

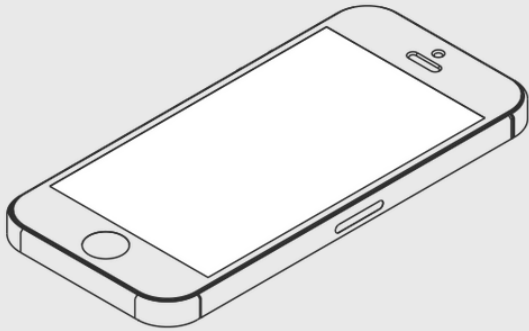


Working in virtual teams - pro et contra

ESMT Annual Forum - Interactive session

ESMT Executive Education | Dr. Nora Grasselli and Andreas Bernhardt
Berlin | June 9 2016

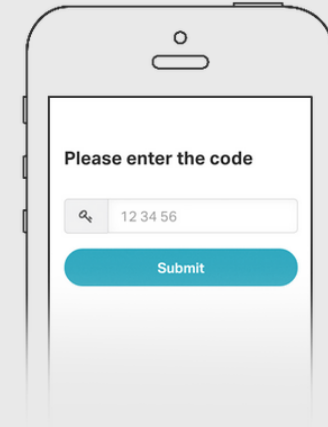
3 quick questions to virtual teams



1 Grab your phone

www.govote.at

2 Go to www.govote.at

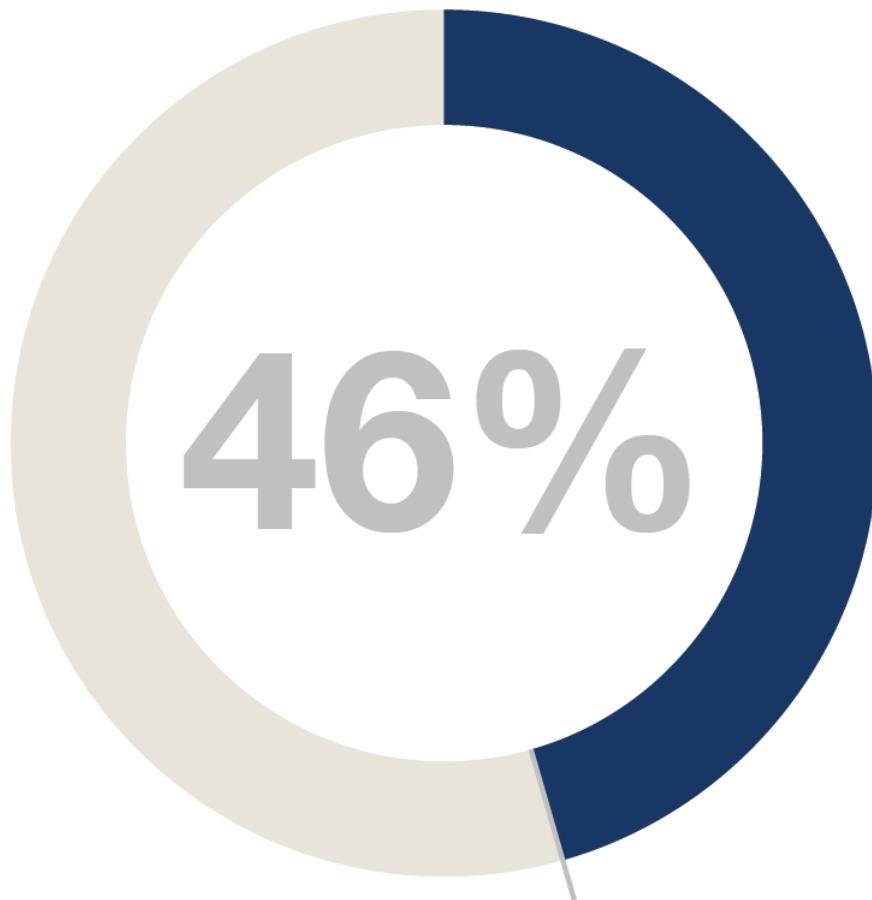


3 Enter the code
80 84 61 and vote!

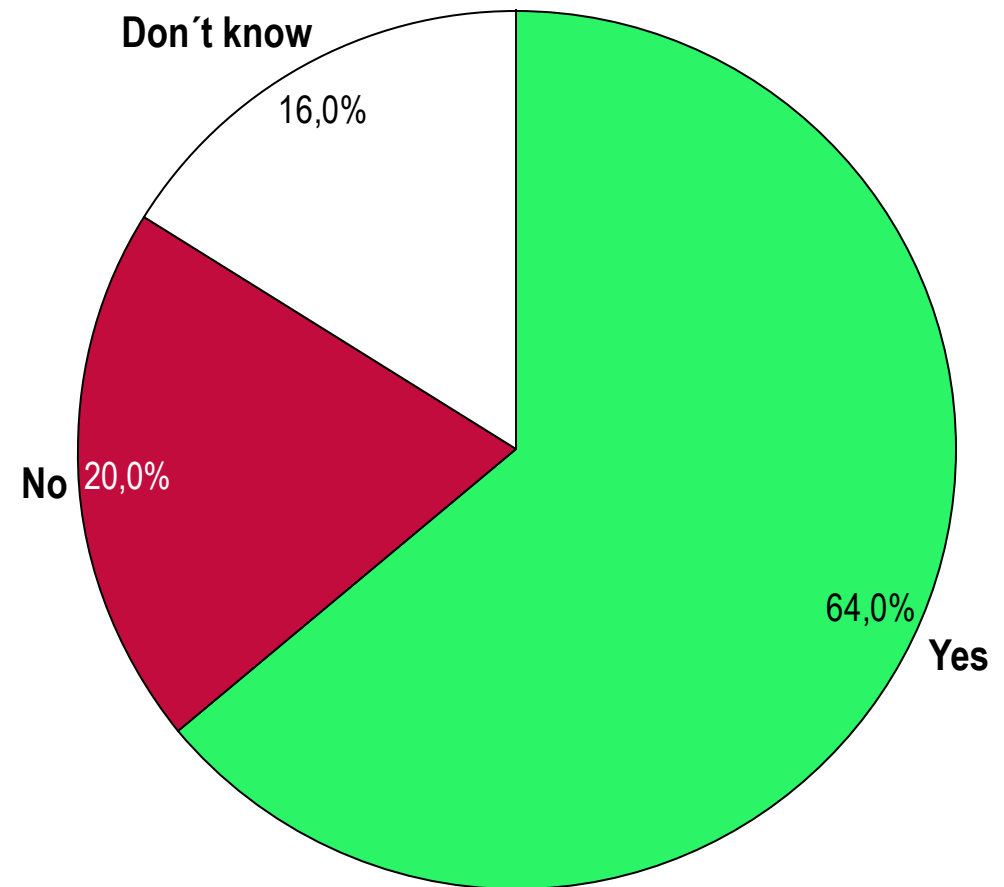


How widespread are virtual teams?

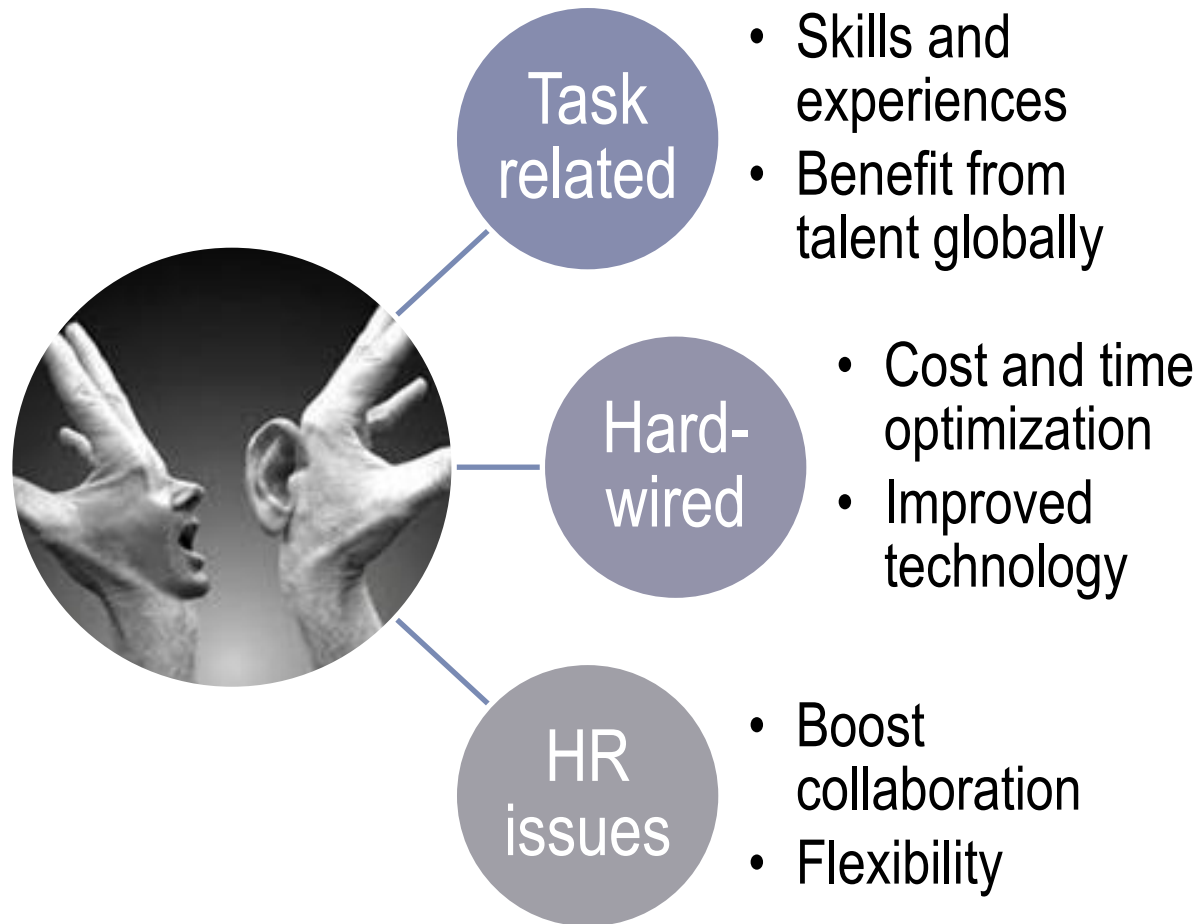
Based on SHRM Survey Findings: Virtual Teams July 13, 2012



Session participants' voting results June 9th, 2016



Why do organizations use virtual teams? – summary of the academic literature on virtual collaboration



What are the challenges of virtual teams? – summary of the academic literature on virtual collaboration



What are the challenges of virtual teams? – Session participants' voting results June 9th, 2016



Votes: 23

Summary of learnings from session participants' experiences

Best practices

- Good preparation
- Team set-up: communication / language / skills
- Playfulness
- Same language / shared values / met in person | on live research
- Communication in social media / offer preparation
- IT infrastructure
- Talk more than write / empathy for different cultures
- Multi-cultural experience helps
- Lowered costs
- Strong corporate culture
- Repetition
- Infuse an emotional tone
- Agree on objectives
- Tolerate silence
- Use a moderator

Worst practices

- Face-to-face kickoff understood as “wellness” instead of business
- Regular failure of technology
- Ever managed to establish a common basis
- Intercultural conflict
- Involvement in an unknown group
- Divergent priorities, e.g. P&L responsibilities
- Lack of cultural bonding with the organization lead to loss of talent
- Lack of trust
- Decreasing participation in the virtual meeting
- Could not understand where people are in the organization
- Lost in details
- Impossible to restore relationship once things went wrong (conflict solving)

ESMT**European School of Management
and Technology GmbH**

Schlossplatz 1
10178 Berlin
Germany

Phone +49 30 21231 - 8060

Fax +49 30 21231 - 8001

www.esmt.org



Dr. Nora Ilona Grasselli

Program Director

Nora.Grasselli@esmt.org

+49 30 21231 - 8083

<https://www.esmt.org/nora-grasselli>

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thank you