



Managing People You Can't See: Connecting and Engaging Distributed Teamsⁱ

A Citrix[®] GoToMeeting[®] Corporate White Paper

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Executive Summary

Jeff Immelt, the CEO of General Electric, said it best: the global economy today is going through a fundamental “reset.” The old rules just don't apply anymore. We are seeing a genuine explosion of distributed/mobile/flexible work across all market segments, including large organisations, small businesses, and free agents/entrepreneurs. In fact, our research suggests that close to a third of the global workforce now spends one or more days a week working outside a corporate facility, and we project that number to grow beyond 40% within the next five years.

Managing mobile workers and distributed teams can be an enormously difficult challenge. When your staff is working asynchronously and at great distances from each other, keeping them focused on their tasks and connected with each other and the larger organisation often seems impossible.

But connecting and engaging distributed, or virtual, teamsⁱⁱ is not Mission Impossible; it just requires some new tactics, new policies and guidelines, new technology tools, and updated HR management practices that reflect the new realities of the “new economy.” It's not simple, but it is certainly doable; and the payoff in increased productivity and performance makes the effort well worthwhile.

In this brief white paper we will:

- (1) Describe the economic “reset” that is changing the rules for creating value;
- (2) Discuss the rise of mobile work and virtual teams and the challenges to managers;
- (3) Suggest a basic set of guidelines for keeping the members of distributed teams in touch with each other, with their joint activity, and with the organisation as a whole.

Context

The Global Economy Is Going Through a Fundamental “Reset.” The old rules don't apply anymore, and the new rules are still being invented.

The bottom line is this: The social institutions and management practices that were conceived and built to support industrial capitalism are broken. They are largely dysfunctional in today's knowledge-based economy. It's interesting that the first cracks in the system came in the financial sector, but the energy sector and its supporting international geopolitical system has also been under major strain for at least a decade.

Einstein said it best: “We can't solve problems by using the same kind of thinking we used when we created them.” For 250 years people in the developed world have been constructing a society to support an industrial mode of production. Schools, governments, military machines, health care systems, even cities and transportation—all are based on maximising efficiency. The gods we have worshipped for the last 250 years are Bigger, Better, Faster, and above all *Predictable*.

But, what does this “reset” portend for the future of work? Is there a pony in here somewhere? We think there is, but only if society as a whole can switch to some very non-conventional thinking, as Einstein suggested.

First, let's admit that in this age of discontinuity, history isn't a very good predictor of the future. In fact, it may send exactly the *wrong* signals.

Where does that leave us? We can't rely on traditional economic models, or on “tried and true” principles of management and leadership. Business value today comes less from owning or deploying physical assets (like raw materials or the factories that convert those materials into products). Even return on investment (ROI) is no longer a reliable, or even meaningful, way to measure success.

In the Information/Internet Age you can often make more money in the long run by giving things away, or by rounding up a large base of followers who in turn spread the word about your ideas, your brain power, or your connections to yet more people. Your success depends on your ability to connect people with each other, to connect people with ideas, and to generate new ideas.

In other words, **the coin of the realm in this new economy is *being connected***—which means having access to the information you need when you need it (even when you can't know in advance what you need to know, or when you'll need to know it).

But, again, what does this perspective have to do with the future of work, and in particular with how people work together (whether they are together physically, or not)? That's really the focus of this white paper: How can you keep your team connected—both internally with itself and externally with the company and the larger environment—in a world where almost everyone you want to be connected to is mobile much of the time?

We've written previously about the anywhere office and the growing desire, if not need, of most knowledge workers to be able to tune in and log on from anyplace at any time. But being connected technically is actually only a small part of the solution. We're going to speak here of two kinds of connections to two very different resources: using both personal relationships and technological tools to connect people to each other and to the information they are seeking.

Work Evolves

To appreciate just how significant this focus on information and connections is to the way we work today, we have to recognise just how dramatically the very nature of work itself has evolved over the past several centuries. As the economy progressed from the Agricultural Age to the Industrial Age to the Information Age, what people do, where they do it, and the "tools" they use to create value have all been transformed.

Today a major portion of what we think of as "work" is information-based, not physical and place-based, as it was on farms and in factories. And with the recent explosion of mobile technologies, the Internet, and connectivity, we can work anywhere and everywhere—and many knowledge workers do exactly that.

Remember, however, that information-based work wasn't always so mobile or so geographically independent. When we first began working in corporate offices many years ago, we were anything but mobile. Our files were all paper-based, and we had to go to the office because that's where those files were. More than that, that's where our fellow employees were; we spent just as much time in meetings as most of us do today, but all of those meetings were in conference rooms in the corporate office.

Fact: Today Most Knowledge Work Takes Place Outside Corporate Facilities.

The reality today is that a full *two-thirds* of knowledge work is being done outside corporate facilities. That sounds like a strikingly large number, but we and others have conducted numerous studies clearly demonstrating that work is already widely dispersed across many different kinds of locations.

We first identified this pattern in 2002, in a privately conducted global survey of over 2,000 knowledge workers in a wide variety of jobs and industries for our *Future of Work* program sponsors.

Even then the average knowledge worker was spending only 30% of his or her work time in a corporate facility. Our 2002 survey participants reported that, on average, they were also spending about 35% of their work time in home offices, and an additional 35% at a wide variety of places that were "in between" the corporate office and their personal residences—what we've now come to call "third places."

The most frequently used third places are local coffee shops, but mobile workers also frequent all the old familiar places too—libraries, hotel lobbies, airports, their cars, and even public parks.

More recent surveys conducted by independent research organisations have reported widely varying numbers of telecommuters in different countries. To some extent these variations reflect differing definitions of just what “mobile work” really means.

For example, “Telework in the European Union,” which defined telework as “work ‘with a personal computer (PC)’ away from the employer’s premises at least one quarter of the time,” found that the telecommuting workforce ranged from 0% in Malta to 15.4% in The Czech Republic. Figure One includes a representative sample of the larger European countries:ⁱⁱⁱ

Figure One: Percent of Workforce Engaged in Telework

Country	Percent of workforce engaged in telework at least a quarter of the time
Denmark	14.4
The Netherlands	12.0
Poland	10.3
Sweden	9.4
Austria	8.6
United Kingdom	8.1
Spain	6.9
Germany	6.7
France	5.7

Note, however, that this data is over five years old (unfortunately it is the most recent we’ve been able to locate). Based on our experiences elsewhere, we assume that by early 2011 the incidence of remote work in all of these countries has grown by at least 25% beyond these levels (for example, telework in the U.K. has been growing at 13% per year for the last five years^{iv}).

Our own analysis suggests that, on a global basis, approximately 26% of the total global workforce (of three billion) is currently working away from the primary office at least two days a week (that’s 40% of the time, a slightly higher “standard” than was used by the European Union report).

The Contemporary Work Experience

A 2009 survey by Vodafone Global Enterprise claimed that even though close to 70% of European knowledge workers want to be able to work flexibly, less than 40% of the surveyed firms have any kind of mobile workforce support capability.^v And International Data Corporation (IDC) reported that by the end of 2010 over one billion workers worldwide were already able to work remotely and “on the go.”^{vi}

The high and growing level of interest in mobile working—in combination with the general absence of pro-active management of distributed work programmes by the vast majority of firms—means that there many thousands of workers are just doing it on their own, without formal management approval or policies and procedures to support them.

Now, in 2011, there are also a growing number of “co-working” operations—shared workplace facilities where freelancers, independent workers, and small businesses come to gain access to workspaces, conference rooms, and office technologies they cannot afford on their own. Most important for many co-workers is the opportunity to meet, interact with, and just be around other people.

Most of these co-working facilities operate as membership organisations; people pay a relatively low monthly fee for as-needed access to the facility.

The defining characteristic of a viable third place today is WiFi accessibility. Many public places (by which we mean any facility or space that is available to anyone on a walk-in basis) offer WiFi for free, although there are also many instances of “hot spots” that do require payment of an hourly or daily fee for online access.^{vii}

Knowledge work in 2011 is not only information-based, digitally embedded, location-independent, and highly collaborative, but it also increasingly crosses organisational boundaries as well as geographic ones. All of these factors make connecting people with each other, with information, and with employer organisations much more difficult and complex than ever before.

The Current Shift in Corporate Hiring

In fact, corporate hiring practices have shifted dramatically over the past several years. Today, in early 2011, over 20% of the U.S. workforce is “employed” on a contingent or contractor status, and that number is growing. The pattern in Europe is even more dramatic; the contingent, part-time, and self-employed workforce in the U.K. and on the continent rose from 17.5% of total employment in 1998 to 22.3% in 2008.^{viii}

Organisations are increasingly relying on temporary workers to help minimise their fixed costs and increase their agility in an uncertain economy. Because wages and salaries represent such a major and long-term commitment, they are turning increasingly to outsourcing, external service providers, and contingent workers.^{ix}

Peter Capelli, professor of management at The Wharton School in Philadelphia, describes the new “structure” of the global economy this way:

“Many people work for staffing companies that provide work to clients, switching people from client to client depending where the need is. The staffing firm becomes like the agent — finding work for people and tiding them over with payments of some kind in between projects.”

In addition, recent demographic research indicates that almost 25 million people in Europe are now working somewhere other than a corporate facility at least one day a week—whether as remote employees, telecommuters, or contract workers. That’s over 15% of the workforce. Our projections suggest that by 2015 that percentage could easily grow to 30% or more.^x

All of this adds up to a very new kind of management challenge. Whether workers spend most of their time inside corporate facilities or outside in other places, work has clearly become much more location-independent and mobile.^{xi}

Furthermore, the growing reliance on part-time workers, contractors, and service providers means that more and more teams are composed of people who not only move around physically over time, but often live hundreds of miles apart, may never meet face-to-face, and frequently work on teams whose other members they have never met or worked with previously.

Thus, taking all of these factors into account, we are confident that within five years or less at least 500 million knowledge workers around the globe will be working remotely about two days a week or more on average. Distributed/virtual teams have clearly become a common fact of life in the business world.

A New Kind of Management Challenge

Simply put, and whether we like it or not, over time a smaller and smaller percentage of work is being conducted face-to-face. Not only are individuals moving around more often, but they are interacting (both in real time and asynchronously) with colleagues, project team members, clients, and service providers who are “somewhere else” and who they most likely do not know in any personal sense.

Yet that doesn’t mean face-to-face interaction is going to fade away, or that it’s somehow not important.

In fact, there is still a dominant belief in most organisations that physical presence has genuine value—that some kinds of meetings and conversations are still much more effective when everyone is in the same room.

However, the research actually shows that virtual, or distributed, teams spend almost as much time in full team face-to-face meetings as do teams in which all members are based in the same building.^{xii}

Nevertheless, the most frequent objection we hear from managers concerned about the possible loss of shared knowledge and corporate culture when workgroups start operating more virtually is the fear of reduced “accidental” meetings at the coffee pot or in the hallways.

Managers worry that distributed teams will suffer from a reduction in the serendipity that so often leads to important business breakthroughs—those unplanned, spontaneous conversations between people who don't interact normally in the course of doing their jobs, or who, when they do interact, are completely focused on the task at hand.

When team members are not co-located they typically have relatively independent personal lives and social support systems. Realistically, they just don't have as much in common. They go to different churches, synagogues, and mosques; they participate in different local town events; their children attend different schools and participate in different sports programs. And they just don't bump into each other at the grocery store or on the commuter trains and buses.

And even if we continue to prefer face-to-face meetings, the hard reality is that they are becoming a smaller and smaller percentage of our work experience. We've all got to learn how to work effectively with people who are located in other places most—or even all—of the time.

How Do Effective Managers Overcome These Challenges?

Many of these concerns expressed by both managers and members of virtual teams are very real. Working in a distributed and/or mobile world is indeed more difficult than being in close proximity to other team members all the time.

However, it is clear that mobility and distributed teams are not going to disappear. Organisations today simply cannot afford to spend the money that would be needed to bring everyone together all the time. More importantly, limiting an organisation to a local place where all the resources are co-located restricts the talent supply unnecessarily, and you can't be a viable global competitor without having a global presence.

Thus, succeeding at management in this “reset” economy clearly requires new skills and new management practices.

Understanding a Team's Connectivity and Technology Support Requirements

One of the most important aspects of managing a distributed team and keeping its members connected is understanding their work patterns and matching both technology support and personal management practices to their particular needs.

We've made extensive use over many years of a simple but profound framework for categorizing interactions that was first introduced by Bob Johansen of the Institute for the Future in 1991.^{xiii} It basically sorts human interaction into four distinctive buckets:

1. Same Time/Same Place
2. Same Time/Different Place
3. Different Time/Same Place
4. Different Time/Different Place

The two dimensions of time and place combine to create a very useful model, as shown in Figure Two. This depiction also includes several examples of technology tools that are appropriate for each kind of interaction.

Figure Two: Communication Across Time and Place

Time	Same	Conference rooms, flip charts, white boards	Audio, video, and web conferencing
	Different	Flip charts, Post-It notes, etc.	email, blogs, wiki's, social networking, collaborative workspaces
		Same	Different
		Place	

The first thing for a manager of a distributed team to do is to assess the team's working patterns and determine which tools it needs to get its core job done and to maximize the amount of meaningful communication among team members.

Interestingly, we have seen some evidence that being co-located doesn't always make team members feel closer to each other. At SCAN Health Plan, an organisation we've worked with for several years, we were somewhat surprised to discover that when the members of a co-located departmental team were moved into a part-time work-at-home situation they actually reported feeling *closer* to their fellow employees than when they were all in the same building.

That's a very counter-intuitive result. But one team member described her perspective this way:

When we're all together in one place, I'm reluctant to interrupt anyone. They are all sitting in their cubicles with their backs to the door, their heads down, and they're often using headsets to speak with clients and other people by phone. But when we're all working from home, I just pick up the phone to call them, or send an email or instant message. It actually feels easier to connect with them now than it did before.^{xiv}

Employee Engagement

One of the most powerful ways to determine the effectiveness of any management practice or style is to track employee engagement, a factor that has proven to be a highly important determinant of organisational productivity and performance. For our purposes there are two critical questions:

1. How does working in a distributed team affect the team members' engagement?
2. What can a manager of a distributed team do to maintain or strengthen the engagement of its members?

Why Is Employee Engagement So Important?

Put simply, engagement is the link between management intentions and needs, on the one hand, and organisational performance, on the other.

There is growing evidence—and widespread recognition as well—that engagement does in fact drive business results. Engaged employees not only support management's goals and objectives, they work harder to achieve them. As we are fond of saying, effective leadership means motivating your followers to want what you want. When their goals are consistent with the organisation's objectives, they spend more time—and put forth much more effort—focusing on doing the work they see as contributing to those goals and objectives.

One CEO several years ago posed the essential question about leadership of a distributed workforce:

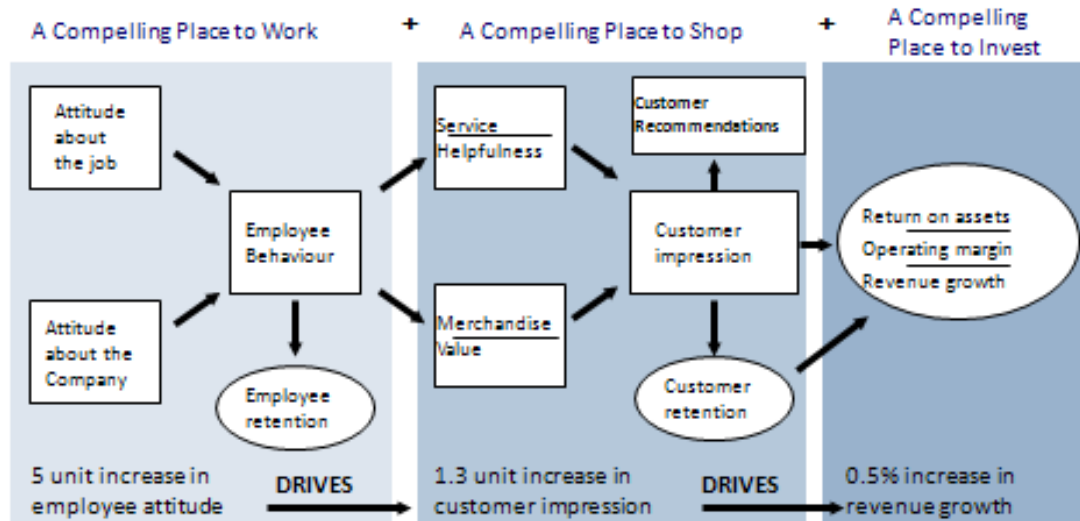
*How do I know that our 5,000 employees spread out all over the globe are focused minute by minute on doing the things that I need them to be doing? How do **they** know in the moment that they are making the decisions and taking the actions we want them to?*

But it's not enough to simply rely on the belief that employee engagement produces appropriate and effective employee behaviour. There is actually plenty of hard data backing up the concept.

One of the early—and still the most compelling—examples of how employee engagement and motivation can affect a company's bottom line was reported in the *Harvard Business Review* several years ago. In the early 1990s, when the retail chain Sears Roebuck was making its last (and ultimately final) comeback, Tony Rucci, vice president of Human Resources at Sears at the time, co-authored a powerful article that described the "Service-Profit Chain" at Sears.^{xv}

In short, the company was able to prove statistically that stores with more highly motivated employees experienced higher levels of customer satisfaction and repeat purchasing, which in turn clearly produced higher operating margins, faster revenue growth, and a higher return on assets (see Figure Three, below), for a graphic view of this service-profit chain of causality).

Figure Three: The Service-Profit Chain at Sears



Note that because Sears at that time had over 2,000 retail stores with virtually identical business models, Rucci and his colleagues were able to demonstrate distinct causality in this chain; the relationships are not simple correlations, but rather direct causations (e.g., more of "A" definitely produces more of "B"—more positive employee attitudes lead directly to more positive customer impression, which leads directly to revenue growth).

We recognise that the Sears stores are retail operations; the sales clerks' jobs are significantly different from those of most modern-day office (and non-office) workers. However, we are convinced the same causal chain exists in most white-collar jobs today.

And don't forget that those Sears retail clerks were spread out over several thousand Sears stores, and working in geographically dispersed departments within each store. They may not have had the interaction needs that most knowledge workers have today, but they were certainly distributed workers.

It is also important to recognise that many of the factors affecting engagement are highly subjective. What matters is not what management practices are *intended* to achieve; rather it is *how they are perceived by employees*. Engagement is a measure of how employees *feel* about their company and their managers. And feelings are, by definition, valid. ("Beauty is in the eye of the beholder.")

It does no good to argue that employees *should* feel trusted, listened to, or valued because of particular management policies and practices. Either they do or they don't. And whatever those feelings are, they in turn drive most of your employees' behaviours.

How Can Managers Enhance the Engagement of Distributed Employees?

There is no simple answer to this fundamental question, but we can offer several specific suggestions.

First, as we have noted elsewhere, managing distributed employees and remote/virtual teams calls for many of the same basic principles and practices that any good manager employs on a daily basis:

To be successful, managers of distributed workers must master major and often unrecognised new behaviours and skills. There are four specific things that managers of distributed teams must do to ensure success:

1. Use highly participative approaches in establishing distributed work environments.
2. Define and publish formal policies and procedures for distributed work.
3. Establish explicit, tangible performance measures.
4. Develop formal agreements about regular interaction.^{xvi}

Use Highly Participative Approaches in Distributed Work Environments

Here is the most basic principle for leading effective organisational change: People who are actively involved in decisions affecting their work are much more likely to go along with them. This idea doesn't mean that a manager has to get 100% buy-in before issuing directions or taking actions; just being asked about their views will go a long way towards satisfying most people, even if in the end their manager doesn't agree. It's primarily a matter of valuing staff ideas and acknowledging their individual perspectives.

Managers of a distributed workforce must reach out proactively to ensure that their ideas and directives are not only understood but ultimately accepted by their subordinates. Even though it may seem like extra work, this effort will help bind team members to their manager and to each other, and it's surprising how often individual team members will come up with constructive, insightful suggestions that actually improve the team's performance.

Define and Publish Formal Policies and Procedures for Distributed Work

We have seen far too many organisations that seem to think implementing a distributed work program is simply a matter of telling employees they are "now free to move about the country."^{xvii}

As soon as you allow employees to work remotely you are opening a can of worms, including legal issues, financial disputes, and potential misunderstandings. Of course, we

believe the benefits of enabling flexible work far outweigh the risks and costs, but ignoring the risks invites trouble.

Legally, when an employee who is working at home trips over a rug and breaks an arm, is he or she eligible for workers' compensation? Who will pay for the home office furnishings, the telephone that is being used for work, or the Internet connection? And when is the employee expected to be accessible to other employees and management?

It takes time to work through these kinds of policies, but it pays enormous dividends when an organisation has dozens or hundreds of employees working outside corporate facilities on a regular basis. And the legal issues can be complex and expensive to resolve if they haven't been anticipated.

It is also critically important for organisations and their managers to treat employees consistently—in all matters, of course, but particularly as they move into flexible work programs. Nothing will stir up employee anger or legal action more quickly than the discovery that they are receiving differing levels of financial support for equipping their home offices.^{xviii}

These practices are particularly critical for non-exempt employees^{xix} who are allowed to work away from the office; there are numerous employment laws in most industrialised countries that apply specifically to non-exempt (i.e., hourly) employees.^{xx}

Establish Explicit, Tangible Performance Measures

Developing formal results-oriented performance measures is the single most important thing you can do to keep distributed workers aligned with company goals and with each other. Formal performance and productivity measures serve several important functions:

- ◆ They establish clear guidelines and common expectations about how each distributed employee will be measured and rewarded.
- ◆ They help team members stay narrowly focused on their assigned tasks.
- ◆ They help create an atmosphere of accountability in both directions and all across the organisation.
- ◆ They provide senior management with clear evidence of how cost-effective (or not) the distributed work arrangements are.
- ◆ They help shift the dominant management culture away from managing time spent on tasks to the results produced.

The most common objection that middle managers have to remote work programs is the complaint, "How can I manage them if I can't see them?" That belief reflects what we consider an incomplete and inappropriate concept of management.

"Managing by walking around," which was a common rule of thumb in the 1980's and 90's, has some common-sense appeal in that it encourages managers to be visible and to interact

regularly with their subordinates. In that context, however, “interact” always meant face-to-face communication (though in practice it also usually included peering, uninvited, over an employee’s shoulder to scrutinise his or her work).

But clearly that kind of interaction just can’t happen in a distributed environment. It’s absolutely essential to replace such close-in monitoring of employees’ *actions* with a focus on their *performance*—the results they produce.

In fact, there’s no reason we can think of to treat corporate employees—the majority of whom are well-educated, responsible people—as anything less than the adults they actually are. And treating people like adults means being clear and explicit about job requirements, performance expectations, and the results they’ll be measured on.^{xxi} Then you can turn them loose and not worry so much about where and when they actually get their work done—as long as they are meeting your schedule and budget needs.

We like to remind our clients that when they were in school their teachers and professors usually didn’t say anything about when to read the homework assignment or where to write the term paper—just turn it in at noon on Friday. That’s what we mean by performance management: it’s the *results* that count, not how you produce them.

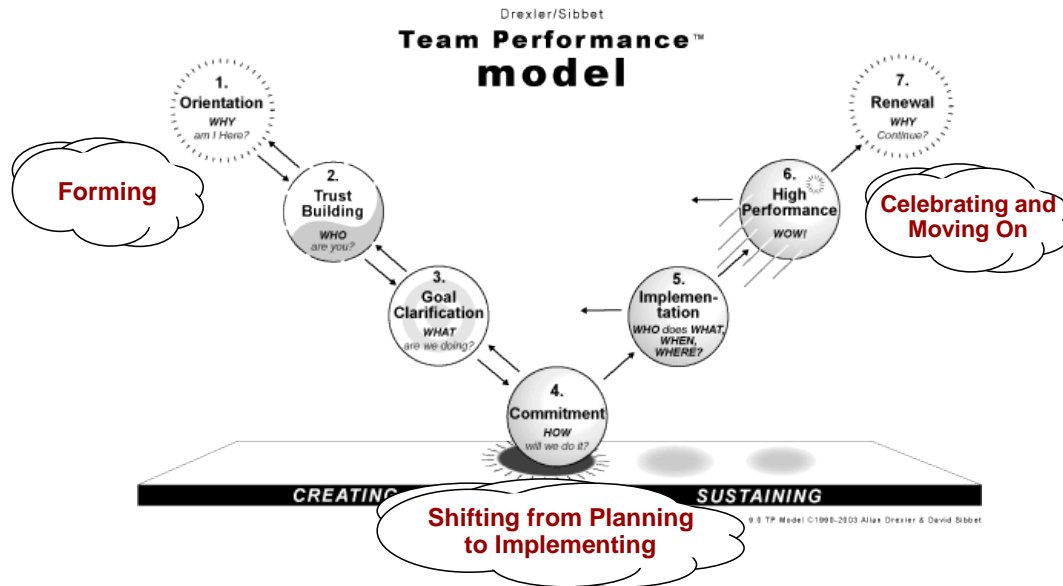
Develop Formal Agreements about Regular Interaction

One of the inevitable consequences of working in a distributed team is that members just don’t see each other or their managers as often as they do when they are co-located. Yet we all know that more frequent interactions generally lead to higher levels of trust and greater comfort with other team members.

But with most distributed teams frequent face-to-face interaction just isn’t feasible. So managers of distributed teams must focus on two critical tactics for generating cohesion within the team. First, **be sure to schedule web conferences on a regular basis**—even more often than you think is needed.

Second, **meet face-to-face when it matters most**. As we have worked with project teams, we’ve found the Drexler-Sibbet process model of team performance to be extremely useful (see Figure Three, next page). And for distributed teams it is particularly useful as a guide to when those face-to-face meetings can be especially productive.

Figure Three: The Drexler-Sibbet Model of Team Performance^{xxii}



We have superimposed on the team performance process model three specific points at which we believe face-to-face meetings are particularly critical:

1. Forming

At the beginning of any team's life there are many issues to be dealt with: clarifying the team's purpose; sorting out who the team members are and what roles they will play; helping team members learn each other's unique skills and understand their individual constraints as well as their personal goals; sorting out the work schedule and project timeline; and reviewing the scope of the assignment (what range of ideas can be pursued, what's off limits, and so on).

These are complex issues that are most effectively dealt with in an intense team meeting that simply should be handled in a common setting (Same Time/Same Place) if at all possible.

In fact, given today's employment practices, discussed earlier, it is more important than ever to spend time early in a team's life doing "teambuilding" to help members get to know each other, understand their individual and team goals, and agree on how they'll work together going forward.

While we strongly recommend conducting teambuilding in a face-to-face environment, we know that isn't always possible. Fortunately, there are some excellent resources available that offer guidelines and specific exercises for doing "virtual teambuilding."^{xxiii}

2. Shifting from Planning to Implementing

It may not be as essential for the team to meet face-to-face as it shifts from planning (brainstorming, exploring options, experimenting with solutions) to actual implementation—but we believe a formal gathering at this point is very appropriate, and can pay strong dividends.

For one thing, it's a time for a mini-celebration, as reaching this point means the team has designed, and agreed on, a solution to its challenge; it's achieved its design goal. For another, a face-to-face meeting at this point in the process is a good way to confirm the solution, polish it, and then sort through the barriers to successful implementation (which can often be severe to the point of causing all kinds of stress and internal conflict among the team members). Again, this task is usually complex enough—and important enough—to justify bringing the team members together.

3. Celebrating and Moving On

All too often, both team managers and individual members are on to their next task even before the current team is formally "decommissioned." The press for productivity these days is so severe that taking any time at all for a celebration when the work is done is usually seen as an extravagance.

Yet, especially for high-performing teams, there is usually a serious "let-down" when the work is over. A product development team has to turn over the design and the marketing ideas to the sales and production groups. A sales team that has finished a campaign over quota has to regroup, take a deep breath, and face up to the next year's or the next quarter's targets.

Those are emotional, as well as task-oriented, shifts; and if you don't allow team members to take that deep breath together, reflect on their accomplishments, and gather their energy for their next assignment, you risk alienating or burning out some of your best performers.

Finally, as a manager of a distributed team, be very clear about your expectations for these team meetings, whether they are "real" or virtual. You can't restate the team's purpose and goals often enough.

The Glue That Holds a Team Together

All of this is well and good. However, the real basis for team interaction (whether it is face-to-face or virtual) has more to do with the members' respective roles, their personal relationships, and the social network that is formed by the interactions among those roles. Social roles and relationships don't show up on the organisation charts, but everyone experiences them and is influenced by them.

One of the tools we have found most helpful in sorting out those roles is “value network analysis.” This approach, pioneered by Verna Allee and her colleagues, focuses on the roles people play within their networks and then on what kinds of tools and settings enable them to perform most effectively in those roles.^{xxiv}

One of the major findings of this work is that given a certain role (i.e., *Problem Solver*, *Consultant*, *Leader*—these terms are defined very precisely in Allee’s research), different types of technology are best used to support that role’s activities. For example (believe it or not), *Problem Solvers* have historically relied heavily on paper-based technologies such as fax machines and printers. They also tend to have larger social networks but don’t interact as frequently with each member as do others.

In contrast, *Consultants* have smaller networks and tend to interact more frequently. They also are more image-based, relaying on display technologies and graphical interfaces. Blackberries probably don’t work as well with them as with others.

And *Leaders* fall somewhere in the middle in terms of their network structures and interaction patterns. Leaders need immediacy—a constant flow of information and high bandwidth.

The details of these studies are fascinating; they have significant implications for the design and deployment of technologies, which can then enable more effective team interaction.^{xxv}

Our message is that supporting mobile workers is much more complicated than giving everyone the same tool set and the same work environment and then turning them loose. The interactions between task, person, role, technology, and place are incredibly complex. All of these factors must be considered simultaneously; there just aren’t any simple answers.

Additional Tactics for Strengthening Team Connectivity

You may also want to consider using one or more of the published self-assessment instruments for helping team members get to know their own strengths and preferences as well as those of their colleagues. Probably the most well-known of these diagnostic tools is the Myers-Briggs® interpersonal style inventory,^{xxvi} but there are many others that are just as good and may be more useful in a particular situation.^{xxvii}

Several cautions are in order, however. First, it is absolutely imperative that you employ a certified expert to help administer, interpret, and communicate the kind of personal information that these tools provide. Psychological assessment is not something for amateurs or untrained people to take on by themselves.

Second, any use of psychological tests or assessments should always be made completely voluntary; anyone who feels coerced into participating in these kinds of exercises would be completely justified in filing a complaint with management. Finally, even when people have

agreed to participate, each individual must be able to choose whether to disclose personal information to the other team members.

And here's another suggestion you may not have thought about: Whenever possible, construct teams and subgroups with an even number of members. When any group has an odd number of members there is a distinct possibility of a "tyranny of the majority" as a way to resolve conflict. With an even number of members a group is much more likely to work through conflicts more substantively since a 50/50 split creates nothing but a "hung jury" and resolves nothing.

Finally, the most important thing a manager of a distributed team can do is become a role model of empathy and caring. Demonstrate your active concern for team members and their well-being on a consistent and ongoing basis.

Executive Perspectives

Up to now we have been addressing direct, first-level managers of distributed teams. Executives who have managers of distributed teams reporting to them can also do much to support the development of well-connected, engaged, and high-performing teams.

Executives establish the management context and define the principles and policies that guide first-line managers. The first and foremost task of organisational leaders is to measure and reward those first-line managers on the basis of their team's capabilities.

Note that what we are recommending is not just rewarding actual *performance*, but also rewarding managers for the *capability* they develop in their teams. If managers know that factors like employee engagement and team members' skills (not just their current performance) are also important, they'll act to increase their teams' capacity for future performance; and, naturally, higher capacity in combination with clear performance goals leads almost universally to higher actual performance.

It can also be useful to encourage teams to develop their own identities. Team caps and tee shirts with their names and a logo go a long way towards helping individuals feel part of something important—and part of the company that supports them as well. Even corny names and mascots help to bond team members with each other.

We worked with one company several years ago that fully endorsed the efforts of a critical IT enterprise system replacement team, and then realized one day that all the other IT staff who were not part that team were feeling ignored, left out, and uneasy about their future once the new system was implemented.

As a result of that insight the Chief Information Officer announced a name and even a mascot for the core staff that was supporting the old, soon-to-be-replaced system. He gave them hats and shirts, and held a big rally party to recognise their importance to the company. That gesture had a major impact on the department's morale, motivation, and productivity. Yet it was both simple and inexpensive.

Finally, we encourage executives to consider deploying one or more of the new online collaboration and social networking technologies (Facebook, Twitter, YouTube, Citrix® GoToMeeting®, etc.) as a way to help employees connect with each other and to the rest of the world in a simple, natural way. Collaborative technologies are critical tools that cost very little to deploy while at the same time demonstrating the organisation's commitment to facilitating teamwork among distributed employees.

Summary

For managers of distributed teams our message is clear but simple: Make the invisible visible for team members—and be proactive in reaching out and paying attention to the personal/social side of your employees.

View your job as being both the creator and the hub of a distributed team network. Provide your staff with the technology they need to connect easily with each other and with the information they need to be productive.

And above all, serve as a role model for your staff and for other managers of distributed teams. A distributed team is most effective when all its members are focused equally on both their formal tasks and their personal relationships. When you have done your job well—by reaching out to others, paying attention to your staff's interpersonal needs, employing online collaboration tools to connect everyone with everyone else, and focusing on day-to-day collaboration to achieve the team's goals—that kind of behaviour will simply become a part of everyone's DNA. And it will be at the core of the organisation's culture and value system.

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- i This paper is an updated version of a research report titled "Connecting and Engaging Teams in a Distributed Workforce" that was prepared by James Ware and Charles Grantham of the Work Design Collaborative, LLC, in October 2009.
 - ii We tend to use the terms "distributed teams" and "virtual teams" interchangeably. The language and semantics of distributed work remain confused even in 2011. To be clear, our focus here is on managing teams and individuals who are located in different places and often do not meet face-to-face for months at a time, if ever.
 - iii Source: "Telework in the European Union," European Foundation for the Improvement of Living and Working Conditions, 2010. Data in the table is based on a report from the European Working Conditions Survey, conducted in 2005.
 - iv "Telework in the UK: Who's Doing It?" Flexibility—Resources for New Ways of Working, <http://www.flexibility.co.uk/flexwork/location/telework-2002.htm>
 - v "[Power to You: A Mobile Flexible Working Whitepaper](#)," Vodafone Global Enterprise, 2009.
 - vi "[More than one billion mobile workers by year end, according to IDC](#)." Press Release, February, 2010.
 - vii See "[Alas, It's Not Working](#)," by Charlie Grantham and Jim Ware, *Future of Work Agenda*, September, 2010, for a review of five representative co-working operations in the United States.
 - viii ***Bridging the Gap: international database on employment and adaptable labor***, Randstad; Amsterdam, June, 2010; page XV.
 - ix See "[The Disposable Worker](#)," *Business Week*, January 7, 2010, for a rich discussion of these changes in the "structure" of employment.
 - x Other research organisations have estimated that 75% of U.S. workers are already able to do a significant portion of their work remotely. And, as noted, IDC claims that over one billion knowledge workers globally are already mobile.
 - xi Several years ago Citrix Online introduced the term "workshifting" into the vocabulary of business (as both a noun and a verb), to capture the increasing practice of working in many different locations over the course of a day or a week. Workshifting has been widely adopted, generally to refer to working somewhere other than the corporate office.
 - xii Griffith, T.L., Mannix, E.A., & Neale, M.A. (2003). "Conflict and virtual teams." In C.B. Gibson and S.G. Cohen (Eds.), ***Virtual Teams That Work***. San Francisco: Jossey-Bass, 2003. pp 335-352.
 - xiii Johansen, R. and Sibbet, D., ***Leading Business Teams: How Teams Can Use Technology and Group Process Tools to Enhance Performance***, Addison-Wesley, Reading, MA. 1991.
 - xiv For the full story of SCAN Health's move to a distributed work environment, see Chapter Five ("The Office: A New Look at an Old Friend") of ***Cut It Out! Save for Today, Build for Tomorrow***, by Shad Arnold et al, published by the IFMA Foundation, Houston, Texas, September, 2009.
 - xv Anthony J Rucci, Steven P. Kirn, and Richard T. Quinn, "The Employee-Customer-Profit Chain at Sears," *Harvard Business Review*, Jan-Feb 1998.
 - xvi Jim Ware and Charlie Grantham, "[Which skills and competencies will be most critical for leaders as the workplace continues to evolve?](#)" *Leadership in Action*, Center for Creative Leadership, January/ February 2005.
 - xvii Apologies to Southwest Airlines; that was just too good a phrase to ignore.

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- xviii See "The Office: A New Look at an Old Friend" by Charles Grantham and James Ware, Chapter Five of ***Cut It Out! Save for Today, Build for Tomorrow***, IFMA Foundation, Houston, Texas, 2009, for an extensive discussion of how to prepare for a mobility program.
- xix "Non-exempt" is a predominantly U.S. concept that describes employees who are paid on the basis of time spent on the job, as opposed to "exempt" employees, who are paid a fixed salary (typically monthly) for filling a position. "Exempt employees" are not subject to many U.S. federal and state employment laws that establish regulations for the treatment and management of workers.
- xx For more information about this challenge, and the results of a survey of current management practice, see "[Flexible Work Arrangements for Nonexempt Employees](#)," prepared by the Work Design Collaborative for World at Work, 2009.
- xxi See "[Oh, Grow Up](#)," James Ware and Charles Grantham, *Future of Work Agenda*, October, 2010, for an extended discussion of this "radical" concept of managing subordinates as adults.
- xxii See http://www.grove.com/site/ourwk_gm_tp.html for details.
- xxiii See, for example, "Virtual Teams," in the online Free Management Library; "[Starting Up a Virtual Team](#)," from Teambuildinginc.com; and ***Mastering Virtual Teams: Strategies, Tools, and Techniques that Succeed***, by Deborah Duarte and Nancy Tennant Snyder (Jossey-Bass, 2006).
- xxiv Verna Allee et al, ***The Future of Knowledge: Increasing Prosperity through Value Networks***, Butterworth-Heinemann, Burlington, Massachusetts, 2003.
- xxv C. Venezia, V. Allee, and O. Schwabe, "Designing productive spaces for mobile workers: role insights from network analysis," *Information Knowledge Systems Management*, 7, 2008, pp. 61-75.
- xxvi More correctly, the Myers-Briggs Type Indicator, or MBTI®, which is now owned and offered by CPP, Inc, of Minneapolis, Minnesota. See <https://www.cpp.com/products/mbti/index.aspx>.
- xxvii We have found real value in the [Test of Attentional and Interpersonal Style Inventory](#), or TAIS®, developed by Robert Nideffer and colleagues. The TAIS inventory is more complex than the MBTI®, and provides more information about individual workstyles in team settings.