*Summary*

Muriel E. Scott (2013) discusses the benefits and challenges that can be faced with Global Virtual Teams (GVT’s). It analyses the steps that were taken within the team to effectively communicate and implement processes to allow for effective communication, whilst providing a high level of creativity and innovation for the projects.

The author asks and analyses research questions of

*RQ1: What communicative rules do GVT members draw on to be effective as a team?*

*RQ2: What communicative resources do GVT members draw on to be effective as a team?*

The article reports on the findings and interpretations of the results to the above questions and draws a conclusion of what worked well for these team members.

Despite it working for this team, there is not a lot of evidence to show that this form of communication and the steps taken to effectively complete the project, would work in every environment.

The author provides a new perspective on GVT’s, whilst giving teams an option to implement steps and knowledge, to make their teams work effectively despite the challenges of time, distance and culture.

*Question 1. Identify & explain the communication challenges that global virtual teams face*

Global virtual teams (GVT) can face many problems when separated by distance.

First and foremost, GVT’s aren’t immune to issues that occur from working in any team environment. Quite often, ineffective teams are created when team members lack commitment to contribute to the assigned task.

Additionally, conflict issues can be amplified when working in a GVT. It has shown that conflicts can result in a higher intensity, can last a longer amount of time and can even be more difficult to resolve.

To add to the complications, GVT’s can suffer the most due to difference in location, difference in time, and cultural differences. A major issue that is caused by time differences in a GVT occurs when trying to plan meetings or arrange activities with team members. Due to team members being in different time zones, it means times must be carefully chosen to accommodate all team members.

Finally, complications arise from cultural backgrounds. Many team members may approach tasks with preconceived ideas when it comes to tackling decision making, leadership or team relationships. Language barriers can cause confidence issues with team members, often leaving them feeling uncomfortable, not sharing ideas and unable to form trust.

Question 2. Identify & discuss the benefits that diversity in teams offers for the development of ICT systems

The benefits of diversity in a team setting show that people from all walks of life, anywhere in the world, despite the communication difficulties, can be of a major advantage to companies worldwide.

In this article, it’s shows that the diversity within a Global Virtual Team is a major advantage. As stated in the article “Varied backgrounds within a team allow multiple perspectives to be brought to bear on problem solving, often leading to greater innovation and creativity (Zakaria et al., 2004)”

*p303*  *Muriel E. Scott (2013) “Communicate Through the Roof”: A Case Study Analysis of the Communicative Rules and Resources of an Effective Global Virtual Team, Communication Quarterly, 61:3, 301-318, DOI: 10.1080/01463373.2013.776987*

When teams combine from different countries, as mentioned in this article, it shows that the teamwork can have a positive effect on the overall result of the project.

In this instance, with the article, it showed that frequently this team followed a software development process called “SCRUM”. It allowed the team to work together, despite their different backgrounds and cultures and allowed the team to also share their values. As quoted in the article “communicate through the roof”, “we are one team” and “meeting them halfway” were articulated by the team members as discursive resources that they draw on to direct their behaviour and to make sense of the interactions.

*p308*  *Muriel E. Scott (2013) “Communicate Through the Roof”: A Case Study Analysis of the Communicative Rules and Resources of an Effective Global Virtual Team, Communication Quarterly, 61:3, 301-318, DOI: 10.1080/01463373.2013.776987*

Based on these quotations, it effectively shows that despite many differences within the team, ie. some members from India, others from the US, on the provision they stuck with the key rule, “SCRUM”, they were able to tackle the difficulties faced.

*Question 3 Recommendations*

The Global Virtual Team members could improve their communication with the incorporation of reflection strategies by investigating the initial guidelines that should make up the architecture of their interactions. Muriel E. Scott (2013)

The GVT in question has been identified to achieve deadlines and goals Muriel E. Scott (2013)

The incorporated “Fist of five” moment in the recording screams pressure placed on the individuals to be unified in the decisions with no real brainstorming involved, however, if they incorporated the same drive and willingness to succeed into their interpersonal skills and overcoming the obstacles of distance and ethnical diversity, the streamline to interpersonal success within the relationships will be far greater.

This could be done if the elected project manager coordinated routine extracurricular teambuilding exercises prior and post assignment for the members to be able to understand, develop and empathize in their relationships with their fellow counterparts. An example could be games of or social activities that align with the interest of development, pushing aspects of entertainment and fun as the main goal.

*REFERENCES*

Muriel E. Scott (2013) “Communicate Through the Roof”: A Case Study Analysis of the Communicative Rules and Resources of an Effective Global Virtual Team, Communication Quarterly, 61:3, 301-318, DOI: 10.1080/01463373.2013.776987