

OVERVIEW

Virtual teams working across space, time, culture and organisational boundaries are fairly commonplace today. Globalisation, new markets and the convergence of the latest information and communication technologies are key business drivers.

What is uncommon is to find high-performing virtual teams that are operating at least as effectively as teams which operate from one physical location, where frequent face-to-face interactions allow for more spontaneous and effective communication.

The 'High Performance Virtual Teams' programme provides a unique learning experience that simulates the virtual teaming environment. Participants learn to adopt the new mindset required to be a successful, contributing member of a global, virtual team.

IGNITE TALENT

HIGH-PERFORMANCE VIRTUAL TEAMS

High Performance Virtual Teams addresses the key questions and challenges that global, virtual teams face and need most help to overcome. Each module within the programme can be developed and expanded into a stand-alone course for teams with specific needs. High Performance Virtual Teams is highly flexible - the modules can be delivered in various different combinations to suit teams with different skill and experience levels. Participants are then supported by a rich set of skills & processes and online tools to reinforce the learning, achieve greater performance and deliver on business results.

PROGRAM OVERVIEW

The complete *High Performance Virtual Teams* programme consists of six modules and each module is typically delivered via a live, interactive webcast that lasts for approximately two hours.

Wilson Learning recommends that modules are spaced at least seven days apart, to allow participants time to absorb the learning and integrate the new techniques and ideas into their way of working.

In addition to the flexible content and modular configurations, the delivery of *High Performance Virtual Teams* can also be blended, so the desired mix of webcast and face to face training can be created to suit the specific needs of the team.

OUR 'WEBCAST' CAPABILITY

For over 35 years, Wilson Learning has been a leading provider of Human Performance Improvement Solutions. Wilson Learning's world class solutions for Leadership, Sales and Service effectiveness, individual and team development, assessment and measurement can be delivered in a range of learning media –from traditional instructor-led training, to pure e-learning, via webcast – or a blend of all three.

Webcasting allows participants to engage with their other team members who may be anywhere in the world – The only technical requirements are an internet line and a phone line.

Our Live, interactive webcast sessions are supported by Virtual Classroom technology and the sessions are led by Wilson Learning certified facilitators who have delivered *High Performance Virtual Teams* content for many years and have extensive personal experience as members and leaders of virtual, cross-cultural teams.

To date, Wilson Learning has trained over 2000 people in *High Performance Virtual Teams* and delivered over one hundred and thirty webcast courses globally.

During live webcast sessions participants will:

- Enter the Virtual Classroom to view the course content and follow the facilitator's presentation slides and learning materials.
- Engage in live, group discussions with the facilitator and their team members.
- Breakout into smaller groups for virtual discussions.
- Share their views and make points using the 'virtual' white board.
- Virtually vote on key issues and real challenges faced by the team.
- Learn how to access the complimentary online resources.

INSTRUMENTS

An optional diagnostic survey, 'Barriers to Virtual Working' can be offered prior to attending the *High Performance Virtual Teams* programme. The results of the survey help to identify specific problems within the Virtual Team, then Wilson Learning can configure *High Performance Virtual Teams* to create a customised solution delivering learning in the areas that require most attention.

PROGRAM DETAILS

VIRTUAL WORKING AND BUILDING TRUST

'*Virtual Working and Building Trust*' provides a strong foundation for the development of a high performance virtual team and discusses the 'critical success factors' of virtual teams. It provides opportunities for team members to learn and practice core skills and processes to create trust in the virtual team and address the following key issues:

- What are the key aspects of working virtually?
- What barriers exist to becoming a high performance virtual team?
- How do we build trust with distant members of the virtual team?

VERSATILITY

Often, more time is spent on interpersonal and team issues than on the job. Organisations must learn to maximise the individual talents of their people.

'*Versatility*' deals with the way teams interact and how easily individual team members can adapt to others who have different social and working styles.

Learning to adapt to the styles of others is a critical component of success in teams: 'Versatility' deals with the following issues:

- How do I understand my own preferred style of interaction?
- How do I recognise when someone has a different style to me?
- What are the best approaches to being versatile in dealing with different styles?

MANAGEMENT OF CONFLICT

This module explores the basic premises around the nature of conflict, the subtleties in surfacing and managing conflict in the virtual team environment without the benefit of face of to face interactions. It enables participants to deal with the emotions and stress related to conflict, and provides processes and tools to minimise as well as prevent the escalation of conflict.

'*Management of Conflict*' deals with the following questions:

- What impact does conflict have on virtual teams?
- How do we work together to minimise conflict?
- What approach can we take to effectively manage our interactions during conflict?

CULTURE & GLOBAL EFFECTIVENESS

Participants gain insights into individual behaviours and preferences based on a set of cultural dimensions, and learn about how we are different. Appreciating these differences, they will be better equipped to apply the learning and work more productively with virtual team members from various national cultural backgrounds. True global effectiveness in a virtual team depends on team members being able to understand and gain leverage from the different perspectives in the team. 'Culture & Global Effectiveness' handles the following issues:

- Why and how are we different?
- How can we understand our cultural differences?
- How can we work together more effectively across boundaries?

LEADING THE HIGH-PERFORMANCE TEAM

In this module, we challenge virtual team leaders to review the state-of-health of their virtual teams, share best practices among colleagues to be more effective as a facilitative leader. We encourage them to take the leadership initiative to enable performance with a framework of operating practices & principles, and to create a supportive environment that leverages team talents to enhance team performance. Leading the high performance team addresses the following key issues:

- What common challenges do leaders of virtual teams face?
- What are the best practice behaviours of the virtual team leader?
- How do virtual team leaders set goals, communicate, make decisions and provide feedback to team members?

FACILITATIVE LEADERSHIP & COACHING

This module shows leaders how to uncover the individual recognition needs of team members, how to connect these to performance and how to give employees a sense of being valued. In addition, the module teaches how to identify the support needs of team members and the potential barriers to working virtually, and how to integrate and combine leadership with management. Key Questions include:

- How can a virtual team leader identify the recognition and support needs of the team?
- What are the barriers to managing the performance of a virtual team?
- How do effective leaders integrate leadership with management in the virtual team?

PROGRAM OUTCOMES

High Performance Virtual Teams will allow the creation of a common understanding of how virtual teams form and what the barriers are to that formation.

Participants will learn how best to work effectively across time, space and culture, how to avoid and manage conflict and how best to lead and develop the virtual team for true global effectiveness.

Upon completion of the *High Performance Virtual Teams* course, participants will:

- Anticipate and avoid common problems in virtual working
- Build and maintain trust with distant colleagues
- Understand the Critical Success Factors for effective Virtual Teams
- Understand own and others preferred working styles and how to become more versatile.
- Manage interactions with improved effectiveness
- Recognise and adopt a high performance mindset
- Recognise and manage conflict in a virtual team and use behavioural strategies for reducing and avoiding conflict
- Understand cultural differences in a virtual team and adopt appropriate strategies for working across cultures
- Accurately determine purpose and goals for a virtual team
- Communicate and deliver feedback to a virtual team
- Agree decision-making strategies in a virtual team
- Use facilitative leadership skills and be able to give recognition and support to the virtual team
- Effectively lead the development of a virtual team

THE VIRTUAL CLASSROOM:

A Unique Learning Experience

