

## **Leading Virtual and Remote Teams**

### **Course Summary**

#### **Description**

The transition from the traditional team structure to virtual teams, where some team members are dispersed across geographies, time zones, business units, or organizations has led to new challenges for the team manager.

Virtual team structures place an even greater premium on "soft skills". Team-building (to overcome the feelings of isolation of remote team members), communication and other interpersonal skills (for giving feedback "at a distance"), process management and negotiation skills are all now of paramount importance, as is the ability to leverage technology by developing team protocols and operating guidelines.

The ability to effectively lead a virtual team is fast becoming an essential competency for the modern manager. This course is designed to provide you with practical tips, tools and strategies for maximizing the cohesiveness and productivity of your virtual team.

#### **Objectives**

At the end of this course, students will be able to:

- Adapt your management style to both the task and the needs of each team member
- Identify ways of leveraging technology
- Identify ways of developing effective team protocols
- Identify how to grow a winning virtual team
- Give effective feedback on performance at a distance
- Deal with difficult behavior at a distance
- Identify the need for and maximize the benefit of, face-to-face meetings for remotely-based team members

#### **Topics**

- A leadership model for the virtual team
- Leveraging virtual technologies
- How do we grow a winning team?
- How to run an effective virtual meeting

#### **Audience**

This course is designed for anyone who leads or participates in a virtual team. Key members of a virtual team, who are not in a management position, will be given the skills to give upwards feedback to influence the development of effective team processes.

#### **Prerequisites**

There are no prerequisites required for this course.

#### **Duration**

Two days

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### **Course Outline**

- I. A leadership model for the virtual team**
  - A. Adapting the situational leadership model
  - B. Choosing the right leadership style
- II. Leveraging virtual technologies**
  - A. Choosing the best technology for the situation or task
  - B. Developing team protocols and operating guidelines to leverage the technology
- III. How do we grow a winning team?**
  - A. Seven characteristics of winning teams
  - B. Agreeing a team charter and building a team identity
  - C. Building trust at a distance
  - D. Creating cyber cafes and virtual water coolers to increase person-to-person understanding
  - E. Encouraging helping behaviors versus destructive behaviors within the virtual team
  - F. Giving feedback on performance at a distance
  - G. Coaching at a distance
  - H. Dealing with difficult behaviors
  - I. Recognizing the need for face-to-face meetings at key stages of a group task or project
- IV. How to run an effective virtual meeting**
  - A. Selecting the most effective technology for the objectives of the virtual meeting
  - B. Developing the discussion leader's skills: planning and preparation, keeping the virtual meeting on time and on track, maximizing participation, controlling digressions, using summaries, ensuring agreed protocols are used, gaining consensus and managing conflict
  - C. Identifying the participants' roles and responsibilities
  - D. Identifying some essential meeting protocols
  - E. Making group notes