



Cultivate Virtual Collaboration

How to Grow Trust and Engaged Communication in Dispersed
Global teams

PMI Portland Chapter Conference,
26 August, 2016

Presenter:

Line Mørkbak: lm@gleapconsult.com

Global LEAP Consulting www.gleapconsult.com

Copyright Global LEAP by Line Mørkbak

Welcome & Our Focus

Cultivate Virtual Collaboration: How to grow trust and engaged communication in dispersed global teams

Line Mørkbak:

Managing Director, Global LEAP Consulting. Design and development of engaging learning solutions for global clients. Focus on leaders, teams, and individuals.



→ Objectives:

Explore ways to navigate the global complexity in dispersed teams in order to develop ways to enhance trust and improve communication in virtual collaboration

Copyright Global LEAP by Line Mørkbak

Overview

Agenda!

- 1 . **Why Distance Matter**
- 2 . **Bridge the Complexity: Team Alignment**
- 3 . **Trust in Remote Teams**
- 4 . **Engaging Virtual Meetings**
- 5 . **Your Personal Learnings/Take Aways**

Copyright Global LEAP by Line Merkbak

When does Distance make a Difference?

When team members are in different physical locations, collaboration is difficult.

- At what distance does a negative impact start?
- Over time, do you think team members cooperate more or less with distant colleagues?
- Why or why not?



Copyright Global LEAP by Line Merkbak

Why Distance Matters ...

Study looked at levels of persuasion, deception and cooperation



Team member
in same city

Team member
3000 miles away



Source: Why Distance Matters: Effects on Cooperation, Persuasion and Deception
Author(s): Erin Bradner and Gloria Mark
Dept. of Information and Computer Science, University of California, Irvine
CSCW '02, November 16-20, 2002, pp.226-235

Copyright Global LEAP by Line Mørkbak

Research on Collaboration over Distance

When using technology-facilitated communication:

- Individuals will cooperate less with someone they believe is in a distant city
- Willingness to cooperate increases with more interaction
- Based on **perceived difference**, not actual distance

When perceived virtual distance is high:

- 90% Drop in Innovation
- 83% Drop in Trust
- 60% Drop in On-Time & On-Budget Performance

Copyright Global LEAP by Line Mørkbak

What is Remote?

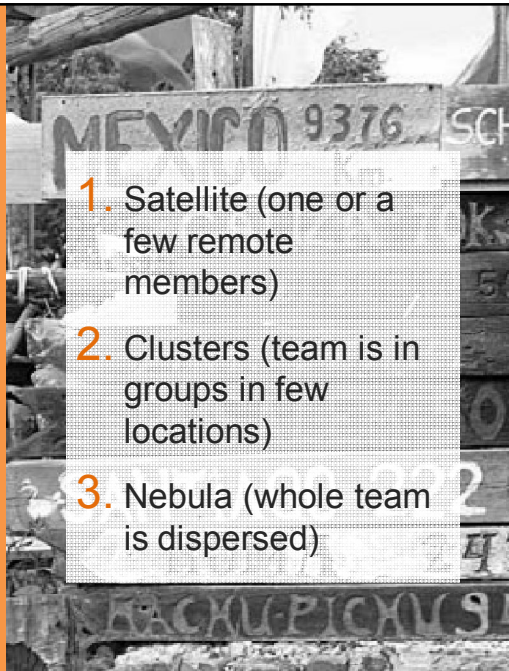
Our Definition:
Anything other than a group
of people who work in the
same room together



Copyright Global LEAP by Line Mørkbak

3 Types of Distributed Teams

1. Satellite (one or a few remote members)
2. Clusters (team is in groups in few locations)
3. Nebula (whole team is dispersed)



Copyright Global LEAP by Line Mørkbak

Complexities of Distributed Teams



Level of Complexity in your current team?

- 1-2 Some
- 3-5 Moderate
- 6-9 High

- Members from more than one national culture
- Members with different native languages
- Some members do not have the same access to electronic communications or collaboration technology
- Some are currently members of multiple teams
- Dispersed over more than two time zones
- Some team members are more than 8 hours apart
- Team members from more than one organization
- Members from more than one function
- Some members transition on and off the team

Copyright Global LEAP by Line Merkbak

Can't assume: *"Business as Usual"*



Take a step back and invite your team to discuss:

- "What's our Ground Rules?"
- "How do we want to collaborate?"
- "What defines our team?"
- "What's our Team Agreements?"
- Etc.

Copyright Global LEAP by Line Merkbak

INFORMATION

Do you use an intranet? What for?

How do you track time?



Do you use a centralized file system?

Do you use a centralized task system?

Do you use shared calendars?

Do you need access to a database?

Are there any security issues?

COMMUNICATION

How do you communicate with each other most often? (Email, phone, IM, video conference, in person)

How do you communicate with each other informally?

What are the expected response times?

COLLABORATION

How big is the company?

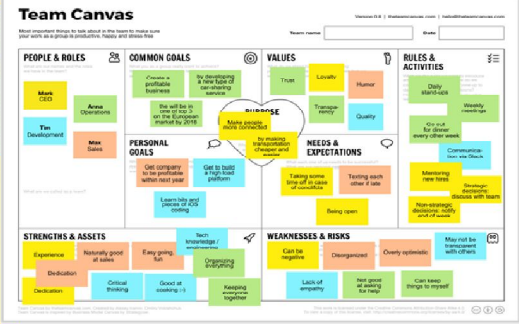
How big are the teams?

Where are the team members located?

How tech savvy is the team?

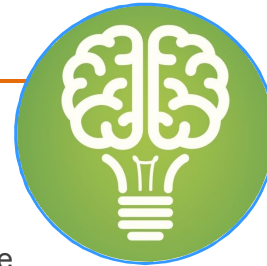
How do you know where everyone is doing?

Do you need to set core hours?



Examples: Create your team agreement

Tips: Bridge Complexity & Get Aligned



- The importance of not assuming that “business will be as usual” - discuss and set **ground rules/create team agreements**
- **Utilize tools** (timeanddate.com) to schedule meetings
- Share the pain: **rotate meeting times**
- Avoid long conversations between people in a central location that exclude others – **all to join virtual if one person is virtual?**
- Make a mutual **commitment to be “present”**
- **Always use video?**

➔ **In Trios:**
Which 1-2 tips could be useful to incorporate in your team?



Hidden Treasure Activity

1. Circulate around the room, find 3 people that have a trait in common with you
2. Also find 3 people that have a dissimilar or opposite trait to you
3. Fill in your worksheet with names and information



- What unexpected things did you find in common?
- How does this relate to create trust within a team?
- What about teaming in a global and virtual environment?



Copyright Global LEAP by Line Mørkbak

Trust in Remote Teams

- Reliability
- Consistency
- Responsiveness

Copyright Global LEAP by Line Mørkbak

Working Out Loud


WORKING OUT LOUD
FOR A BETTER CAREER AND LIFE

Narrating your work and make it observable to others

JOHN STEPPER

- Group chat
- Instant message status
- iDoneThis
- Daily “Stand-Ups”
- Create Personal Maps
- Record your meetings
- Pair Programming/Team work session (Sococo)
- Plan f2f time
- Video Conferencing with the whole team

Copyright Global LEAP by Line Mørkbak



Prelude
Drawing teams together

Business Education iStar Pricing Facilitators

Empowering Virtual Teams

Examples: Build Trust with Remote Colleagues


Ensure Trust – Create Virtual “Water Cooler Moments”



Informal Check-Ins to create a virtual “water cooler” type of environment:

- Virtual coffee breaks – schedule unstructured time
- “Take 5”
- “Getting to know you” Slack channel
- “A Day in the Life”
- Ice Breaker Questions
- “Drop-in office hours”
- Use IM or texting for informal communications
- Social media to build team connection
- Virtual wedding/baby shower/bachelor parties (yes—it has been done!)
- Virtual Dance Party anyone?

➔ **Reflect: What are you Inspired to try?**



3 Keys to Engaging Virtual Meetings

1. One Purpose per meeting

Copyright Global LEAP by Line Mørkbak

What's our ONE purpose for this meeting?

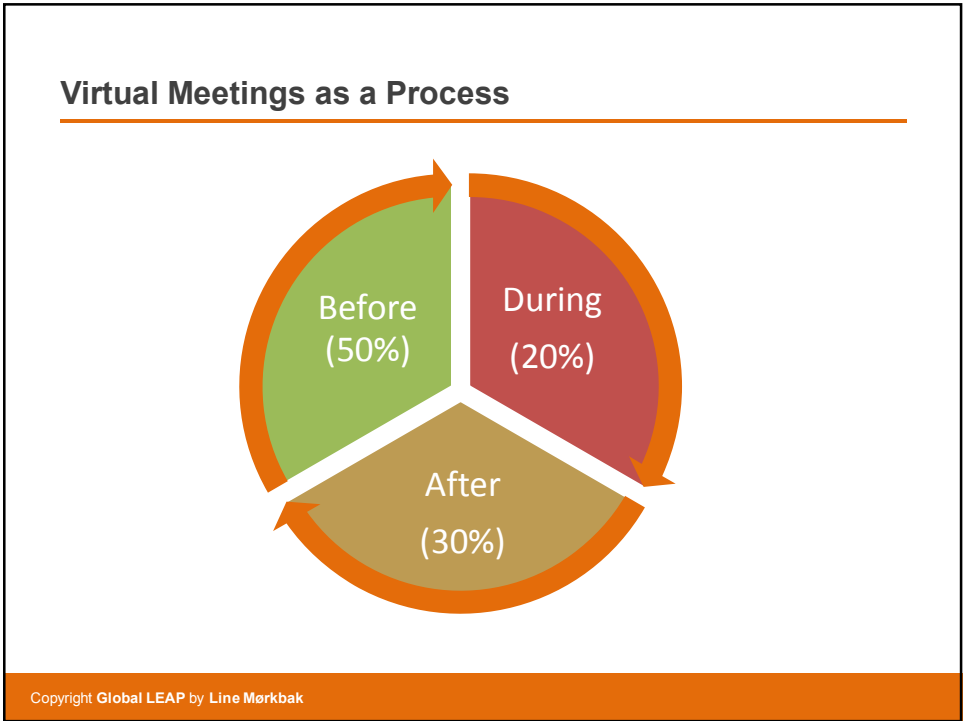
<ul style="list-style-type: none"> • Coordination • Data Gathering • Brainstorming • Generating Ideas • Decision-Making • Team-Building • Team Communication • Knowledge Sharing • Strategizing 	<ul style="list-style-type: none"> ✓ Make sure everyone has the same technical conditions ✓ Evaluate whether the purpose is suitable for a virtual process ✓ What is the desired outcome of the meeting? ✓ Success criteria?
--	--

Copyright Global LEAP by Line Mørkbak

3 Keys to Engaging Virtual Meetings

1. One Purpose per meeting
2. It's a Process NOT a single event

Copyright Global LEAP by Line Merkbak



Strategies to overcome the Complexity of Work Styles

Quiet, indirect:

- Connect prior to meeting to thoughts and ideas
- Share thoughts in writing during meeting
- Opinions and thoughts anonymously through polls
- Pause for input
- Value of open-ended questions
- Round robins, pulling people in, tracking frequency of who's speaking

Talkative:

- Align on the importance of hearing everyone's voice in the meeting
- Visible parking lot
- Timing of agenda points

Relationship Focus:

- Structure early arrival at meeting for chit-chat
- Balance task and relationship needs in team activities/meeting focus

Risk willing/focus on quick results:

- Set expectations for necessity of preparation before meeting
- Timing of agenda points

Need for Certainty/Avoid risk:

- Predictable format & flow of meeting/process
- In advance provide title, function about people on team

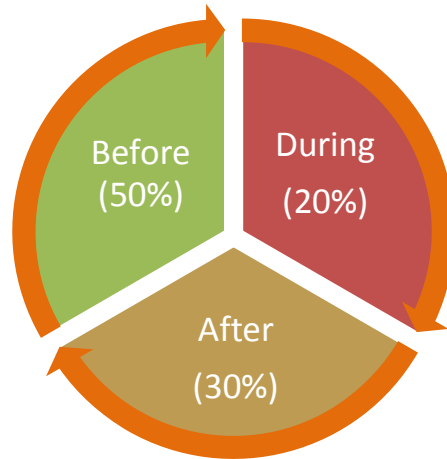
Copyright Global LEAP by Line Merkbak

3 Keys to Engaging Virtual Meetings

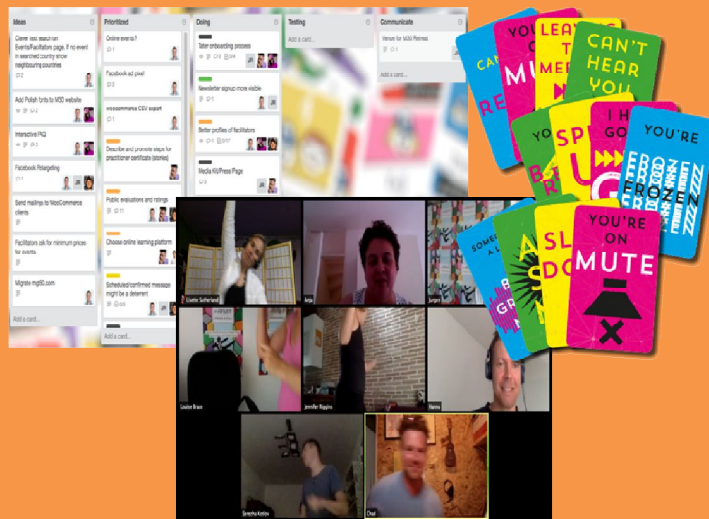
1. One Purpose per meeting
2. It's a Process NOT a single event
3. "Flip" the Content
 - be creative and utilize asynchronous methods

Copyright Global LEAP by Line Merkbak

Virtual Meetings as a Process



Copyright Global LEAP by Line Mørkbak



Examples: Engagement in Virtual Meetings

Tips: – Engaged Virtual Communication



- Develop routine meeting flows
- Role model the regular use of video!
- Implement one purpose per meeting
- Buddy System - each remote colleague has a "buddy" to make sure they are connected to the team
- View the virtual meeting as a process (not a single event)
- Facilitate with Presence – use "the colors" of your voice
- Occasional events to renew vision and strategies or to celebrate success
- Use the Flipped Learning Mindset

→ **In Trios:**
Which 1-2 tips could be useful to incorporate in your team?

Agile & Online Collaboration Resources

- Trello Boards for agenda items (<https://trello.com>)
- Remote Introspective: <https://retrium.com/>
- Sococo (<https://www.sococo.com/>)
- Virtual Team Building: Play Prelude (<http://www.playprelude.com/>)
- Slack Channel for team communication (<https://slack.com/is>)
- Zoom Virtual Conference (<https://zoom.us/>)
- Linoit (virtual sticky Notes: linoit.com)
- Remote Introspective: <https://retrium.com/>
- <http://virtuallyagile.com/>
- Explore Mark Kilby's blog: <https://mckilby.wordpress.com/remotely-agile/>





Online Work Together Anywhere Workshops

WORK TOGETHER ANYWHERE WORKSHOP

COLLABORATION  SUPERPOWERS

Want to improve Engaged Virtual Collaboration?

In these 4 virtual learning sessions we get to push all the remote buttons. You will leave with new tools and a bunch of inspiration to take back to your virtual colleagues!

- 4 - 90 min. interactive workshops
- Sessions in Sept & Nov, 2016
- \$400/ €345 per person
- Go to www.gleapconsult.com for info & registration



15%
Discount
Before Sept5th
With Code:
PM12016

Work like a virtual pro with the latest and most essential tools & techniques for remote workers.

Copyright Global LEAP by Line Mørkbak



LEARNING | ENGAGEMENT | AGILITY | PRACTICE

THANK YOU

For more information contact:

Line Mørkbak, Global Business Consultant
 Email: lm@gleapconsult.com
 Phone: +1 503 887 1380
 Global LEAP Consulting www.gleapconsult.com

→ For upcoming Virtual Sessions and F2F Management 3.0 Workshops please visit: www.gleapconsult.com

Copyright Global LEAP by Line Mørkbak