were not forced into progressing even though they had an idea to improve the project. We are one team - indicate strong team identity by utilising the key word of “we”. All team members actively engaged in discussions, problem solving and decision making. Meeting them halfway ensured no group of workers had to compromise more than other groups.

Sprint planning meetings were scheduled to determine what tasks are being worked on. Daily scrum meetings included a recap of what they worked on today and what they needed to do on the following days. Furthermore, the meetings were utilised as an agile approach to development as they can quickly make adjustments if needed.

One of the advantages of having GVTs is that location based people are not required, rather the best person for the job can be used. Having team members across the globe gives the companies the ability to rapidly respond to the local market.

One of the major disadvantages of using GVTs is there are very few hours of the working day that overlap. In order to collaborate with other countries workers will have to start earlier or finish later. If conflicts between members were to arise it could be more severe and harder to resolve compared to a local team. GVTs are more susceptible to competitive or divisive sub groups, which can lead to a lack of information sharing and conflict.