

High Performance Virtual Teams

Six Facilitated Webcast Modules

Economic pressure, downsizing, and restructuring have resulted in a phenomenal increase in the number of employees and salespeople who work virtually and report to a manager in another location. Until now, managers have had few resources to rely on to help them effectively lead virtual teams or coach from a distance.

Do you find yourself wondering: “How am I supposed to increase the performance of my team, when I am almost never with them face to face?” Help is now available.

High Performance Virtual Teams (HPVT) is a series of six 90-minute interactive webcast modules designed to improve performance of sales managers, leaders, salespeople, and individual team members who work in different locations. The series introduces participants to the meaning, value and challenge of working virtually. Specific tools and techniques for ensuring success are introduced and practiced. Templates help participants apply the tools and techniques to the real virtual work environment of participants and their teams. To maximize interactivity and application on the job, audio “breakout sessions” are used for small group discussions.

MODULE ONE ***Shaping the High-Performing Virtual Team*** ***Survival Skills for Success***

The purpose of Module One is to provide participants with the foundation, skills, and mindset to ensure the success of virtual teams. It is highly recommended that Module One is used as the introductory module.

The session involves group discussion and exercises on the following topics.

- What is a High Performing Virtual Team; what are the benefits and the challenges?
- What is the High Performance Team Mindset and how is it put into action by virtual teams?
- What tools are useful for creating a strong team foundation?

MODULE TWO
Maximizing Global Versatility
Leveraging Differences for Breakthrough Practices
(For Teams Working with cross-cultural Customers, Employees, or Suppliers)

The purpose of this module is to gain insight into individual behaviors and preferences based on a set of cultural dimensions. This understanding equips participants with an appreciation of those differences so they are better equipped to work productively with colleagues and customers across the globe.

The session involves group discussion and exercises on the following topics.

- What are the influences that create patterns of behavior?
- How are differences understood from what can be observed and from hidden needs and expectations?
- What cultural characteristics can be understood and used to increase global versatility:
 - Time and Role of Business Relationships
 - Power Distance
 - Uncertainty Avoidance
 - Individualism/Collectivism
 - Context

MODULE THREE
Proactively Dealing With Conflict
Staying Focused to Overcome Obstacles

Module Three focuses on developing skills and applying tools to minimize and resolve conflict at work. Conflict exists whether teams work virtually or are co-located. Managing conflict virtually adds another dimension of challenge.

The session involves group discussion and exercises on the following topics.

- What are the typical sources of conflict virtual teams experience?
- What key model helps virtual teams understand conflict and an approach to use to drive to resolution?
- How can individuals self-manage during conflict and what tools are available to help?
- What can team members do to help manage others during conflict – from those who react through “fight” to those who react through “flight”?

MODULE FOUR
Leading the High-Performance Virtual Team
Facilitating Performance with Fulfillment
(For Managers/Team Leaders)

This working session designed specifically for managers, engages them in discussing and sharing practices for creating a virtual work environment of performance with fulfillment. They learn from each other as well as from a proven approach to leading virtual teams.

Managers build on what they have learned in earlier modules and integrate the concepts and tools in their leadership approach.

- The session involves group discussion and exercises on the following topics. What is Performance with Fulfillment?
- What are the common challenges faced by Managers?

- What does it mean to lead as a Facilitative Leader and what are the roles of a Facilitative Leader?
 - Create Shared Purpose and Values
 - Set Expectations and Facilitate Agreements
 - Enable Support Systems and Processes
 - Encourage Effective Communication, Trust and Mutual Influence
 - Foster Team Talents and Development
- What's in the Facilitative Leader's Toolkit for fulfilling each role?
- How does a leader assess the health of his/her team?
- What is a core coaching model for a virtual environment?

MODULE FIVE
Coaching From a Distance
(For Managers/Executives Only)

Managers are introduced to the one-to-one virtual coaching skills necessary to help their people consistently perform at high levels. Effective coaching enables managers to provide their team with the direction, reinforcement and support need to help them consistently perform at their best and can “think on their feet” to help solve real business problems locally. This module provides managers with the knowledge, skills, and abilities to draw out their people’s potential through the integration of on-the-job distance coaching.

Managers build on what they have learned in earlier modules and integrate the previous concepts and tools in their leadership approach. It will help the virtual manager reinforce what was learned and ensure that the new concepts are implemented effectively.

The session involves group discussion and exercises on the following topics.

- What are the challenges associated with coaching from a distance?
- How does a virtual manager determine measurable outcomes, observable steps, and relevant behaviors?
- How do you create an action plan with the virtual employee?

- What virtual skills are needed for coaching a geographically dispersed team and/or individual contributor?
- How can a manager anticipate and reduce resistance to feedback, or be able to target where support is most needed?

MODULE SIX
Leveraging Discretionary Energy
Meeting the Challenge of Change

The purpose of Module Six is to address the challenge of change particularly as it affects the energy level of virtual teams. As organizations restructure into virtual teams, members feel as though they've lost what was familiar – people they know and see as they work together, managers who are present to both set direction and observe the good work that is done. If loss and change are not managed, productivity will fail.

The session involves group discussion and exercises on the following topics.

- What is normal and to be expected in change?
- What is discretionary energy, how is it lost during change, how can it be regained?
- What is the impact of loss and gain?
- What tools help each individual manage him/herself in change?
- How can team members help each other take on a “potentiality” frame of mind for going forward?

All modules include participant worksheets and templates for session exercises and post-session team application.

To learn more about the program learning objectives and outcomes as well as how Wilson Learning can assist you in addressing your virtual team challenges in a distance learning environment, contact Wilson Learning at 1.800.328.7937 or visit www.wilsonlearning.com.