



Strategies for Managing the Virtual Organizations

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Introduction

A virtual organization can be defined as an organization with a collection of a number of organizations. These several organizations are bound by an agreement to become members of the virtual organization. These set of organizations are generally legally distinct entities and when under the umbrella of the virtual organization, they act as though they are one. The purpose of the virtual organization is to share skills and knowledge so that it can achieve a common goal.

Virtual Teams

Virtual organizations use virtual teams which are usually structured in a set. Lipnack and Stamps (2007, p.15), say that virtual organizations are "a collection of people who are motivated by a common goal or purpose and interact with each other by performing interdependent tasks". This team often works across a diverse space and time scale. They are contained by the organization's boundaries and connected by the aforementioned advanced and interactive information technology.

Main characteristics of virtual organizations

One of the key characteristics of virtual teams is partnership. The member companies or organizations of the virtual organizations have to co-ordinate their actions such that the customer or client will see them as one. This means that collaboration of the business partnerships of highest order is needed so that they can have unity and "present themselves as one" to the public and all the shareholders of the

Managing In Virtual Organizations

**M. Katherine Brown, Brown, Brenda
Huettner, Charlene James-Tanny**



Managing In Virtual Organizations:

Managing in Virtual Organizations Malcolm Warner, Morgen Witzel, 2004 The virtual organization is a new and dynamic form of organization which is threatening to challenge more conventional forms of business organization The benefits of this form of working are enormous but these organizations can be very complex to manage *Managing in Virtual Organizations* explores and simplifies the challenges of managing virtually and explains how the virtual firm can best be employed Starting from the basic building blocks of these organizations technology knowledge and virtual space the book conceptualises virtual organizations as human knowledge based organizations enabled but not dominated by technology and looks at the three way interaction between people knowledge and machines In particular the book considers knowledge its nature and role in organizations and how it is managed at how technology functions as a tool of virtual organizations and how people can be managed in virtual terms It then reflects on the use of the virtual organization as a strategic option how general managers of virtual organizations should be trained how they should operate and the new skills they require This will be a key text for undergraduate postgraduate and MBA modules on virtual management knowledge management and management information systems and highly recommended on organizational behaviour and strategy modules at all levels It will also be ideal reading for managers who need to know about the issues involved with managing virtual organizations *Managing Virtual Teams* Debbie D. DuFrene, 2011-11-23 Virtual teams are an integral part of today's global business environment Traditional face to face communication is frequently being replaced with technology mediated communication methods including phone email fax synchronous chat programs and videoconferencing While virtual teams offer various advantages to organizations and individuals in flexibility and the ability to overcome geographic distance they face unique challenges Virtual teams are often made up of members of various cultures with diverse communication styles Men and women also tend to behave differently in virtual environments Challenges occur in the forming storming norming and performing phases of team development and virtual teams must be able to cope effectively with those obstacles if they are to be successful and reach their potential Team participants should be selected carefully for various personal characteristics that help assure success and trained in how to be effective virtual team members Various team strategies can be implemented to improve effectiveness and satisfaction of virtual team members **Managing Virtual Teams** Silvester Ivanaj, Claire Bozon, 2016-08-26 The book *Managing Virtual Teams* explores the critical elements that must be considered in managing virtual teams in organizations from structural managerial and process points of view Based in solid research the book provides a deep look at the nature of virtual teams and the factors that enable their success It lays out in clear detail the key characteristics of virtual teams and traces their emergence within organizations and the research literature It makes a valuable contribution with clear guidelines for managerial practice both to researchers interested in learning about virtual teams and to managers and organizations dealing with the challenges of managing virtual teams *Managing Virtual*

Teams, Second Edition Debbie D. DuFrene, Carol M. Lehman, 2015-10-29 Virtual teams are an integral part of today's global business environment. Traditional face-to-face communication is frequently replaced with technology-mediated communication methods including phone, e-mail, fax, synchronous chat programs, and videoconferencing. While virtual teams offer various advantages to organizations and individuals in flexibility and the ability to overcome geographic distance, they face unique challenges. Virtual teams often are made up of members of various cultures and ages with diverse communication styles. Men and women also tend to behave differently in virtual environments. Challenges occur in the forming, storming, norming, performing, and adjourning phases of team development, and virtual teams must be able to cope effectively with those obstacles if they are to be successful and reach their potential. Team participants should be selected carefully for various personal characteristics that help ensure success and be trained in how to be effective virtual team members. Various team strategies can be implemented to improve effectiveness and satisfaction of virtual team members.

A Manager's Guide to Virtual Teams Yael Sara Zofi, 2011 With an increasing number of employees working remotely, it is more difficult than ever to ensure that team members are working smoothly and productively. This book provides a roadmap for bridging the logistical, cultural, and communication gaps that can prevent any virtual team from reaching its full potential.

Manager's Guide to Virtual Teams Kimball Fisher, Mareen Fisher, 2011-06-17 Get solid collaboration from team members in remote locations. Globalization and new technologies have made team collaboration from distant geographical locations on the road from home or client sites, even on the other side of the globe, a routine part of business. Managing these teams requires new skills and sensitivities to maximize team and organizational performance. Emphasizing pragmatism over theory and offering helpful tips instead of vague observations, *Manager's Guide to Virtual Teams* helps you bridge the communication gaps created by geographical separation and get peak performance from employees you rarely see. You will learn how to keep team members in remote locations motivated and involved. Coach for peak performance via e-mail, telephone, teleconference, and videoconference. Help widely scattered team members understand their contribution to the business. Build consensus for decisions among virtual team members. Learn effective communication and feedback techniques for enhancing team performance. Briefcase Books, written specifically for today's busy manager, feature eye-catching icons, checklists, and sidebars to guide managers step by step through everyday workplace situations. Look for these innovative features to help you navigate each page: Clear definitions of key terms and concepts. Tactics and strategies for managing virtual teams. Tricks of the trade for executing effective management techniques. Practical advice for minimizing the possibility of error. Warning signs for when things are about to go wrong. Examples of successful virtual managing. Specific planning procedures, tactics, and hands-on techniques.

7 Essentials for Managing Virtual Teams Dana Jarvis, 2017-08-11 *7 Essentials for Managing Virtual Teams* is the best tool for virtual team managers to produce winning results. The 7 Essentials Model introduces a practical and actionable roadmap for leadership success to strengthen any

virtual team Virtual teams need more than technology they need excellent management and interpersonal savvy The 7 Essentials teach virtual team managers how to positively interact with employees provide team members with meaningful development opportunities and build quality professional relationships that produce a high performing virtual culture with measurable results The Model teaches virtual managers how to leverage the professional strengths of individual team members to maximize performance encourage collaboration and increase productivity Each Essential is supported by research case study analyses leader interviews and relevant firsthand experience 7 Essentials for Managing Virtual Teams is a must read for virtual team managers who wish to inspire team members to realize their full potential and contribute in meaningful ways even from afar Dana Jarvis MPA MSW is a U S Marine Corps Veteran with over 30 years of professional experience He has led training initiatives in the public private and nonprofit sectors Dana currently serves as an adjunct professor at Duquesne University s John F Donahue School of Business while also leading training initiatives for a biotech company Over the years Dana s work has provided him many opportunities to experience the good the bad and the ugly of virtual teams His 7 Essentials Model was born out of this baptism by fire It serves as a reminder that virtual teams can provide a transformative and meaningful experience with amazing results

Managing Virtual Teams Deborah Daniel DuFrene, 2012 Virtual teams are an integral part of today s global business environment Traditional face to face communication is frequently being replaced with technology mediated communication methods including phone email fax synchronous chat programs and videoconferencing While virtual teams offer various advantages to organizations and individuals in flexibility and the ability to overcome geographic distance they face unique challenges Virtual teams are often made up of members of various cultures with diverse communication styles Men and women also tend to behave differently in virtual environments Challenges occur in the forming storming norming and performing phases of team development and virtual teams must be able to cope effectively with those obstacles if they are to be successful and reach their potential Team participants should be selected carefully for various personal characteristics that help assure success and trained in how to be effective virtual team members Various team strategies can be implemented to improve effectiveness and satisfaction of virtual team members

Managing Virtual Web Organizations in the 21st Century: Issues and Challenges Franke, Ulrich J., 2001-07-01 As the concept and use of virtual organizations grows it is necessary to gain a better understanding of how the virtual economy operates Managing Virtual Web Organizations in the 21st Century Issues and Challenges provides a guideline of how to manage virtual organizations by introducing the concept explaining the management theories behind the concept and presenting practical examples of successfully operating virtual organizations

Managing Virtual Teams Joao Heitor Santos, 2017-11 Globalization and advances in technology have given ways to the emergence of virtual teams Virtual teams are those teams in which the members are interacting in an online environment while being located in different geographic locations and coming usually from different cultural background Managing a team with such complexities

involves lot of efforts and dedication A manager who has shifted from a traditional team where people work under the same roof to a virtual team finds it difficult to manage the team To manage a virtual team it is not just the responsibility of the manager but also the team members who are equally responsible to manage and nurture it This book helps the reader to get a grasp of virtual teams and their management along with the challenges and strategies involved in team management To be specific the book helps readers understand the changes that occur in the middle of the project Managing the changes in a virtual team demands the involvement of the team members and facilitators to overcome the hurdles This book covers a wide range of prospects from managing virtual teams and overcoming the challenges faced while managing such complex teams Chapter 1 of this book gives us a brief description about what exactly virtual teams are and how they are different from the traditional teams In this chapter we come across and discuss situations and challenges which are responsible for the instability of such teams Chapter 2 sheds light on the development of the team and the importance of developing a virtual team Chapter 3 provides an insight on the methods which are required to establish effective communication and collaboration within the team Effective communication acts as a binding tool for the virtual team members Effective communication and collaboration are the most important factors in managing virtual teams due to the fact that the team members are not physically connected to each other Chapter 4 and 5 delivers the full review of leadership management and towards the later part it leads to conflict management in the team It also discusses about the processes involved in forming and manage these teams effectively It is important to understand that while managing these teams and establishing effective communication within the teams many challenges are encountered by leaders as well as by team members In chapter 6 all such challenges have been discussed with appropriate solutions to handle those challenges Along the same line chapter 7 delivers the steps involved in managing the changes which occur in the middle of the virtual project Following the changes the most important factor in managing the virtual team is conducting the meetings for team members sitting in virtual scattered locations For discussion on those virtual meetings chapter 8 has been framed to highlight the tools involve in facilitating the virtual meetings After following the set procedures protocols and management guidelines the most important factor in managing the virtual teams is evaluation of success It is essential to evaluate the progress report of the team members so that the leader or the manager is able to understand the loopholes prevailing in the team and is able to tackle them on time without delaying the project For evaluation purposes chapter 9 explains the dynamic role of metrics in a virtual team and also the role of technical tools which help in analysing and evaluating the success rate of the project A separate chapter on case studies is also included to give an idea about how various organizations manage virtual teams and what kind of strategies are adopted to maximize the performance of the members in a virtual team environment This book intends to teach and guide readers on how the emergence of virtual teams has changed the working style of the corporate sector This book helps us to understand the ambiguity and complexities associated with virtual teams and what are the key parameters

that are critical to managing a virtual team in the most efficient way The book lends us the opportunity to deal with all the challenges which might prevail in a virtual team environment

101 Leadership Actions for Creating and Managing Virtual Teams Ollie Malone, 2004 These 101 actions will help you manage lead or participate in a virtual team whatever your role you will gain ideas practices and suggestions that will enable you to be more successful From strategy and structure to technology and systems it's all here

The Manager's Pocket Guide to Virtual Teams Richard Bellingham, 2001 This book is full of new ways to overcome the barriers created when people work in different locations How to create a forum for idea sharing solve problems among people from multiple functions keep everyone in the virtual loop prevent things from slipping through the cracks keep members up to date on changes and decisions and much more

Managing Virtual Teams. Building Trust and Managing Conflicts Lukas Thielen, 2019-02-25 Essay from the year 2017 in the subject Business economics Business Management Corporate Governance grade 2.0 International University of Applied Sciences language English abstract At the turn of the century globalisation and the use of communication technologies enabled organizations to alter their organization based structures from traditional to virtual settings The use of agile teams that can be arranged on the fly has expanded considerably in response to the competitive complex and challenging business environment Traditionally teams operated in face to face settings but with advances in information and communication systems virtual collaboration has become commonplace Virtual teams have plenty of advantages Companies can bring together their best global talents at low cost while offering their employees great flexibility and autonomy Since team members span multiple time zones and are able to work parallel instead of sequential organizations are able to significantly reduce their response time and time to market It is fair to say that the digital evolution is transforming the future of work But the benefits of virtual collaboration come with challenges that need to be mastered by organizations Project coordination building relationships establishing trust and achieving effective teamwork are only few aspects that differ from conventional teams when considered in detail Teams with multi cultural backgrounds that are geographically dispersed and virtually composed have been in practice and studied for more than three decades Yet managers still struggle with how to get them perform and collaborate properly Bad communication non existing trust and conflicts seem to be the main causes of failure in virtual collaboration The purpose of this research essay is to understand the characteristics of managing virtual teams by analysing relevant literature focused on the areas of building trust and managing conflicts in particular The essay aims to examine the impact and relation that trust and conflict management have with the performance of a team and the group's cohesion

Managing Virtual Teams Martha Haywood, 1998 The software serves as an assessment tool to help make the distributed team more effective

Virtual Teams David Pauleen, 2004-01-01 Virtual teams are a relatively new phenomenon and by definition work across time distance and organizations through the use of information and communications technology Virtual Teams Projects Protocols and Processes gathers the best of academic

research on real work based virtual teams into one book It offers a series of chapters featuring practical research insight and recommendations on how virtual team projects can be better managed as well as in depth discussion on issues critical to virtual team success including the place of virtual teams in organizations leadership trust and relationship building best use of technology and knowledge sharing

Managing Virtual Teams: Getting the Most from Wikis, Blogs, and Other Collaborative Tools M. Katherine Brown, Brown, Brenda Huettner, Charlene James-Tanny, 2006-12-31 This book provides practical advice for managers of distributed teams who must design the internal systems and meet deadlines with a diverse team and for team members who want to develop and maintain professional relationships Important Notice The digital edition of this book is missing some of the images or content found in the physical edition

Leading Virtual Teams Catherine Mattiske, 2020-04-24 Is the virtual team you are leading functioning at full capacity Are all your virtual team members confident productive and positive even though the coronavirus is impacting the way they work Are all your virtual team members engaged involved and a team oriented player Do you always know how to deal with multi cultural team members sensitively If you answered NO to one or more of these questions you need to read this book International business educator Catherine Mattiske set up her first global virtual team in 2001 After years of leading virtual teams internationally she has written this book to help you be the best virtual leader that you can be With the impact of the coronavirus this book is essential for all leaders who are changing how they work and how their teams come to grips with working in a very different physical and emotional environment This comprehensive book will answer many virtual team member questions you have including how to Understand different leadership types local virtual and hybrid Know what makes a robust virtual team leader Build virtual teams Create a virtual team culture Communicate for peak performance Know which communication method to use in which situation Manage global and cultural adaptability Tap into potential cultural intelligence Manage up virtually when your boss isn't in the same office as you Improve your presentation skills Avoid the seven deadly presentation mistakes Get to yes faster using virtual negotiation skills Monitor and value your self worth Build your online presence via social media Efficiently and productively build your internal and virtual networks Plan your career development If you are serious about being a strong and successful virtual leader and leading the way for more virtual team leaders in your organization this book is a must read for you

Working Virtually Trina Hoefling, 2001 Annotation Virtual working is a fact of life as more companies manage teams of individuals dispersed on sites across the country or around the globe take increasing advantage of improving technology and software to telecommute and teleconference and begin to think about the human element in disaster recovery The key to successful dispersed working is not technological expertise but a clear understanding of what it takes to get the enterprise ready for virtual work and of the skills for bonding individuals into cohesive high performance teams across distances and differences This book provides that guidance through work charts vivid composite examples definitions and actual cases and shows how the technological tools support and expand the options

for collaboration It answers such critical questions as What makes working virtually work How do we start How do you develop new leaders in a virtual environment What skills do virtual managers and team members need How do you determine how ready they are Which technologies are most appropriate for your purposes What's the impact on existing systems and structures This book is indispensable practical guide and reference for virtual team leaders HR managers CEOs and trainers It will also be suitable for professional certification and business courses in organizational development

Managing the Reality of Virtual Organizations Sandhya Shekhar, 2016-03-04 This book comes at a time when virtual organizations VO are proliferating exponentially due to the twin catalysts of globalization and technological enablement It provides conceptual frameworks and simple tools for identifying and addressing the complexities of managing geographically dispersed virtually linked organizations which may have grown organically or inorganically into a potpourri of multiple cultures capabilities and practices These can help to scientifically assess the impact of virtualization balance the physical with the virtual and manage risks using early indicators The book provides mechanisms to recognize localize measure and address vulnerabilities Ensuring knowledge transfer effectiveness KTE is vital in VOs A diagnostic tool has been evolved to measure KTE isolate problems and weak links and plan effective interventions A set of critical factors to increase the probability of success of globalization strategies have been identified This book interleaves theory with practice and provides insights drawn from conversations with business leaders exploratory surveys and in depth research using a large sample The solid methodological underpinnings serve as a useful template for researchers while the models can be contextualized to suit any organization Foreword by Mr Ajit Balakrishnan Chairman and CEO Rediff com Chairman Board of Governors Indian Institute of Management Calcutta

When Teammates Do Not Respond Niki Panteli, 2018 The case presents a real life situation that is often experienced among managers of virtual geographically dispersed project teams These are teams with limited if any face to face contact among co workers and team members Problems occur when there are changing project requirements and when there is poor coordination and communication among project team members themselves As such you want your co workers or even your project manager to communicate with you but they don't instead they remain silent In these conditions the dispersed members may feel frustrated rejected and withdrawn all of which have the potential to negatively affect individual and overall project performance The case asks what the manager's role should be in such situations Students are also encouraged to think in terms of what needs to be done in order to avoid such situations and build effective virtual teams

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
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