

Leading from a distance: Strategies to build virtual teams that work

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A high-angle, close-up photograph of a workspace. In the upper left, a brown leather bag with a flap and a button is partially open. Next to it is a white smartphone with a green case. A pair of black-rimmed glasses with purple-tinted lenses lies on a brown leather pouch. In the background, a silver laptop is open. In the foreground, an open notebook with lined pages and a red cover is visible, with a black and green pen resting on it. The entire scene is set on a light-colored, reflective surface.

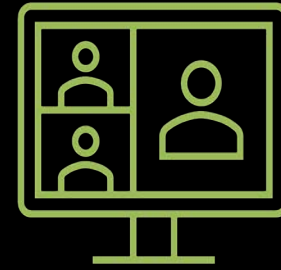
Session Overview

- Types of distributed teams
- Leadership styles
- Challenges of virtual teams
- Authentic leadership (AL) and 5 I's to mastery
- The art of virtual coaching – benefits, challenges, and tips
- Strategies for leading virtual teams
- Q/A

Types of Distributed Teams



Virtual Teams

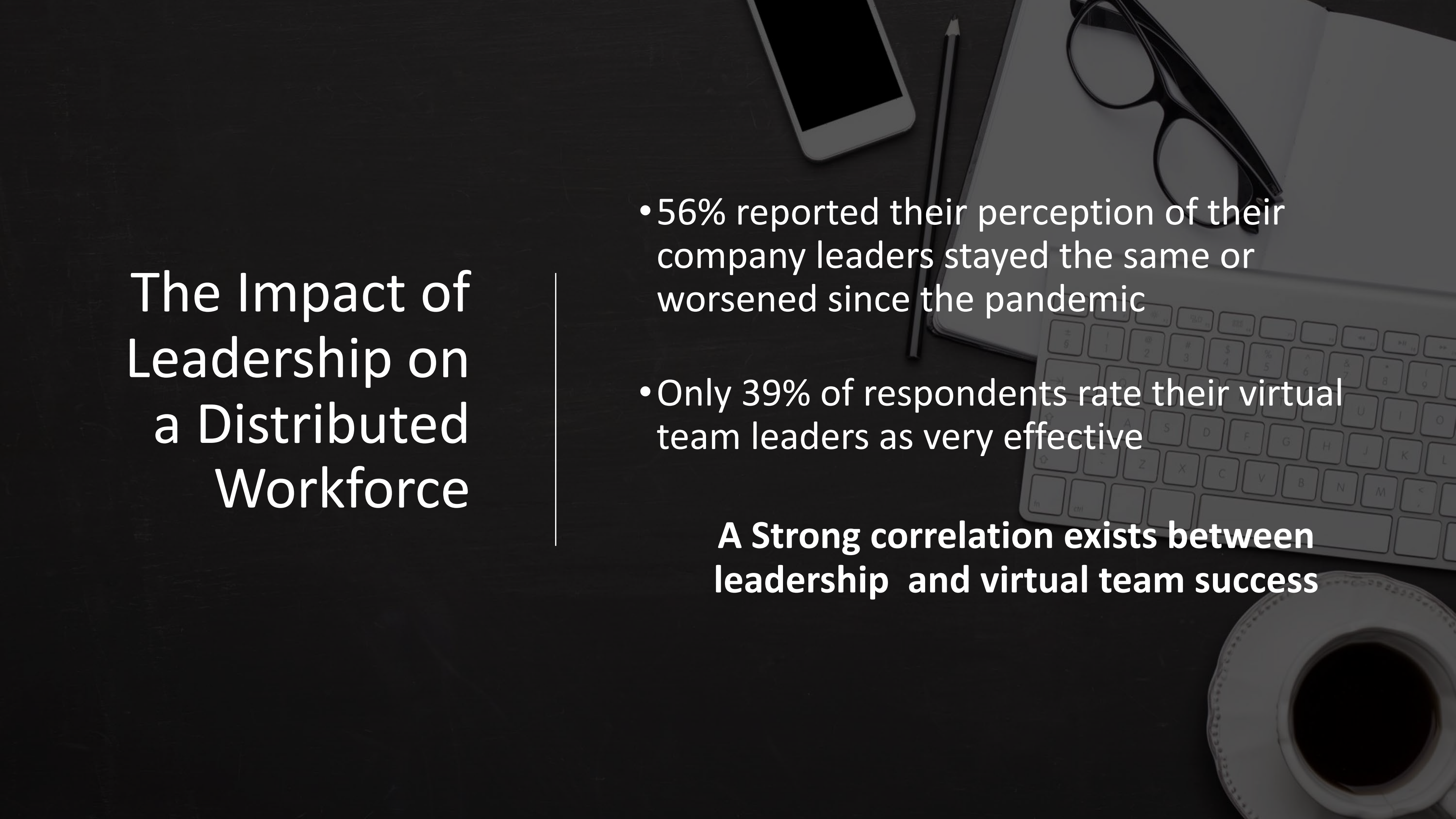


Remote Teams



Hybrid teams

Which team presents the great challenge for leaders?



The Impact of Leadership on a Distributed Workforce

- 56% reported their perception of their company leaders stayed the same or worsened since the pandemic
- Only 39% of respondents rate their virtual team leaders as very effective

A Strong correlation exists between leadership and virtual team success

A person wearing a white shirt is sitting at a desk, using a laptop. A green star sticker is on the laptop keyboard. The background is dark and out of focus.

Leadership Styles

- Authoritative
- Participative
- Transformational
- Situational

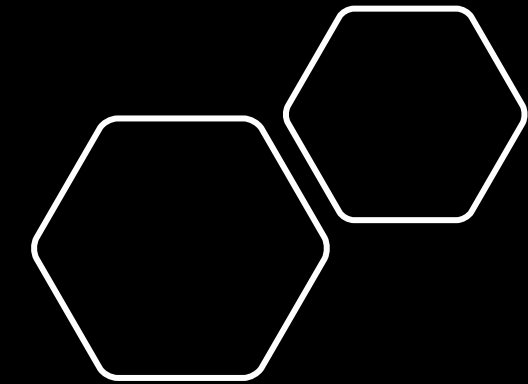


**YOUR
EMPLOYEE**

**AUTHORITATIVE
LEADER**

Participative Leadership





SITUATIONAL LEADERSHIP

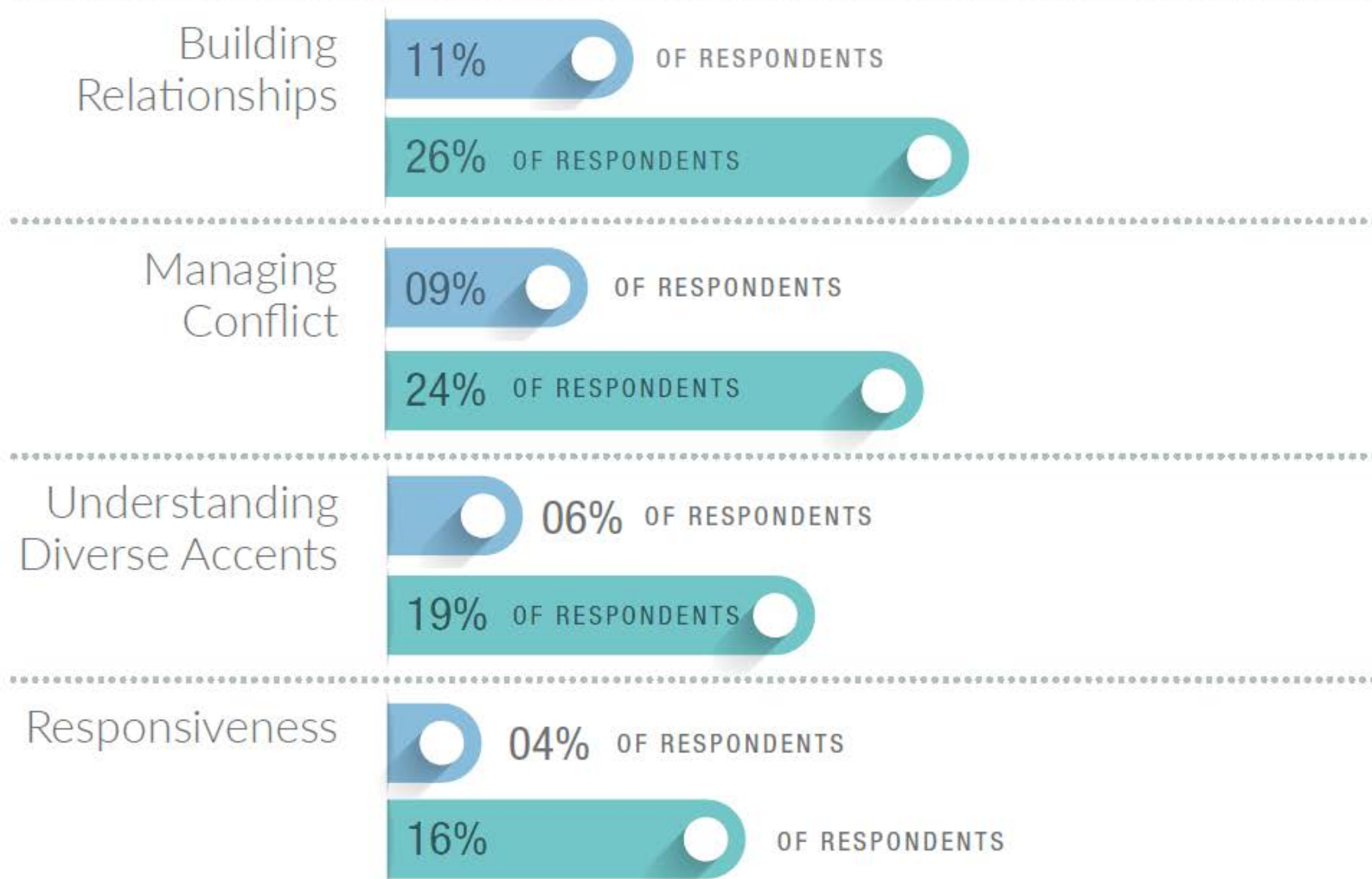
Adopting a leadership style according to the maturity levels of subordinates.



**Which style of
leadership do you use
most often or are most
familiar with?**

Top Challenges Facing Virtual Teams

HOW LACK OF FACE-TO-FACE CONTACT AFFECTS GLOBAL VIRTUAL TEAMS



(CultureWizard Virtual Teams Survey, 2020)

CHALLENGING VERY CHALLENGING

The Challenge of Trust

- Trust = team effectiveness
- Trust factors: competence, integrity, and benevolence
- Trust builders: authenticity, collaboration, and transparency

The role of trust in virtual teamwork

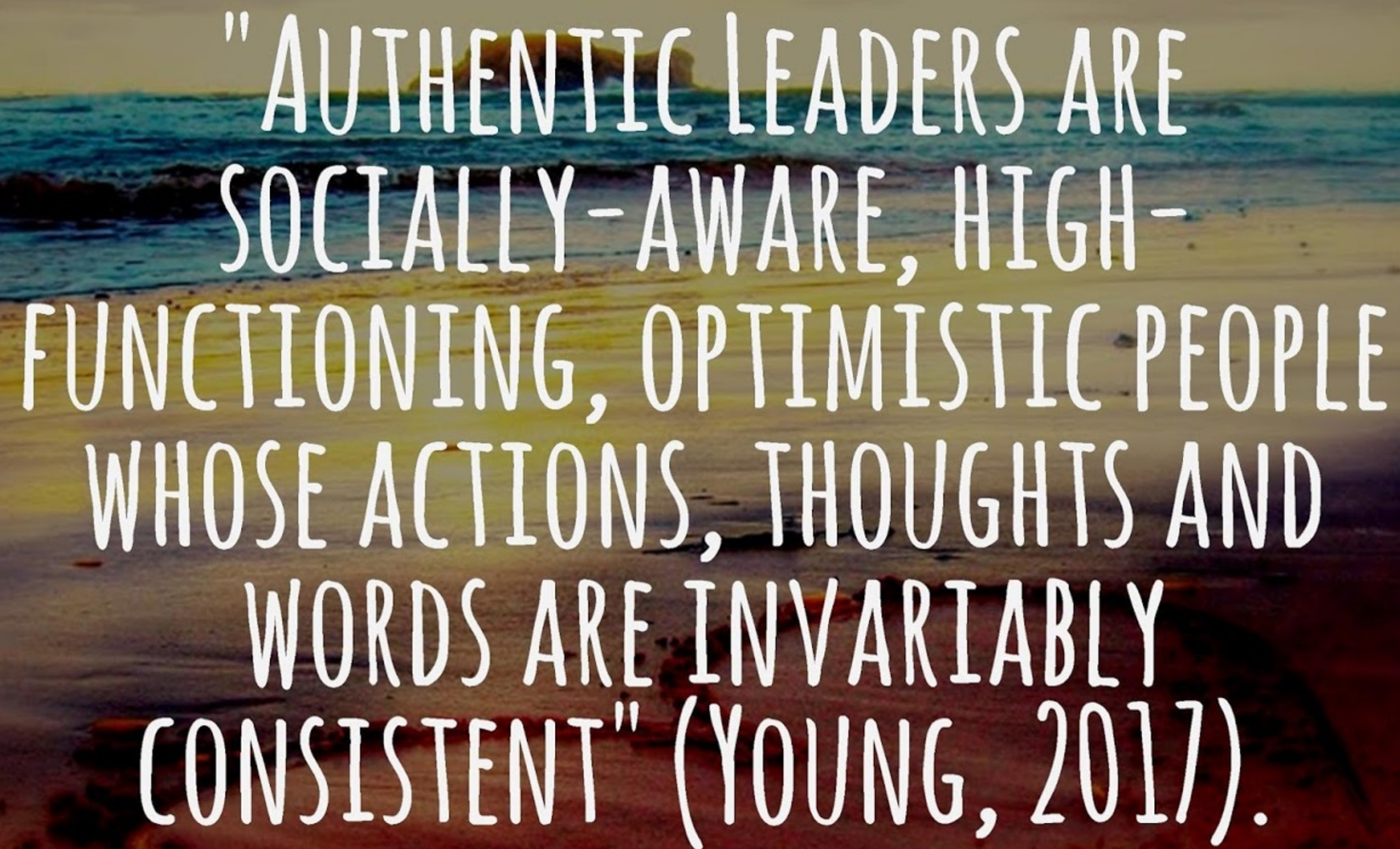


Adapted from Breuer, Hertel, & Huffmeier (2016)



Build a Bridge of Trust

- Use emotional intelligence
- Promote creativity and innovation
- Provide appropriate collaborative tools
- Practice clear and consistent communication with expected dependability
- Promote relationship-building by providing scheduled times for socializing
- Monitor team and individual progress toward goals.
- Show your trust for team members
- Act with transparency and share information
- Implement team building activities
- Be an authentic leader

A background image of a beach with waves crashing onto the shore. In the distance, a large rock formation or cliff is visible under a cloudy sky. The text is overlaid on this image in a white, hand-drawn style font.

"AUTHENTIC LEADERS ARE
SOCIAL-ALLY-AWARE, HIGH-
FUNCTIONING, OPTIMISTIC PEOPLE
WHOSE ACTIONS, THOUGHTS AND
WORDS ARE INVARIABLY
CONSISTENT" (YOUNG, 2017).

The Five “I”s to Mastery of Authenticity



Insight



Initiative




Influence



Impact



Integrity

- 
- Greater trust and credibility
 - Builds team rapport and retention
 - Develops climate of energy and innovation
 - Increases job satisfaction

Advantages of Authentic Leadership

What is Virtual Coaching?



The Importance of Coaching

A leader who serves as a coach not only supports employees, but also inspires, encourages, and promotes personal and professional growth in others including the development of leadership skills.

Do you have a coach in your workplace, or do you know someone who does?



Coaching vs Mentoring **What's The Difference?**

The Benefits of Coaching

- 80% higher self-confidence
- 70% greater productivity, improved relationships, and communication

Coaching is over a \$2 billion dollar industry



Challenges of Virtual Coaching



Technology



Time Management



Session structure

As a coach, ask yourself these important questions.

- Who am I coaching?
- What are their abilities and experience, and what are they seeking to accomplish?
- How do I fit the important task of coaching into my day with all of my other duties and responsibilities?
- How do I account for, and adjust to, the inevitability of change?
- Are people my most important asset, why or why not?
- What do I seek to get in return?

Coaching Session Structure

- Length
- Regularity
- Time Zones
- Quiet Space



Strategies and Best Practices for Coaching VTs

Train the team

Promote understanding

Keep sessions focused

Develop ground rules

Plan sessions

Change up the format

Promote reflection

Encourage open discussion

Practice being present

Use emotional intelligence

Celebrate accomplishments

Effective Strategies for Leading Virtual Teams

- Practice situational leadership
- Be an authentic leader
- Build trust
- Practice good emotional intelligence
- Manage conflict
- Set and track goals to promote accountability
- Maintain presence through frequent and consistent communication





Effective Strategies for Leading Virtual Teams

- Provide opportunities for face time
- Include everyone and practice cultural awareness
- Monitor non-visual communication and silences
- Recognize achievements
- Encourage collaboration
- Coach the team



Connect with Me

- [Email: CAVO@ncu.edu](mailto:CAVO@ncu.edu)
- [CAVO LinkedIn page:
https://www.linkedin.com/showcase/76437848/admin/](https://www.linkedin.com/showcase/76437848/admin/)
- [Melody's LinkedIn page:
https://www.linkedin.com/in/melody-rawlings-bb7a1a13/](https://www.linkedin.com/in/melody-rawlings-bb7a1a13/)

Recommended Resources

The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations by Kouzes & Posner

<https://tinyurl.com/yudvjudc>

2021 Global Employee Survey

<https://www.globalization-partners.com/blog/2021-global-employee-survey/>

Leading Virtual Teams by Catherine Mattiske

<https://tinyurl.com/6wmr6zu>

2022 CAVO Virtual Conference: *Optimizing Virtual and Hybrid Work*

June 14-16, Registration opens April 15 – more information at:

Center for the Advancement of Virtual Organizations <https://www.ncu.edu/center-advancement-virtual-organizations>