



## Cultivate Virtual Collaboration

How to ensure Trust and Engaged Communication on Dispersed Global teams

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Presenter:

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### Welcome & What's this session about

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**Cultivate Virtual Collaboration:** How to ensure 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 such virtual team collaborations

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## 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

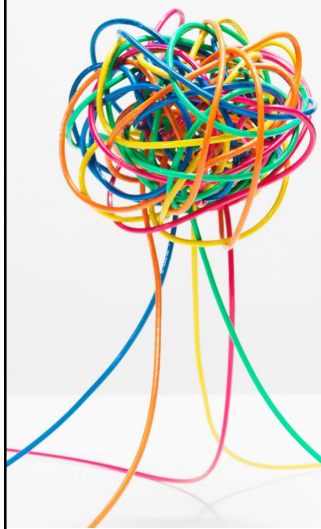
When perceived virtual distance is high:

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

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

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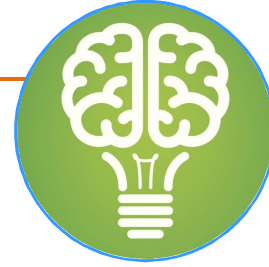
## Complexities of Remote Teams



- Members from more than one national culture.
- Members with different native languages.
- Members who do not have the same access to electronic communications or collaboration technology.
- Members who 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.
- Members who transition on and off the team

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## Some tips – bridge complexity



- The importance of not assuming that “business will be as usual” - discuss and set **ground rules**
- **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?**

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## Ensure Trust – Create Virtual “Water Cooler Moments”

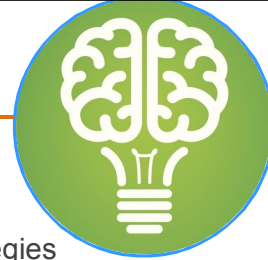


Informal Check-Ins to create a virtual “water cooler” type of environment:

- Virtual coffee breaks
- “Take 5”
- “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!)

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### Some tips – Engaged Communication



- Develop routine meeting flows
- Role model the regular use of video!
- Regular 1:1 and/or videoconf team meetings
- Occasional events to renew vision and strategies or to celebrate success
- Use the Flipped Learning Mindset in Virtual Meetings
  - Engaging use of technology and active collaboration during virtual meetings. Use all components of synchronous technology
  - Use asynchronous technology to capture or share relevant data
- View the virtual meeting as a process (not a single event)
- Walk around “virtually” as a manager and as team members
- Facilitate with Presence - find ways to be present in virtual dialogs

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## THANK YOU

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