

Event Name: **Managing Virtual Teams**
File Saved by: **Tom Werner**
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Brian Keating: I'm a webinar facilitator located in central NJ!
Beth Howser: Group Manager from Northern VA
Sue Fody: I'm an instructional designer and also deliver webinars in CO
Ernie Brescia: Sr Instructional Design and Tech Consultant at LIMRA International, a market research organization serving the financial services industry. Glad to be here...
carrie saarinen: instructional technologist in central MA
Dan Leavitt: Good morning. I work in OD for a software development company (ESRI) in Southern California.
Iannicelli Patrick: Hello. I'm Patrick Senior Training Consultant in Buffalo, NY
Julie Erickson: electronic resources coordinator in SD
Michael Nesmith: Videoranch3D.com
Anne Scott: Hi all! I'm a training program developer based in Knoxville, TN.
Lila Vizzard: Project Manager based in Fort Knox, KY supporting staff who are home-based nationwide.
Gary Woodill: Yes - everyone will be sent the slides
Michael Mount: Technology Trainer / Content Developer, UNiversity of Central Oklahoma
Alison Miller: Hello - I am the Researcher in Distance Education for the Internet Public Library, employed by Florida State University, living in NY.
Adriana Rapolla: Hello, I'm Adriana. eLearning Services in Houston
Deborah Cheney: I am a program manager and typically lead information design and learning projects.
Alison Miller: Also starting as an independent consultant.
Alison Miller: :-)
Beata Tworzewska: Hi, I'm Beata and I'm an Instrucional Designer from Poland
Anna Watt: I am a Manager of Instruction for Virtual Classrooms, SF, CA
Dan Leavitt: Hi Alison! I'm an FSU alumni - earned via distance learning at that!
Luís Matos: student of education at university of coimbra, portugal
Michael Mount: Bom dia Luis!
Alison Miller: Hello Dan! Go FSU!
Luís Matos: ahah Actually, afternoon, Michael
Luís Matos: Boa tarde
Michael Mount: hmmm...morning here!
Alison Miller: sorry, what was the hashtag?
Janet Clarey: #BrandonHall
Alison Miller: thank you
Janet Clarey: @jclarey
Alison Miller: Hello Janet
Janet Clarey: Hi Alison
Deborah Cheney: I'm very interested to learn more about how people engage virtual team members and identify signs that people are multi-tasking and zoning out.
Alison Miller: Janet from Upstate? Really, me too!
Janet Clarey: Yes Alison. Central NY (way Upstate)
Alison Miller: Finger Lakes here.
Janet Clarey: Wine country. Beautiful
Alison Miller: :-) yes it is
Chuck Kaste: Will the deck be available after the call?
Janet Clarey: Yes Chuck. It will be emailed to all
Chuck Kaste: Cool ... thx
Tom Werner: We'll send an e-mail with a link to the slides tomorrow.
Sue Soltis to All Presenters: [Is this session being recorded? I was unable to log in at the beginning...](#)
Ernie Brescia: Will attendees also get a copy of the research paper?
Tom Werner: No, unfortunately the research paper is for sale only.
Ernie Brescia: Thanks, Tom.
Tom Werner: The session is being recorded.
Alison Miller: Isolation can be very tough
Alison Miller: :-(
Ernie Brescia: I agree - I've started taking my laptop to Starbucks and doing some work there just to be around people :)
Lila Vizzard: Talk to the dog a lot. Only a problem if she starts talking back!
Janet Clarey: I think you really need to make an effort to avoid isolation.
Alison Miller: I have a 3 and 4 year old...so, never really isolated - the other part of the problem!
Alison Miller: but from colleagues

Chuck Kaste: I'm able to work out of the house as much as I want, but I like coming into the office at least a couple days/week to connect with colleagues.

Alison Miller: that's nice Chuck

carrie saarinen: plan to train team members on tech tools for virtual collaboration, esp if bringing in new team members midway through project

Janet Clarey: In my opinion, that's ideal Chuck. Blended workplace like blended learning

Lila Vizzard: I miss that a lot. I think I'm a lot more productive working from home, but do miss the ability to collaborate in person with colleagues.

Reginald Stewart to All Presenters: Hello - Will I be able to get a copy of this presentation?

Chuck Kaste: Sometimes you just need to get everyone in a room and whiteboard it ...

Anne Scott: Chuck - webinar white boards work equally well.

Anne Scott: (if not better, because everyone can write)

Lila Vizzard: I've used the web whiteboards. But it's a major culture shift.

Joe Fournier: We use LiveMeeting and do have video from all participants on the "call."

Tom Werner:

We will send an e-mail with a link to the slides tomorrow.

Randall Ulrich: Use whiteboards in virtual meetings. You can also use mind-mapping software if you really need to brainstorm ideas.

Chuck Kaste: I've tried web whiteboards and cede that they do work. But I find my interactions are richer when they are f2f.

Anne Scott: I agree with you and @jclarey - if you're close enough to get to the office every once in a while, that's perfect.

Anne Scott: Unfortunately, I'm 500 miles away.

Alison Miller: that's really great - "Team Charter"

Janet Clarey: You can clear the Yes/No icons by clicking on them again

Anna Peters: the leaders of the session can clear all the icons at one time

Reginald Stewart: Will there be a possibility of getting a copy of this presentation?

Tom Werner: We will send an e-mail with a link to the slides tomorrow.

Jarl Jonas: We meet monthly via web meeting which helps maintain connections and provide context the myriad of emails, but the team still loves to gather twice a year

Randall Ulrich: Will just the slides be made available, or will this recorded session be available?

Alison Miller: and be motivated

Jarl Jonas: What signals are important to look for to help indicate motivation levels?

Gary Woodill: Slides are available but recordings are for members

Deborah Cheney: How big is the average team the panel members are on and what types of virtual teams are they on?

Chuck Kaste: Our firm has offices in Atl, NY, SF and LA. We've found that virtual teams function the most effectively when the forming/storming can be done f2f and move to a web/v2v collaboration once they get into norming and performing.

Alison Miller: that makes a lot of sense Chuck

Alison Miller: I love the mentions of coffee oops tried to applaud in my text...

Joe Fournier: In terms of *managing* a virtual team, I find one of the challenges is remaining fully aware of the continued focus on the work product. Creative people may be very easily distracted, so you have to practice very deliberate project management and require appropriate reporting. Also, as a manager, you deal with all of the psychological impacts on your virtual team. You also need to manage the team dynamics...and if you don't create a sense of TEAM, you risk losing some of your best contributors.

Janet Clarey: I'm actually trying to get something like that going in my area. If you're looking into co-working, here are a couple of resources <http://wiki.coworking.info/>

Deborah Cheney: It seems this is more about working virtually than managing virtual teams - is that right?

carrie saarinen: I struggle to get buy in webbased collaboration tools: wikis, social bookmarking, webmeeting. My team uses only the phone! I think it would be helpful to see data via webmeeting, but they prefer to email files back & forth. (I'm the youngest/newest collaborator).

Janet Clarey: Also on coworking <http://groups.google.com/group/coworking?pli=1>

Janet Clarey: Right now Deborah that does seem to reflect the conversation

Jarl Jonas: Joe, what do you do to create a "sense of team."

Joe Fournier: @carrie, I'm in a large company and it does get challenging to get tools that I can use on my PC...oh to have an open platform.

Joe Fournier: @Jarl, trust, collaboration, mutual support. We have it on our team, but I can sense the ebb and flow. As the leader, I have to help get the energy level up and if I don't, the whole team suffers.

Åse Lundblad: I have great experiences with working in projekt using Google docs or wikis

Ana Alemany: If you work for a major company, sharing co-working spaces is not permitted due to confidentiality issues.

Jarl Jonas: Microsoft also came out with a document sharing site, Microsoft Live, haven't fully tested

carrie saarinen: @JoeFournier we're hospital/med school and the hospital networks block a lot of apps (patient data security) so yes, access to tools is another hurdle to jump

Alison Miller: Does anyone use outside providers?

Alison Miller: for managing time, screen captures, etc?

Alison Miller: oDesk or ELance?

Reginald Stewart: Our department of 91 employees is 90% virtual. I don't have a microphone to chime in, but do have some experience with managing performance, holding accountable, recognizing, etc.

Tom Crawford: free web-based screen capture software = Jing

Joe Fournier: @Alison, I'm in the same place as @carrie with an infrastructure built to protect sensitive data. I'm actually on my personal PC now, which I keep to the side of my company PC...and use frequently.

Alison Miller: yes, does that measure your work? I love Jing!

Tom Crawford: not really, no, but we should suggest that to techsmith! they're great about integrating customer ideas

carrie saarinen: <http://www.jingproject.com/>

Janet Clarey: I did the same thing in a prior job Joe....had to bring in my own PC if I wanted to use some tools (heavily regulated insurance industry)

Joe Fournier: The virtual conversations are better through video once you get used to it...because of the ques.

Alison Miller: oDesk actually measure mouse movement and screen activity

Joe Fournier: LOL, @janet...you described my industry exactly.

Janet Clarey: I like video but feel a bit awkward with it.

Alison Miller: exactly

Joe Fournier: but I'm really just learning pro, not an insurance pro...so the social collaboration opps are fascinating to me.

Joe Fournier: you have to get used to the video as a team; then it starts to get comfortable.

carrie saarinen: i love this chat feature of a virtual webbased meeting but with a large working group it would be distracting. groups would have to establish norms for chatting during meeting and maybe build in chat time at the end?

Joe Fournier: Also, we had to put in some "standards" ...like business casual from the waist up. '-)

Janet Clarey: they are and working in a regulated environment doesn't mean you can't find useful ways to use collaboration tools for your virtual teams.

Alison Miller: the great thing about chat is that it can be minimized...for less distraction

Joe Fournier: 7 directs; about 100+ that I regularly work with virtually.

Ernie Brescia: @Carrie - having guidelines around tools such as chat is really important whether it's a virtual team meeting or a virtual learning program.

Åse Lundblad: Skype is also easy, free and great fore reducing distance in teams

Toni Bentfeld: is there any effective training on managing virtual teams that is delivered virtually?

Amit Garg: <http://jaycross.posterous.com/michael-malone-on-the-protean-corporation-tim>

Joe Fournier: If anyone implemented "Social Media Policy" that would like to network offline? I'm writing an article on this.

Amit Garg: This was saying Intel has a large number of people working in Virtual teams

Lila Vizzard: So what can you do to support large virtual teams? We have 14 separate small virtual teams that work on the same kind of work but in different areas. As the corporate support - what are some strategies people have found for building those social support relationships?

carrie saarinen: @Amit! Hi Amit Garg! Its Carrie from UMassMed!

Joe Fournier: we do internally...we develop our own.

Michael TULL: what suggestions do you have associated to managing asynchronous teams?

carrie saarinen: Re MichealTULL - yes! good question: asynchronous team management

Joe Fournier: We also held a virtual conference last year...which was QUITE an interesting challenge from inside the firewall, but came off OK, with some patience for tech difficulties.

Janet Clarey: One of my big problems with virtual team meetings is my tendency to multi-task. Can come off rude.

Amit Garg: Hi Carrie. How are you doing today...

Alison Miller: @janet

I'm also a multitasker - and know what you mean...

Joe Fournier: How do you deal with maintaing the "sense of team"? Do you have regular on-sites?

Alison Miller: I would like to hear responses to the sense of team question too.

Gary Woodill: OK

Jarl Jonas: In regards to team development and bonding, I've heard of some using the game World of Warcraft to teach team dynamics. Any experience or insights?

Janet Clarey: Joe, we have at least one f2f meeting each year. However, I first met Brandon Hall in 2007 - two years after I joined the company.

Lila Vizzard: We meet maybe once a year, but it's really difficult to keep that going. We use MS Communicator some which helps with the informal connecting...

Anne Scott: @jclarey - How can managers prevent multi-tasking when necessary?

Alison Miller: LOL

Joe Fournier: @Jarl, so you shoot and kill others to bond? Sounds interesting...but not appropriate for some business environments.

Ana Alemany: We use Instant messaging a lot.

Michael Nesmith: our company uses our own virtual world for team meetings

Michael Nesmith: this, btw, is Victoria, in for Michael

Michael Nesmith: i've taken over :)

Ana Alemany: that's how we use it. people are very respectful

Joe Fournier: @AnneScott - we ask directly for a commitment to not multi-task. We also developed some internal training to demonstrate the adverse cognitive effect on the work product regarding multi-tasking.

Tom Werner: Michael, what type of virtual world is that?

Alison Miller: Knock it off

Michael Nesmith: well our world is videoranch3d

Alison Miller: or no, too harsh?

Joe Fournier: @Michael, was that built intentially?

Michael Nesmith: no we use an off the shelf engine

Michael Nesmith: but we built the entire world in it

Janet Clarey: Tough one Anne. You could provide tactics for the team - don't use multiple monitors, multiple apps at the same time.

Michael Nesmith: and the avatar part of communicating is very important, we find

Anne Scott: @Joe - I'd love to see the training - what a neat idea!

Alison Miller: great point - working independently, but coordinating - that is very helpful

Joe Fournier: @Tom Crawford - I've tried creating those collaborative teams to help boost sense of team and I concur with you that it is an important gluing factor.

Michael Nesmith: our main focus at videoranch is live performance

Michael Nesmith: but our team is all over the world

Alison Miller: wow - sounds great. looking forward to that

Ana Alemany: I still have the issue of isolation. Tools are good for team work. Still you need to leave the house and see people. Perhpas joining a local professional association or team could help? any suggestions...

Brian Keating: I'm going to go as I lost the audio and I have another event coming up at the top of the hour! Thanks for the lively discussion everyone! I enjoyed it thoroughly! :)

Michael Nesmith: i just wonder if anyone here has experience with avatars

Tom Werner: Will check videoranch 3d...

Michael Nesmith: as part of managing a team

Michael Nesmith: Tom not much to see in there unless we're doing live programming

Michael Nesmith: we have a book reading on sunday

Janet Clarey: I think the personality type issues are fascinating.

Michael Nesmith: our company btw has a world of warcraft guild!

Ana Alemany: I am on the computer all the time so socializing to me has to be off the computer.

Joe Fournier: @Anne Scott, our training on that is influenced by "Brian Rules," but we did some other research to support the negative effects as well.

Michael Nesmith: WOW's ability for people to party-up in chat is very powerful

Janet Clarey: @Ana I think I socialze more online comparied to two years ago. Don't know if that's a good thing.

Tom Crawford: <http://www.knowledge-communication.org>

Michael TULL: I havent used WOW myself, I understand the appeal but couldnt 2nd life serve the same purpose?

Tom Crawford: <http://en.lets-focus.com/>

Anne Scott: @Ana I joined a local chapter of ASTD - they have monthly lunch meetings and has been helpful in keeping me connected - both to people and to the industry.

Ana Alemany: Janet, you are. It is a different way to socialize.

Michael Nesmith: Warcraft is very much about the game.

Michael Nesmith: i have spent a lot of time in there

Michael Nesmith: and it's very social, but i find it's always around the game itself

Alison Miller: virtual team building is just as important as f2f team building IMO

Janet Clarey: gary@brandon-hall.com

Michael TULL: so WOW is more like team buiding conferences.

carrie saarinen: is there a virtual 'capture the flag'? I'd rather play that than WOW for work.

Tom Crawford: @alison totally true, in fact virtual team buidiing may be more important if that's possible

Michael Nesmith: maybe this layer is helpful for the introverted?

Alison Miller: I use the same avatar for my pic - to make myself more personal

Alison Miller: in this life...

Michael Nesmith: what happens in Second life stays...

Michael Nesmith: but we dont have that issue in Videoranch3D

Michael Nesmith: but our focus is different

Tom Crawford: @carrie you could create a 'capture the flag' game in Second Life or an ARG and even tie it to learning about the company, industry, project, whatever...sort of training and fun together, imagine that!

Janet Clarey: @Michael. I think so. I've been working through that <http://brandon-hall.com/janetclarey/?p=1328>

Alison Miller: cartoon versions of real pics are fun too

Alison Miller: yup!

carrie saarinen: @Tom: very cool idea!

Amit Garg: That's project natal...its cool

Janet Clarey: "read your face"

Luís Matos: and it reproduces real objects!

Luís Matos: on the virtual

Tom Werner: Yes, search for Project Natal in YouTube

Alison Miller: @Tom very interesting concept

Alison Miller: YES it is!

Michael Nesmith: Janet you posted an interesting article on Twitter last week by V.Rao about introverts and extroverts in regards to social networking

Amit Garg: Like that...Twitter to help reduce isolation...makes sense...

Ana Alemany: tks

Michael TULL: well twitter is really just IM

Amit Garg: that bring coworking to your desktop in a way

Michael TULL: or it can be. I use d tags all the time

Alison Miller: @Michael not so sure about that

carrie saarinen: Twitter: a global conversation. amazing. to be able to find someone else thinking about what you are thinking about at the exact same time: priceless.

Alison Miller: @carrie right on

Michael Nesmith: V.Rao said the virtual environment was better for the introvert. Can you elaborate Janet?

Ana Alemany: smaller network has helped me. thanks.

Alison Miller: meet up is nice too

Janet Clarey: Social networks that matter: Twitter under the microscope

<http://www.hpl.hp.com/research/scl/papers/twitter/>

Joe Fournier: A lot of managing for success it is around managing focus...so while I think Twitter is good, there has to be balance because for my "creatives", they lose the ability to concentrate with all those interruptions. So, any social media guidelines/policy suggestions out there?

Alison Miller: <http://www.meetup.com/>

Alison Miller: I believe that there was research out of Australia about increasing work effectiveness and using SNS

Janet Clarey: Joe, IBM has something post. Let me look for it. Meantime, send me an email with social media guidelines/policy in the subject line. janet@brandon-hall.com

Ana Alemany: @Crawford - right on target

Joe Fournier: ok. or tweet it....I follow you already @spotlearning ^-)

Janet Clarey: @Joe <http://www.ibm.com/blogs/zz/en/guidelines.html>

Anne Scott: @alison: <http://uk.reuters.com/article/idUKTRE5313G220090402>

Joe Fournier: thanks @Janet

Sue Fody: But extroverts need the energy of others to get into the flow

Michael TULL: Isolation is one thing. How about distraction. My cross functional teams have full "real" offices and teams.

How does what we have discussed today differ for cross functional teams.

Alison Miller: thanks @Anne

Ryan Dill: @Michael--we are similar, will the panel please discuss

Julie Erickson: @ michael tull--i work with cross functional teams and find keeping the awareness of the in-house people that there are others out there is really hard

carrie saarinen: i have conf calls with the MD in the office down the hall.

Janet Clarey: @Julie @Michael what has worked for me is an initial face-to-face meeting (when it's a project). Not always do-able.

Michael Nesmith: thanks very much

Alison Miller: Thank you! Nice to hear from everyone and chat too.

Charles Harper: Suggested resources?

Amit Garg: Thank you

Dan Leavitt: Thanks for an informative session1

Tom Werner: Thanks for all of your participation

Kate Bordner: thanks!

Anne Scott: Thanks all