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**WOP-P**  
MASTER IN WORK,  
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## Training for Virtual Teams: developing a basic guide for organizational teams.

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# Introduction

- Virtual teams are becoming increasingly common and growing worldwide (Axtell, Fleck & Turner & 2004; Kozlowski & Ilgen, 2006)
- Main challenges for work in virtual environment: overcome the limitations of CMC and geographical dispersion (Bell & Kozlowsky (2002).

● Effects of virtuality	● Coordination ● Communication ● Shared Cognition ● Team Learning ● Trust Climate	● Group Efficacy ● Group Satisfaction
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- How can we mitigate these limitations.



- Enhancing team processes in virtual environment by training (Warkentin & Beranek, 1999; Kaiser et al., 2000; Tan et al., 2000; Kozlowski & Ilgen, 2006; Rosen, Furst & Blackburn, 2006)



# Purpose of the study

- Developing a basic training guide to improve virtual team effectiveness.

## How?

- Collecting virtual worker perceptions about:
  - Training received for virtual work
  - Perceptions about virtual team processes
  - Challenges and future training needs



# Method

## How?

Exploratory field study



Virtual teams members Survey  
to identify challenges and training needs.



Descriptive data/Likert Scales/ Open questions



Descriptive statistics  
Differential analyses and regressions  
Content analysis  
(Analysis at individual level)

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- Some descriptive data
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# Method & Results: Descriptive Data

## Organizations Characteristics

<b>Type</b>	Industrial (40%) Service (40%) Commercial (20%)
<b>Size</b>	Small (20%) Medium (30%) Large (50%)
<b>Coverage</b>	National (30%) International (70%)
<b>Areas</b>	Consulting, Pharmaceutical, Education, NGO, Technological, Petrochemical, Mining and Commercial

## Respondent Demographics

<b>N:</b> 65 virtual team members from a variety of professional backgrounds	
<b>Sex</b>	55% females 44,6% males
<b>Mean Age</b>	34.4
<b>Seniority average in the company</b>	6.8 years

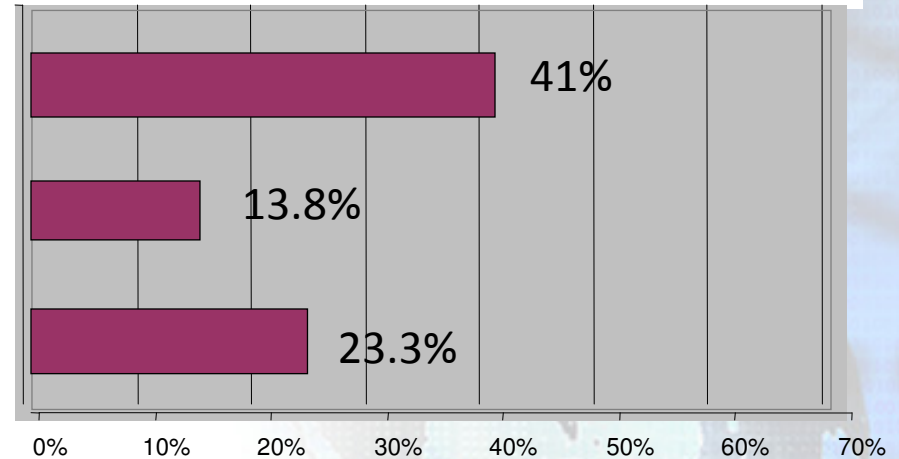
# Method & Results: Descriptive Data

## VT members Geographical Dispersion

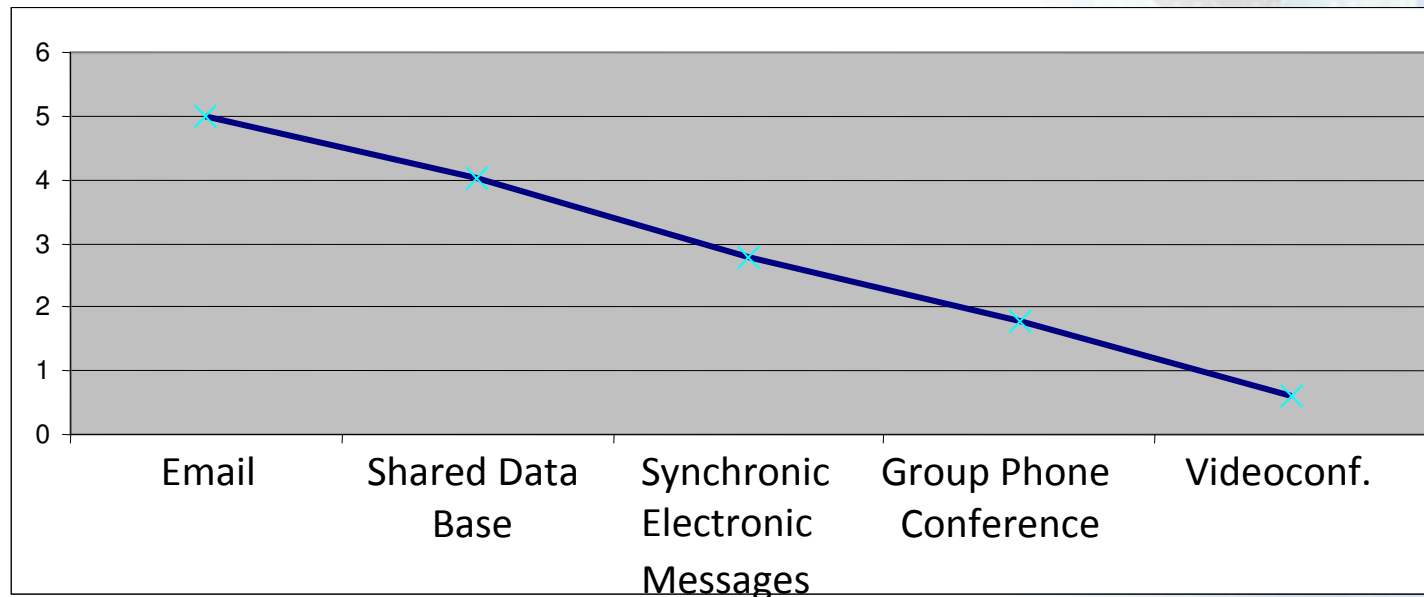
Between one country and another

Between one community and another

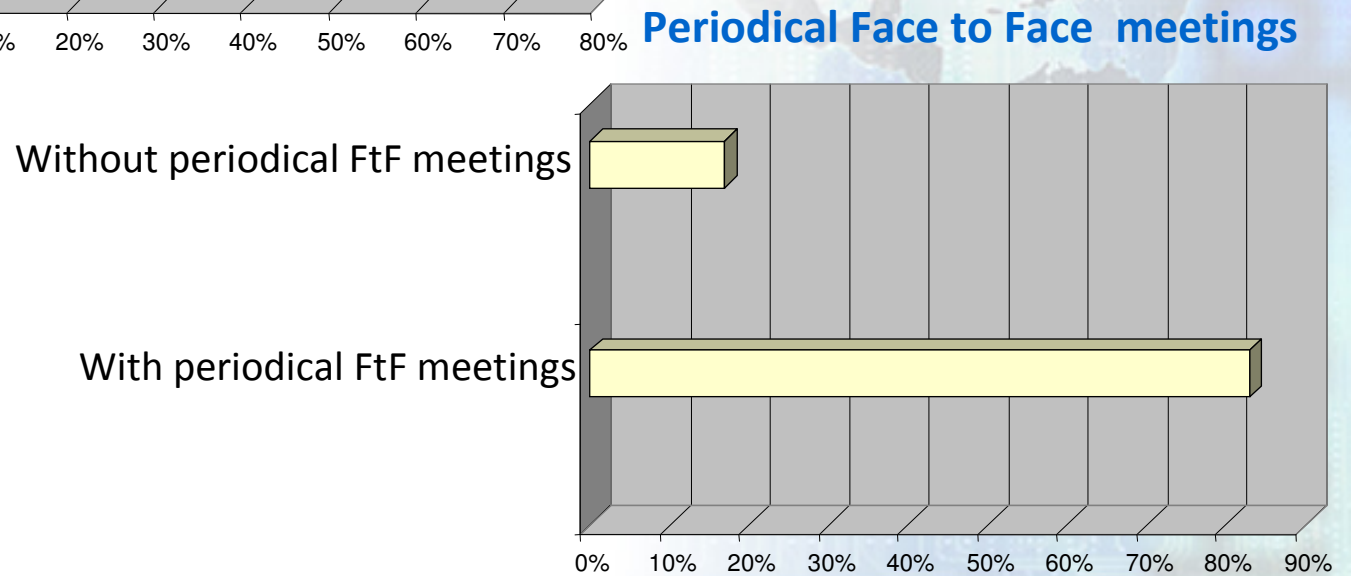
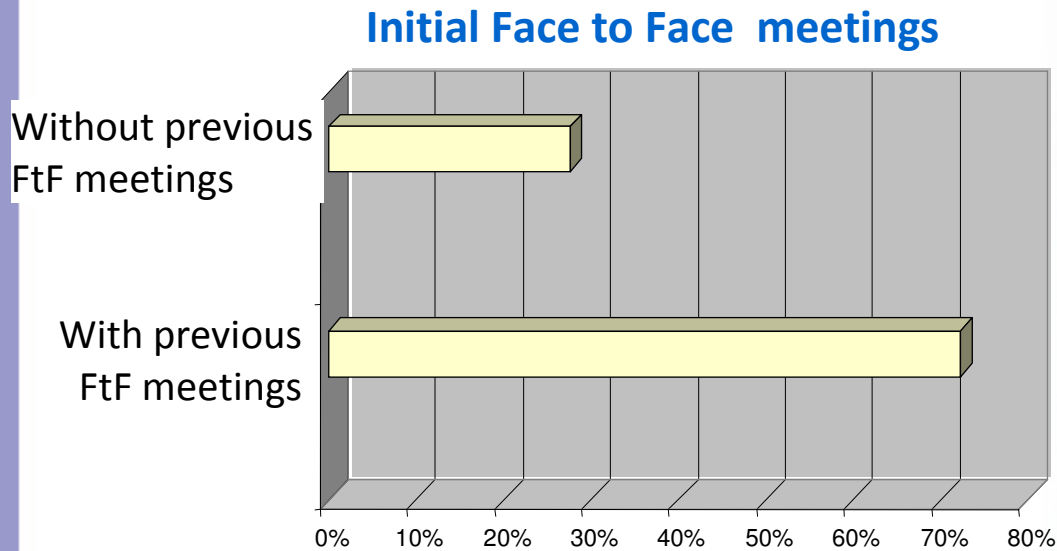
Between a city and another



## Type and frequency of technology used



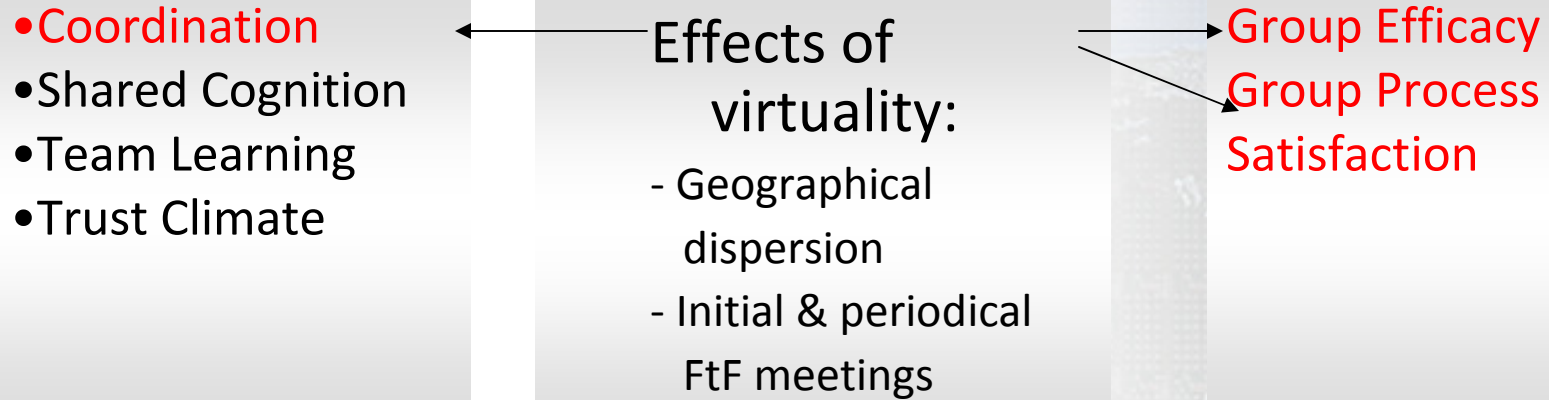
# Method & Results: Descriptive Data



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- Perceptions about virtual team processes and challenges of virtual team members

# Method & Results: Challenges of virtual team' members

(Likert scale measure. Differential analyses and regressions. Team size is controlled)



• Our findings suggest that the effects of virtuality dimensions among group processes variables and perceived group efficacy and group process satisfaction have the principal effect on coordination.

• Moreover, our examination found preliminary support that the relationship between coordination and perceived efficacy is negative when geographical dispersion is high.

# Method & Results: Biggest Challenges of VT to be effective

## Reponses to open-ended questions

### Planning processes:

- Set objectives
- Standardization of work procedures
- Time management

### Action processes:

- Coordination
- Collaboration
- Participation
- Group process monitoring.

### Cognitive processes:

- Shared information management, i.e.written communication strategies.

### Interpersonal processes:

- Trust
- Identification; Sense of belonging

Other concerns are factors related to the organizational support needed, time management, suitable member characteristics and adequate functioning of technology.

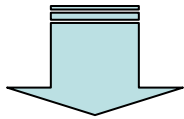
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- Training received and topics for future training needs
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# Method & Results: Characterizing virtual teams training

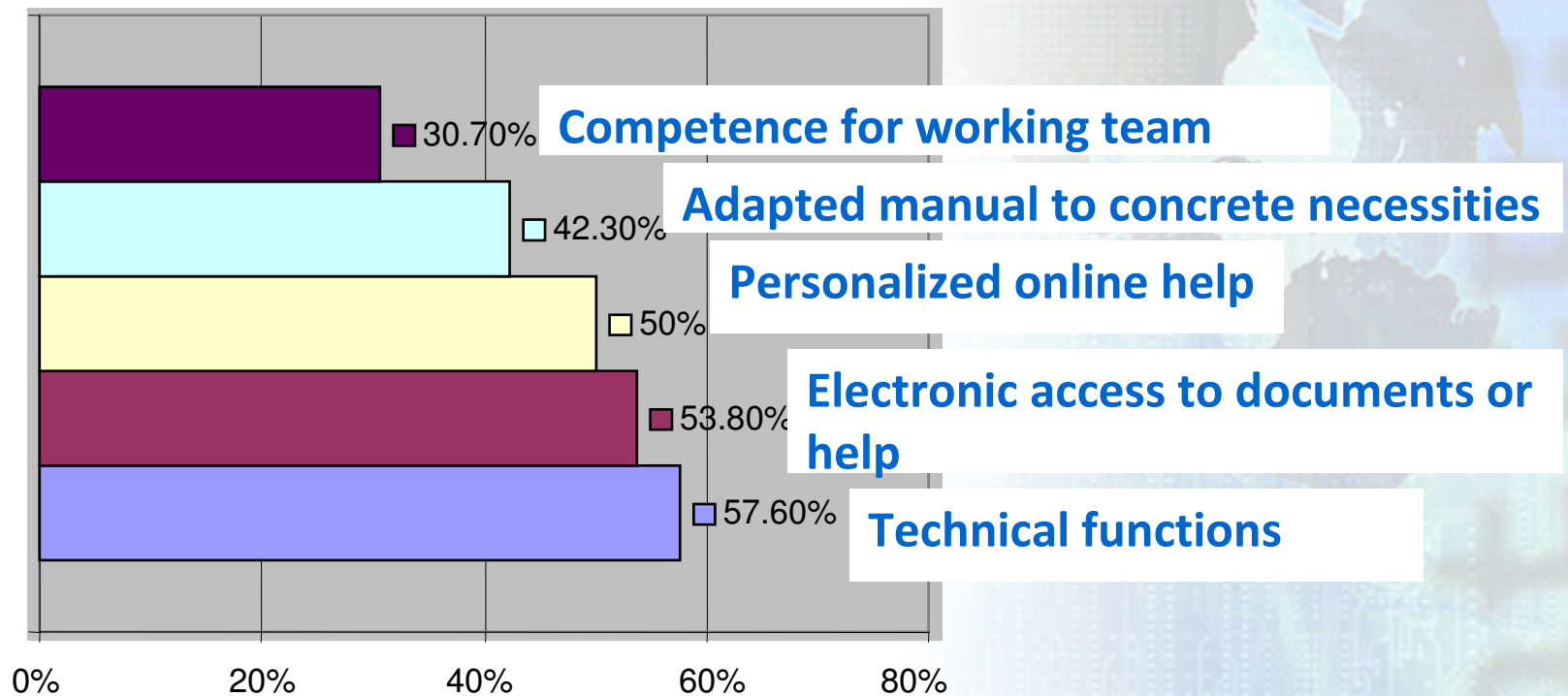
## % Received specific training

Yes: 44%

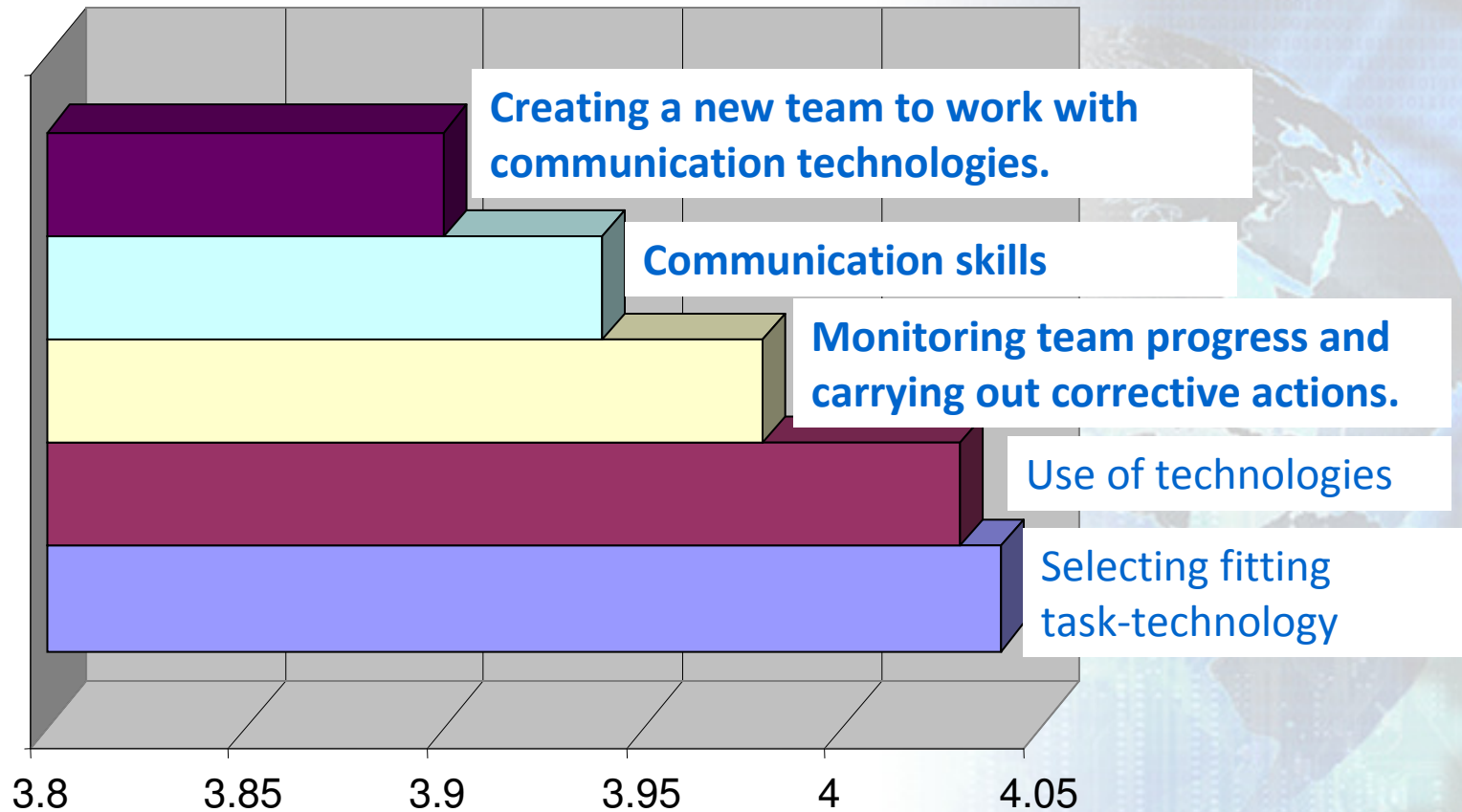
No: 53%



## % Type of training or help obtained



## Method & Results: Topics for future training





● Synthesizing our findings about:

- Perceptions of virtual team processes;
- Training received for virtual work;
- Challenges and future training needs


...content provides a basis for developing a basic training guide.



## Discussion: Training basic guide for virtual collaborative work

- **Training Content**
- **Training format and structure**





# Discussion: Training basic guide for virtual collaborative work



## Training Content:

- Technological training
  - Team processes & management
    - Coordination: explicit & implicit coordination skills (through promotion of shared cognition of goals, tasks, role, etc.).
    - Communication: i.e. written communication skills.
    - Planning: goal setting & time management.
    - Monitoring team progress.
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# Discussion: Training basic guide for virtual collaborative work

## Training format and structure:

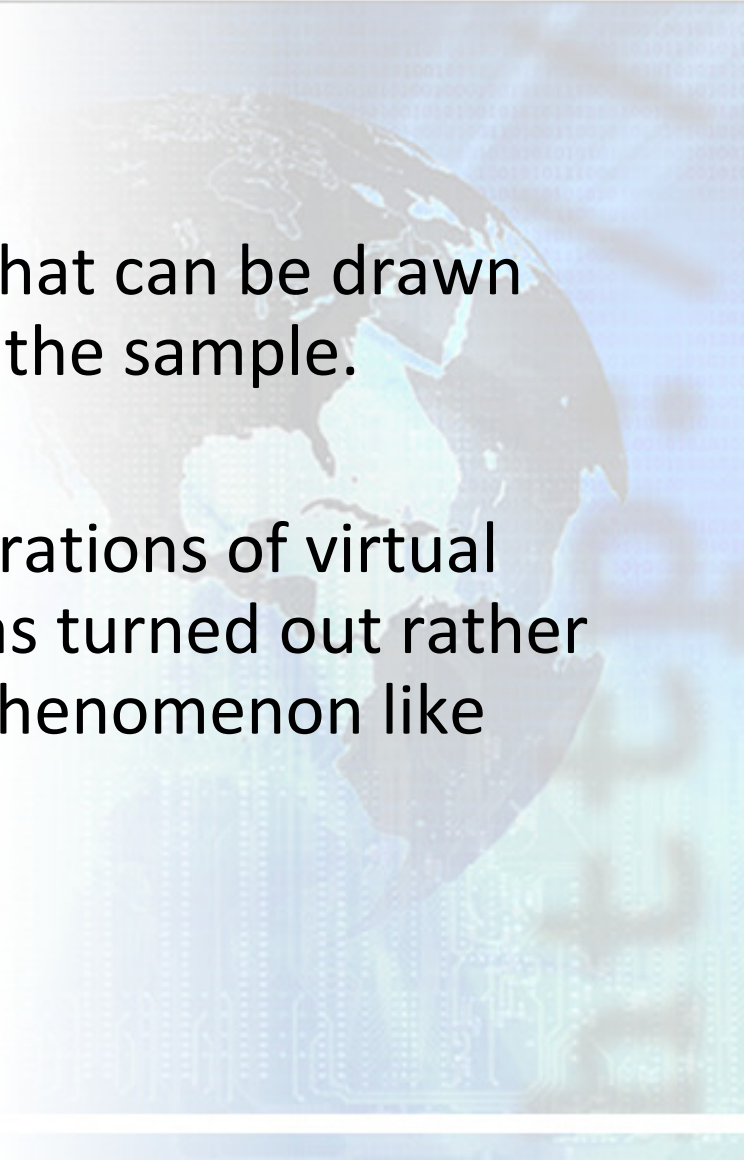
Delivery Method:	Online and Semi-presencial.
Requirement:	Friendly learning platform.
Structure:	Modular (flexible time management, learning needs).



# Discussion



## Limitations

- Sample size: the conclusions that can be drawn from this study are limited by the sample.
  - Considering variety of configurations of virtual teams survey methodology has turned out rather rigid to approach a dynamic phenomenon like virtual teams.
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**THANK YOU FOR YOUR ATTENTION!**  
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