

19th October, 2015

To Dr. Akemi Takeoka Chatfield,

I am pleased to present this comprehensive research report on Virtual Teams. This report was produced after extensive review of existing literature on virtual teams. In this report we addressed the question: how can ICT be used to effectively conduct and manage remote IT projects and mitigate risks that are inherent in large-scale IT projects?

The concept of Information and communication technologies is deeply interwoven with the functioning of virtual teams, so much so that without it the concept of virtual teams collapses. Team members in the virtual teams are linked by variety of information and communication technologies and the challenge of sharing important information lies at the core. It has been observed that sophisticated communication technologies employed by the virtual team can go in vain if there is lack of trust amongst the team members. Furthermore, from our findings it was observed that available technologies if used efficiently can be used to resolve major challenges faced by remote teams such as building trust, monitoring team progress, bringing accountability enhancing work visibility of virtual team members.

If a sense of “teamness” is absent from a distributed team then there exists a high risk of project failure. Therefore Project Managers need to do a conscious effort in bringing the team members closer so that they are willing to share important knowledge needed for progressing forward. It is recommended that project managers should establish a media communication framework right from the beginning of the project. This is because different communication tools and technologies can provide different levels of communication richness. It is imperative that the right communication channels be chosen for knowledge and information transfer, so that important information does not get lost and team leaders can make timely decisions. It is also recommended that teams be designed in such a manner that co-ordination and communication amongst team members should be reduced to bare essentials. This requires extensive planning and design that compartmentalizes the team during its inception with strict and well established communication protocols. Lastly, It was observed that internal social communication tools that allow informal communication can go a long way in establishing bonds or oneness amongst team members and project managers should encourage their use inside the organization.

Sincerely,

Project Manager

Muhammad Asjad (Team Leader)

