



Virtual Teams

Course ISI-1535 Two days Instructor-led

Technology and globalization have combined to create a work environment in which teams communicate and collaborate virtually, thereby breaking the boundaries of time, geography – even the organization itself. To ensure projects are completed successfully, managers must find ways to help team members work together effectively, no matter how much distance might separate them. Participants will learn how to align business and project goals with performance metrics, quantify and measure results, maximize team dynamics and build lasting foundations of trust.

This course is appropriate for project managers, team leaders and team members.

Participants will be led, not lectured, through a combination of presentations and hands-on exercises during this two day, instructor-led workshop.

Our instructor brings real-world experience to every workshop. This workshop provides an experiential environment where participants can take risks and makes adjustments based on their results before approaching large projects. Our workshop is consistent with the Project Management Institute's A Guide to the Project Management Body of Knowledge (PMBOK® Guide).

Performance Based Objective

Upon successful completion of this course, students will be able to:

- Identify the critical success factors of virtual teams.
- Manage time, people, and team purpose in a networked environment.
- Use the most effective technology to get the message across accurately.
- Communicate with cross-cultural team members.
- Establish and maintain trust with people who are not communicated with face to face.
- Align processes, roles, and responsibilities to meet goals.
- Perform effectively as a team

Course Outline

Module 1: Defining Virtual Teams

- What is a "Virtual" Team?
- Traditional vs virtual
- Challenges of a virtual team
- Benefits of a virtual team
- Types of virtual teams
- Functional virtual teams
- Specialty virtual teams

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- Project virtual teams
- Support virtual teams
- Management virtual teams
- Action virtual teams
- Key learning points for defining virtual teams

Module 2: Organizational Support for a Virtual Team

- Organization support factors
- Assessing your organization
- Analyzing your results
- Remedies for low scores
- Identifying sponsors, champions and stakeholders
- Review key learning points for organization support for a VTeam

Module 3: Virtual Technologies

- Communication technology defined
- Considerations for selecting communication modes and mechanism
- Groupware
- Tools available to virtual teams
- Factors affecting technology use
- Further considerations
- Key learning points for virtual technologies

Module 4: Starting a Virtual Team

- The four components of a team
- Three steps to a virtual team
- Types of team members
- Criteria for selecting virtual team members
- Building competence
- Virtual team member competence assessment
- Developmental planning
- Initial contact
- Team orientation
- The orientation agenda
- Developing a charter
- Guidelines for developing a charter
- Team web site
- Develop team processes
- Responsibilities and accountabilities
- Communication plan
- Development of team norms
- Types of norms

- Personal service level agreement
- Review key learning points for starting a virtual team

Module 5: Virtual Communications

- Replacing context
- Closing the loop
- Communication technology etiquette
- Review key learning points for virtual communications

Module 6: Leading a Virtual Team

- How to lead a virtual team
- Best practices of a virtual team leader
- Virtual team leader assessment
- Interpreting your assessment results
- Virtual team building
- Trust in a virtual world
- How to build trust
- Trust audit
- Intangible influences
- Assessing team performance
- Warning signs
- Productivity criteria
- Disbanding a virtual team
- Key learning points for leading a virtual team

Module 7: Working Virtually

- The pros and cons
- Dealing with the challenges of working from home
- Best practices for working virtually
- Self management
- Self management agreement
- Key learning points for working virtually

Module 8: Lessons Learned and Summary

- Navigate your future
- Closing