

Development And Management Of Virtual Teams

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Abstract

Globalization has enabled different businesses to conduct their business operations in the different areas of the world. Evidently, there are various benefits of the globalization such as the costs of everyday products are decreased. However, it is also difficult for the businesses to survive in this era of intense competition because of globalization. For that reason, businesses try to reduce their costs significantly in order to ensure their long-term survival in their market. Resultantly, they opt for outsourcing because it enables the businesses to delegate everyday insignificant activities to the talented individuals in the different areas of the world at a lower cost. Moreover, it also enables the organization to focus on activities that are more important. However, it is difficult for businesses to develop and maintain virtual teams effectively as it is difficult to communicate effectively to everyone at the same time. Moreover, another major problem for the managers of the virtual teams is that they are also not able to social interact with them. Furthermore, it is also difficult for the virtual members to understand the non-verbal cues and develop strong relationships with of other members. Therefore, the current research will offer solutions to these major problems, as these are the core reason for the decrease in productivity and performances of the organizations that are working in the global community. Moreover, current research will also help the organizations that are trying to develop their virtual teams. Previous researches on the current topic will be explored, and useful findings will be developed with their help. Moreover, the validity and reliability of the research will also be evaluated at the time of presenting the findings.

1 Literature Review

Advances in the information technology and communications have fostered new opportunities for the businesses to manage and develop virtual teams. Individuals from the different areas of the world having unique skills and ability to communicate effectively with each other are assembled on a common platform. It is usually difficult for them to communicate with each other because these individuals are located in the different areas of the world. (Below, 2014) Stated that it is difficult for the employees to develop collegiality among the members of the virtual teams because of the factors mentioned above. Moreover, there is also a lack of intimacy and social interaction between these employees, which result in deteriorating the overall performance of the organization. Furthermore, the levels of conflicts are also higher in the members of the virtual teams as compared to the conventional teams. In sum, the team identity, cohesion, overcoming isolation, building trust and supporting the virtual teams are the five major challenges that the managers and the members of the virtual teams face most often

(Bailey, 2013). For that reason, it is essential for the organizations working in the global community and having the virtual teams to focus on making their virtual teams more effective because of their increased role in the overall productivity of the organization.

The most effective method that the managers of the virtual teams can utilize is the management of virtual meetings, as that will help the members of the virtual teams to connect with each other. Virtual meetings help the team members to understand each other personally and make working relationships. It will also help the managers to understand the attitude of their

employees, which will help them to manage them effectively. Moreover, employees are also asked to maintain their presence in various online communities as it helps them to make friends and help each other in different tasks (Ebrahim, 2009). It also helps to reduce their isolation, as they have to work in their homes or offices to meet their deadlines. Managers of the virtual teams can also ask their employees to work for a specific time and take at

least a day off from their routines to maintain their work life balance. Moreover, managers can also hold monthly virtual lunches to increase the social bonding between the virtual team members. Moreover, as it is evident that most of the virtual members usually communicate through text conversations, managers should also foster audio conferencing, video conferencing to foster one to one relationships between the virtual members. Members can also develop their personal profiles, which will help other employees to understand their likes and dislikes. The selection of time zones is most important in the virtual meetings because of the different time zones throughout the world (Solomon, 2010). Therefore, the managers should select the time that is suitable for a majority of the employees, as it will ensure the presence of all the members of virtual teams. However, the managers should pass stringent instructions to the members to restrict multi-tasking during their meetings, as it will divert their attention. The employees should also speak slowly during the meetings, as it will help others to understand them better. They should also try to build relationships during the meetings, as their collaboration will help the overall organization to increase its productivity.

Therefore, it is evident from the above-discussion that the managers of the virtual teams should focus on improving the relationship building among the employees, as it will improve the productivity of the overall organization.

2 Conclusions

According to the Telework Research, around three million workers from around the world are working for the organizations of United States. This number has shown sixty-one percent increased after 2005. Moreover, 44% organizations of United States are also planning to increase the number of their virtual employees in the coming year (Rawson, 2013). Evidently, virtual outsourcing it is necessary for the organizations because of the increased level of competition in their industries. However, managers feel relatively more problems in handling their virtual employees in comparison with the traditional employees. It was found in the research that the lack of collegiality between the virtual members of the team was the major problem in this context. For that reason, the

managers of the virtual teams should provide various opportunities to their employees to interact with each other. It was found in the research that it is important for the manager of the virtual teams to incite the employees to build connections with each other because it improves the overall performance of the organization. For that reason, various methods to improve the collaborations and connectivity of the members of virtual teams were discussed in the research. However, the implications of the current research will vary with the type of organizations because of the differences in their operations. The current research will mostly help the organizations that are outsourcing their work to the permanent employees in the different areas of the world. Therefore, the organizations that have outsourced their work to the various freelancers from all over the world may not be able to seek benefits from the current research. The current research will help the CEO's of the organizations significantly that are operating in the global economy, as it will enable them to increase the productivity and performance of their virtual employees, which will eventually increase their chances of long-term survival in their industry.

3 Recommendations

However, it is recommended to the client that the results of the current research can vary as per the structure and nature of the organization, as employees will work in different settings in each organization. Therefore, the managers should apply the findings of this research after integrating with the structure and nature of their organizations. Resultantly, they will see that the cost attached to these findings is insignificant because of the substantial increase in the productivity of the overall organization.

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