

# ENSE 701 – Virtual Team Guidance (based on Comp501 presentation)



Course lecturer –  
Assoc. Prof. Tony Clear

# Outline

1. COVID19 and Working as a Virtual Team
2. Some Guidance from the literature
  1. Jarvenpaa & Leidner (1998)
  2. Gordon (2017)
3. Hybrid Workplaces
4. Stages in the life of a virtual team
5. Stages of your Team Project Assignment
6. Key actions at each stage

# COVID19 and Working as a Virtual Team

1. Lockdown meant working online as a team
2. Need to balance home life and study
3. Need to work around any technology issues
4. Need to communicate actively
5. Let others know if you are not going to be able to:
  1. Be at a meeting
  2. Deliver your agreed contribution
  3. Perform your role
  4. Meet milestones
6. Agree a backup plan!
7. Be sensitive to one another and your needs in a difficult time
8. But committing to the work and one another will help
  1. Bring satisfaction through achievement
  2. Bring a sense of mutual support
9. Let engaging in the learning give you structure in an uncertain time

# Virtual Teams – Some Guidance from the Literature

1. Virtual Teams have been an active field of study for 35 years
2. My own research spans 25 of those
3. But still challenging!
4. See the issues discussed in my recent Inroads column

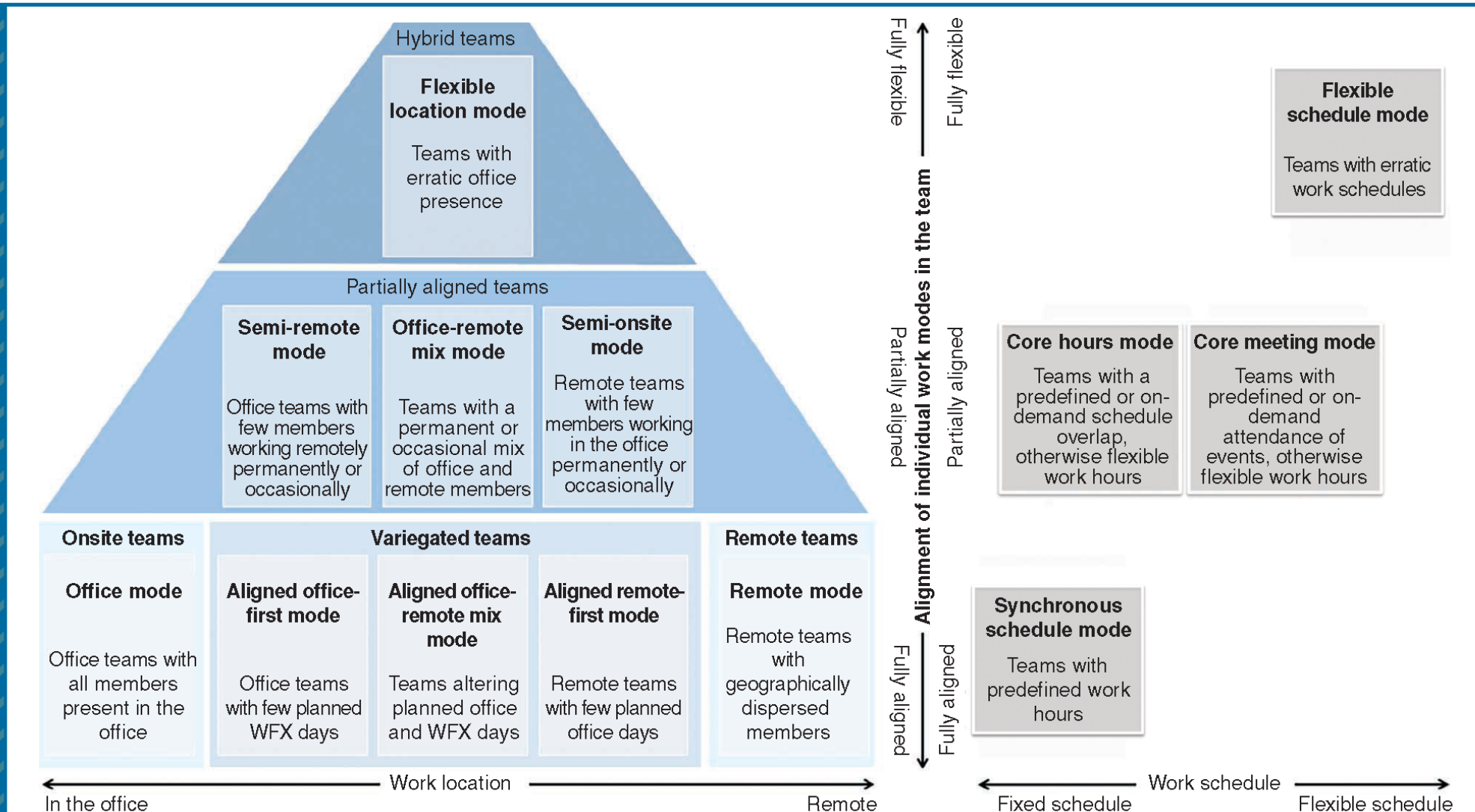
Clear, T. (2021). Loosening Ties: Permanently Virtual Teams and the Melting Iceberg of Relationship. *ACM Inroads*, 12(3), 6-8. <https://doi.org/10.1145/3479419>

# Beyond Virtual Teams –Hybrid Workplaces

1. The word “hybrid” has become one popular umbrella label attributed to various work-related terms.
2. These days, we often read about hybrid workplaces or hybrid offices, hybrid work or working, as well as hybrid teams.
3. Google Workspace experts define *hybrid work* as “a spectrum of flexible work arrangements in which an employee’s work location and/or hours are not strictly standardized.”
4. In other words, anything that lies in the middle of “in the office, nine till five” and “anywhere around the world at any time.”

Smite, D., Christensen, E. L., Tell, P., & Russo, D. (2023). The Future Workplace: Characterizing the Spectrum of Hybrid Work Arrangements for Software Teams. *IEEE Software*, 40(2), 34-41. <https://doi.org/10.1109/MS.2022.3230289>

# Hybrid Workplaces and Team Typologies



**FIGURE 1.** Team typology and the spectrum of work arrangements.



# Navigating BCIS Team availability and location?

## Manage My Lunch Team General Availability

Time	MON	TUE	WED	THU	FRI	SAT	SUN
8:00							
8:30							
9:00							
9:30							
10:00							
10:30							
11:00							
11:30							
12:00							
12:30							
13:00							
13:30							
14:00							
14:30							
15:00							
15:30							
16:00							
16:30							
17:00							



Team is generally available

A team member is not available

# Virtual Teams – Jarvenpaa & Leidner (1999)

*“in global virtual teams, trust might take on a form of swift trust with some variations.*

*Trust might be imported, but is more likely created via a communication behavior established in the first few keystrokes.*

*Communication that rallies around the project and tasks appears to be necessary to maintain trust.*

*Social communication that complements rather than substitutes for task communication may strengthen trust.*

*Finally, responding behaviors are as critical as initiating behaviors and members have to explicitly verbalize their commitment, excitement and optimism” (Jarvenpaa & Leidner, 1999).*

Jarvenpaa, S., & Leidner, D. (1999). Communication and Trust in Global Virtual Teams. *Organization Science*, 10(6), 791-815.

Jarvenpaa, S., & Leidner, D. (1998). Communication and Trust in Global Virtual Teams. *Journal of Computer Mediated Communication*, 3(4).



# Virtual Teams – Jarvenpaa & Leidner (1998)

The trust facilitating behaviours and actions are depicted in the table below.

<b>Communication Behaviors that facilitated trust early in a group's life</b>	<b>Communication Behaviors that helped maintain trust later in a group's life</b>
Social communication	Predictable communication
Communication of enthusiasm	Substantial and timely responses
<b>Member actions that facilitated trust early in a group's life</b>	<b>Member actions that helped maintain trust later in a group's life</b>
Coping with technical uncertainty	Successful transition from social to Procedural to task focus
Individual initiative	Positive leadership
	Phlegmatic response to crises

Table 6: Trust Facilitating Communication Behaviours And Member Actions (from Jarvenpaa & Leidner, 1998)

# Virtual Teams – Gordon (2017)

In summary, the study shows that the most appropriate interactive leadership styles are significant and different from those of face-to-face teams. Furthermore, these styles are affected by, and affect, each team stage. Exercising the explaining and directive styles, along with the questioning style, in all stages of a team, but particularly in stages 1 and 2, may be the most effective way to elicit actions. As a result of this action research it was agreed to make the following six findings more explicit to the GlobCom team, including:

Gordon, A. (2017). *Leadership Interaction in Global Virtual Teams: Roles Models and Challenges* (PhD Thesis). Auckland University of Technology, Auckland. Retrieved from <http://hdl.handle.net/10292/10769>

# Virtual Teams – Gordon (2017 cont'd)

1. Team stages have different levels of activity and demands and identifying them can help structure the workload.
2. Delegated roles are more likely to elicit actions and justify the creation of additional roles.
3. The directive and explanatory interaction styles are the most effective in eliciting actions with additional styles added depending on the situation.
4. Team quiescence occurs in the middle stages and needs to be reinvigorated to avoid a loss of team momentum.
5. The apologetic interaction style, despite it being socioemotional with its intention to be caring, is likely to diminish telepresence.
6. The team mentor role generates feedback and may need to be more active earlier.

Gordon, A. (2017). *Leadership Interaction in Global Virtual Teams: Roles Models and Challenges* (PhD Thesis). Auckland University of Technology, Auckland. Retrieved from <http://hdl.handle.net/10292/10769>

# Stages in the Life of a Virtual Team

In a broad sense we can think of virtual teams having three stages:

- Beginning
- Middle
- End

# Stages of your team project assignment

- Beginning
  - Team Member Allocation
  - Team Project Draft Proposal
  - **Team Proposal Presentation (assessed)**
- Middle
  - Portfolio Review
- End
- **Team Project Presentation (assessed)**
- **Team Portfolio Submission (assessed)**
- **Team Portfolio [individual components] Submission (assessed)**



# Key actions at each stage

- Beginning
  - (stage 1) Team Member Allocation
  - (stage 2) Team Project Draft Proposal
  - **(stage 3) Team Proposal Presentation (assessed)**
- Middle
  - (stage 4) Portfolio Progress Review
- End
  - **(Stage 5) Team Project Presentation (assessed)**
  - **(Stage 6) Team Portfolio Submission (assessed)**
  - **(Stage 6) Team Portfolio Submission [individual components] (assessed)**



# Key actions at each stage – Virtual

- Beginning
  - (stage 1) Team Member Allocation – **completed prior to lockdown but team engagement unclear**
  - (stage 2) Team Project Draft Proposal – **completed?? but team engagement unclear**
  - **(stage 3) Team Proposal Presentation (assessed) – Due first week after break**

## Additional Actions to Support Virtual Team Functioning

- Team icebreaker – using Team wiki (see next slide)
- Team Leader selection [complementing roles identified from stage 3]
- *Refer to Jarvenpaa & Leidner – actions early in team's life (social communication, communication of enthusiasm, coping with uncertainty, individual initiative)*
- *Refer to Gordon – defined roles elicit actions; interaction by giving directions and explanations helps elicit action*

# Key actions at each stage – Icebreaker

- Team icebreaker – using Team wiki under groups on Blackboard
  - To check your team (under Teams tutorials – labs channel)

[https://teams.microsoft.com/l/file/7B3E5B1E-D3EB-4A9D-9FCC-16CFB2C6B13A?tenantId=5e022ca1-5c04-4f87-8db7-d588726274e3&fileType=xlsx&objectUrl=https%3A%2F%2Fautuni.sharepoint.com%2Fsites%2FCOMP501\\_2021\\_02ComputingTechnologyinSocietySem22021%2FShared%20Documents%2FLectures%2FAssignment%203%20Team%20Assigned.xlsx&baseUrl=https%3A%2F%2Fautuni.sharepoint.com%2Fsites%2FCOMP501\\_2021\\_02ComputingTechnologyinSocietySem22021&serviceName=teams&threadId=19:6bb6686b76fc4085a61e645979b7c7c2@thread.tacv2&groupId=3fb30b0c-e8ab-43cf-998a-2af3a591f321](https://teams.microsoft.com/l/file/7B3E5B1E-D3EB-4A9D-9FCC-16CFB2C6B13A?tenantId=5e022ca1-5c04-4f87-8db7-d588726274e3&fileType=xlsx&objectUrl=https%3A%2F%2Fautuni.sharepoint.com%2Fsites%2FCOMP501_2021_02ComputingTechnologyinSocietySem22021%2FShared%20Documents%2FLectures%2FAssignment%203%20Team%20Assigned.xlsx&baseUrl=https%3A%2F%2Fautuni.sharepoint.com%2Fsites%2FCOMP501_2021_02ComputingTechnologyinSocietySem22021&serviceName=teams&threadId=19:6bb6686b76fc4085a61e645979b7c7c2@thread.tacv2&groupId=3fb30b0c-e8ab-43cf-998a-2af3a591f321)

- Team Leader selection
- The Icebreaking phase involves virtual team (VT) members getting to know each other and appointing a group leader.
- **Task 1:** Participants in each VT become acquainted with one another and each student creates a “page” in their group’s wiki to introduce themselves to the team.
- Students in each VT interact in their VT wiki and each group member creates their own page there. It is suggested that in their page each student provide some information about things like their birthplace, favourite travel destination, interests and hobbies, their future career plans and their photo, and also some web links to make it more informative.
- **Task 2:** Based on their introductions, the students in each VT need to **select a leader** for their virtual team. Use the VT Discussion boards or Teams or other agreed way of communicating among your members – make sure you agree how you will communicate!
- Also agree how you will meet online – Doodle <https://doodle.com/create> is a helpful way to organise common meeting times

# Key actions at each stage – Mid Project

- Middle
  - (stage 4) Portfolio Progress Review

## Additional Actions to Support Virtual Team Functioning

- Team Leader initiative required
  - Plan time for joint review of separate components so they can be integrated
  - Consider establishing an editor role to ensure consistent style and approach
- *Refer to Jarvenpaa & Leidner – actions later in team's life (predictable communication; substantial and timely responses; successful transition from social, to procedural to task focus; positive leadership; phlegmatic response to crises)*
- *Refer to Gordon – team quiescence occurs in the middle stages and needs to be reinvigorated to avoid a loss of team momentum; delegated roles are more likely to elicit actions and justify the creation of additional roles*
- Make sure to reinforce teams approach to how they will communicate!
- Make sure team roles and tasks are planned and reinforced
- Also reinforce approach and how team will meet online – Doodle <https://doodle.com/create> is a helpful way to organise common meeting times

# Key actions at each stage – End Project

- End
- **(Stage 5) Team Project Presentation (assessed)**
- **(Stage 6) Team Portfolio Submission (assessed)**
- **(Stage 6) Team Portfolio Submission [individual components] (assessed)**

## Additional Actions to Support Virtual Team Functioning

- Team Leader initiative required – also contact TA or Lecturer if any concerns
- Make sure team roles, tasks, deadlines are reinforced
- Confirm presentation roles (stage 5)
- Include time for joint review of separate components so they can be integrated
- Review the need and contribution of the editor role to ensure consistent style and approach
- *Refer to Jarvenpaa & Leidner – actions later in team's life (predictable communication; substantial and timely responses; successful transition from social, to procedural to task focus; positive leadership; phlegmatic response to crises)*
- *Refer to Gordon – team quiescence occurs in the middle stages and needs to be reinvigorated to avoid a loss of team momentum; ; delegated roles are more likely to elicit actions and justify the creation of additional roles*
- Make sure to reinforce teams approach to how they will communicate!
- Also reinforce approach and how team will meet online – Doodle <https://doodle.com/create> is a helpful way to organise common meeting times

# Key actions at each stage – End Project

- End - Final
- **(Stage 5) Team Project Presentation (assessed)**
- **(Stage 6) Team Portfolio Submission (assessed)**
- **(Stage 6) Team Portfolio Submission [individual components] (assessed)**

## Additional Actions to Support Virtual Team Functioning

- Confirm who is submitting the team portfolio
- Remember to submit your own components
- Remember to thank your team members for their contributions, their effort and collegial approach to supporting one another in doing good work 😊