



Association for
Talent Development

Global Virtual Teams: How Talent Leaders Enhance Results

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Presented by:



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Objectives for Today

- Learn how Talent Leaders can enhance global virtual team member results through 3P process and Diversity & Inclusion tools.
- Create an inclusive process for global virtual team success.
- Ensure that your senior management team is providing the resources, support, and talent to enhance virtual teams.
- Diagnose and address the most common challenges confronting global virtual teams.

About HUDSON Research & Consulting

- Founded in 2004, HRC works with organizations and global teams to improve individual and team performance, leverage research, learning and OD practices.
- Clients include: Abbott, Bristol-Myers Squibb, Citibank, Chubb, Evonik, Estée Lauder Companies, MetLife, NRG Energy, Novartis, PepsiCo, and Pfizer.
- Our focus: practical solutions that align with strategic objectives.

What is a Global Virtual Team (GVT)?

- A group of people who work together to achieve defined goals, with some or all team members separated by physical distance.
- Global Virtual Teams are separated by language, culture, timezones and competing local priorities.

....and Global Virtual Teams face all of the challenges common to all teams AND unique obstacles that co-located teams do not.

Virtual Teams: By the Numbers

1) Purpose of Virtual Teams: Top Three

- 53% to include talent in different geographic locations
- 49% to boost collaboration among employees in different geographic locations
- 39% to improve productivity (i.e., spend less time on commuting/travel)

2) Most Successful Behaviors: Top Three

- 72% Brainstorming solutions for problems or issues
- 68% Setting goals for team initiatives or projects
- 63% Developing plans for team initiatives or projects

Source: SHRM Virtual Teams, 2014

Quick Poll: GVTs & Your Organization Today

How many:

- Rely on global virtual teams extensively
- Use global virtual teams occasionally
- Expect to use global virtual teams going forward
- Other? Write in Chat Box

Global Virtual Teams are Increasing

- 24/7 Operations
- Matrix Structures
- Flexible Work Arrangements
- Need for Greater Collaboration
- Contingent Workers
- “War for Talent”
- Technology
- Other factors in your organization: Write in Chat Box

Benefits of Global Virtual Teams

- Harness the best talent, regardless of location.
- Gather diverse input for better innovation and problem solving.
- Promote work/life balance (but this can backfire).
- Leverage resources for cost-effectiveness.
- Enhance global vs. local integration issues.
- Accelerate product development and launch.
- Develop learning culture.
- Accelerate project productivity—complementary work cycles.

Common Challenges: Global Virtual Teams

- Complexity
- Cross-cultural Misunderstandings
- Communications
- Slower Decisions
- More Conflict
- Competing Priorities
- Competition For Resources
- Time Zone Differences
- Lack of Team Skills
- Conflicting Roles and Responsibilities

Role of Talent Leaders

Prepare organizations for success today & to transform for future requirements



... and with global virtual teams on the rise, talent leaders are key.

Why Talent Leaders & Global Virtual Teams

- Identify hi-po talent
- Provide stretch assignments as part of succession planning
- Demonstrate HR's value to business results
- Build a global mindset
- Identify and share best practices
- Other factors in your organization: Write in Chat Box

Quick Poll: Key Benefits for Talent Leaders to Enhance GVTs

What are the top benefits that you anticipate:

- Demonstrate value to the business
- Enhance hipo development
- Provide exposure to global operations
- Other: Write in Chat Box

Talent Leaders

Building GVT Success Overview



GVT 10-Step Methodology for Talent Leaders

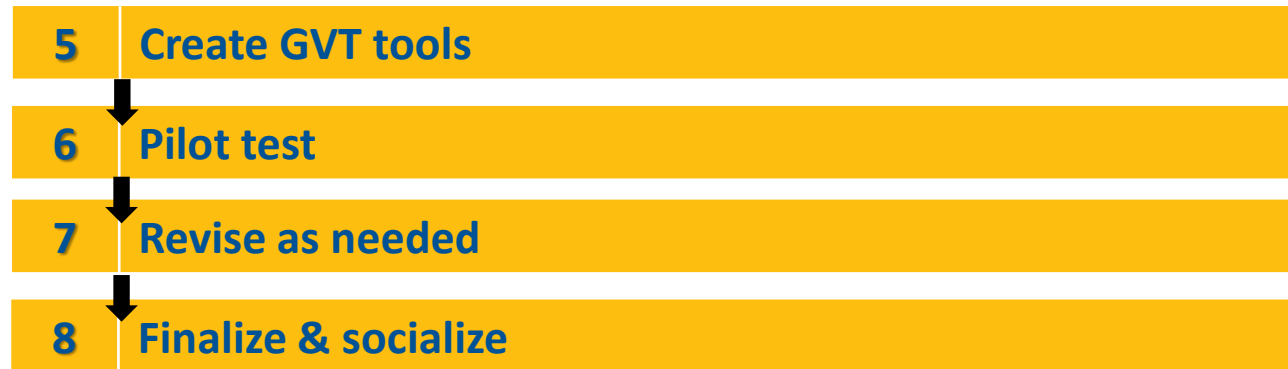
PHASE ONE:

Diagnostic



PHASE TWO:

Create Solutions

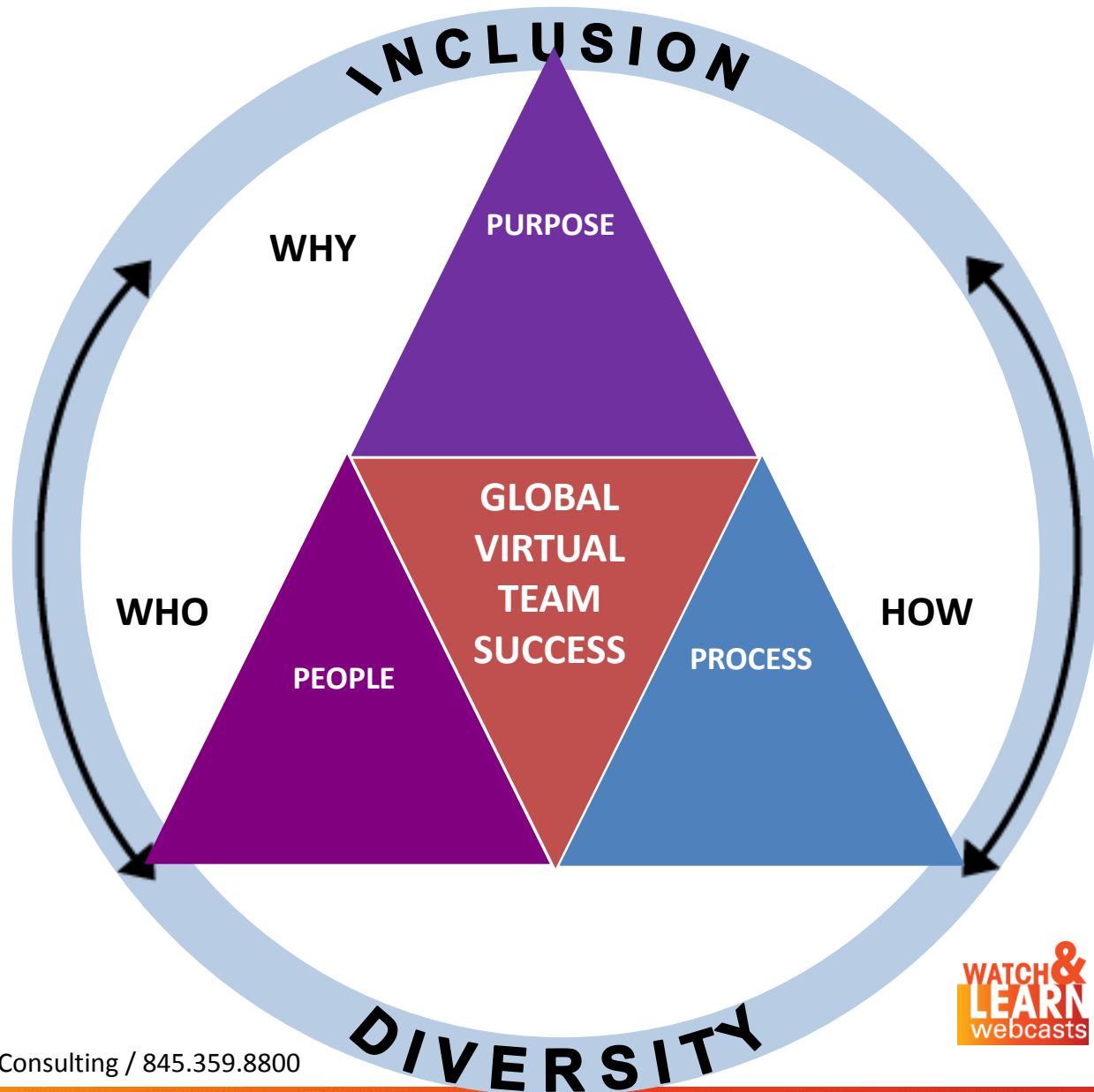


PHASE THREE:

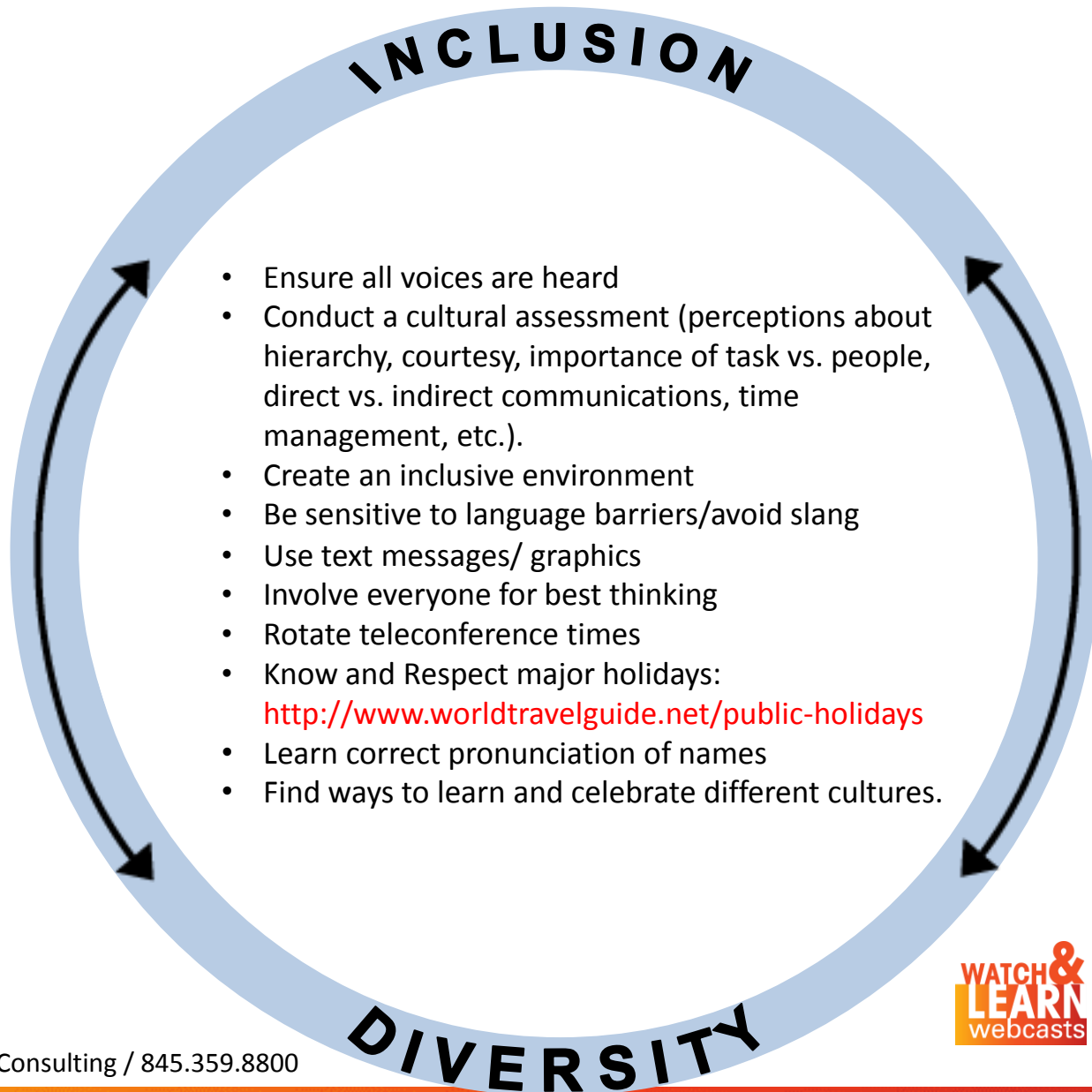
Execution



A Model for Virtual Team Success



Solutions: Build an Inclusive Culture



Global Virtual Team Case Examples

EXAMPLE #1: R & D teams in a pharma company

- Problems making decisions in a timely manner
- **RESULT:** Use model for shared decision making process and common goal setting.

EXAMPLE # 2: Global consumer products company

- Accelerate product development and launch.
- **RESULT:** Improved cross-cultural team communication and innovation.

EXAMPLE # 3: Global chemical company

- Missing deadlines/ finger-pointing
- **RESULT:** Improved customer focus & internal support

Purpose Solutions

BEFORE

- Provide inclusive leaders training to global virtual team leaders
- Clearly communicate goals and obtain team member input
- Create a team charter

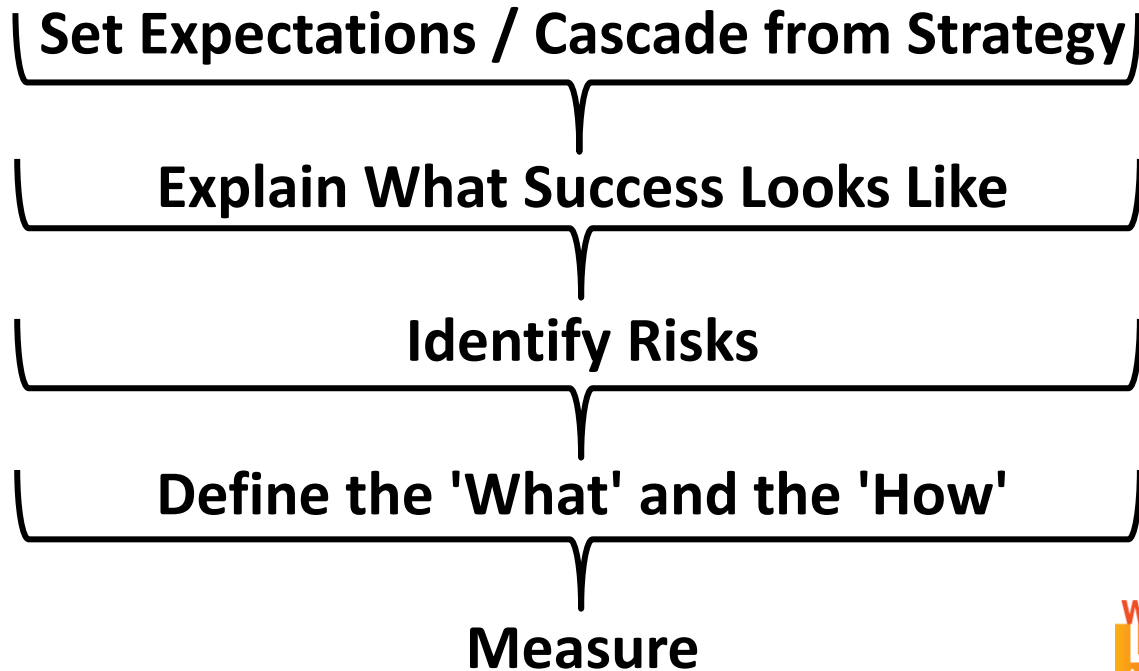
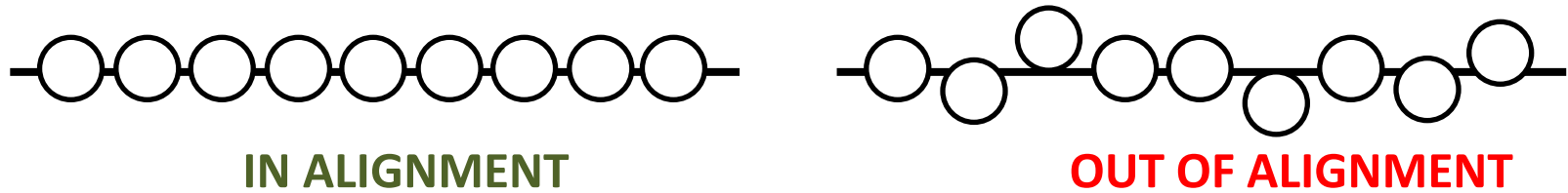
DURING

- Refer to goals and calibrate where needed
- Revisit goals as needed

AFTER

- Assess degree of progress at key milestones and end

Purpose Solutions: Ensure Goal Alignment



People Solutions: Apply Development Stages to Global Virtual Teams

FORMING

Do I belong?
Can I be on the team
and be productive on
my “regular job?”

STORMING

Will my ideas be
heard? Will we share
decision making?

NORMING

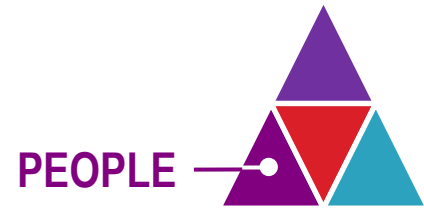
I know the ground
rules for
communicating,
governance, handling
conflict

PERFORMING

We work together as
a high performing
team and leverage
our unique
strengths/views

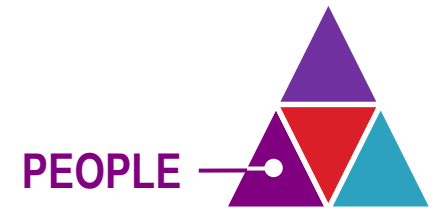
Adapted from Irvin Yalom, the Theory and Practice of Group Psychotherapy

People Solutions



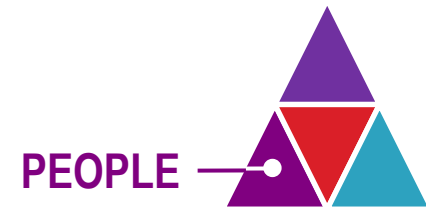
- **Build Personal Connections**
- **Clarify Roles and Responsibilities**
- **Team Culture**

People Solutions: Enhance Diverse Perspectives



- Use de Bono's Six Thinking Hats model:
 - ● =logical
 - ○ = facts, figures and objectivity
 - ● =manage thinking process
 - ● =positive & constructive
 - ● =creativity & new ideas
 - ● =emotions and feelings
- Leverage the unique contributions different players/cultures can bring
- Encourage Constructive Conflict

People Solutions



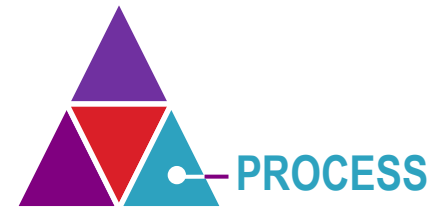
- Celebrate successes
- Create a “virtual water cooler” to build connections
- Use technology to overcome barriers

**What best practices have you implemented?
Write in Chat Box.**



Process Solutions

- **Accountability**
- **Resources**
- **Stakeholders**
- **Meeting Agendas & Etiquette**
- **Technology**
- **Decision Making**



Process Solutions: Decision Rights

DAI

D ecide

A dvise

I nform

Key Decision Pitfalls:

- *Lack of clarity*
- *Unclear accountability*
- *Too many/too few people weigh in*

RAPID*

R ecommend

A gree

P erform

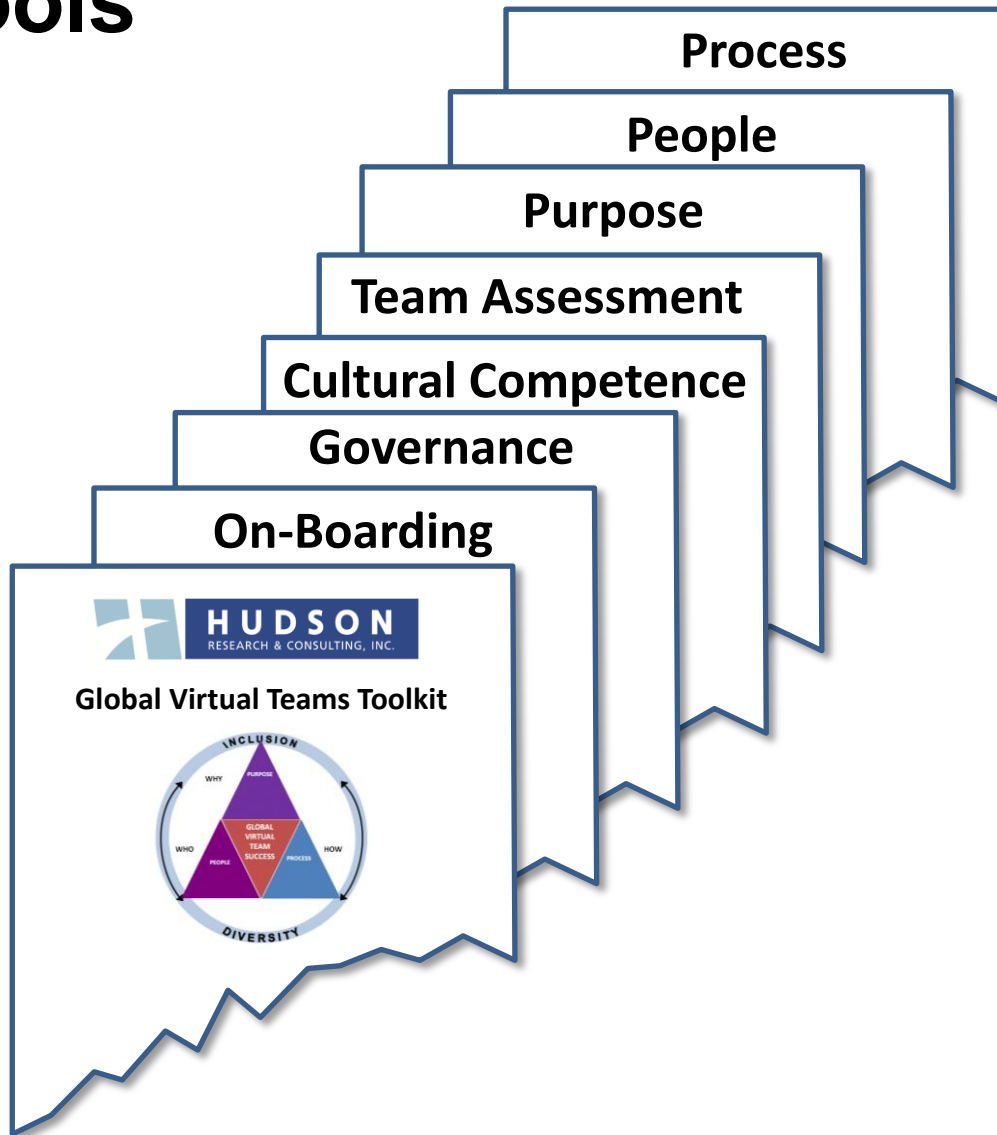
I nput

D ecide

*Key Criteria: One person has final decision;
define roles & responsibilities.*

*Source: [HBR](#), "Who Has the D?"

Talent Leaders: Provide Online Scalable Tools



Consider:

- ✓ Impact
- ✓ Frequency
- ✓ Difficulty

Lessons Learned for Talent Leaders

- **Provide tools and sustainable, scalable processes**
- **Create a learning culture**
- **Promote a global mindset**
- **Leverage Diversity & Inclusion**
- **Capture & share best practices across the enterprise**
- **Demonstrate your value to the business**

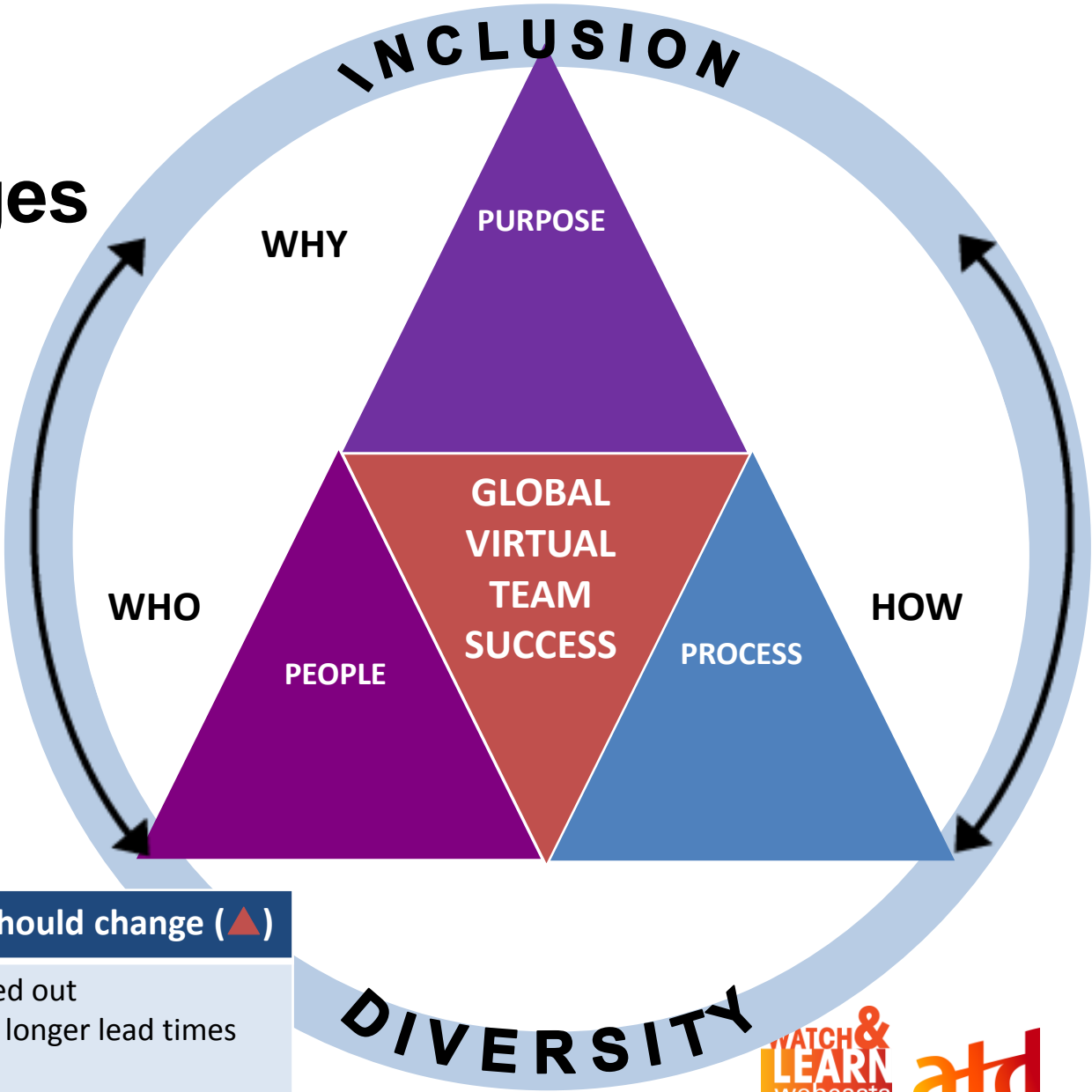
Diagnosing Virtual Team Problems

WHAT	POSSIBLE CAUSES
Lack of Collaboration	<ul style="list-style-type: none">• Accountabilities may be unclear (Process)• Team members may not feel respected (D&I, People)• Time zones or language barriers (D&I, Process)
Missing Deadlines or Key Deliverables	<ul style="list-style-type: none">• Organizational barriers (Process)• Deadlines may be unrealistic/Conflicting priorities (Purpose)• Poor motivation (People)
Recurring Conflicts	<ul style="list-style-type: none">• Lack of trust (D&I, People)• Cultural misunderstandings (D&I)• Personality issues (People)• Lack of a “path forward” (Process)
Team Members “Missing In Action”	<ul style="list-style-type: none">• Conflicting signals about priorities (Purpose)• Low accountability (Purpose, Process)• Lack of engagement (People)

SWOT Analysis of your GVTs

<p>Strengths D&I/PURPOSE/PROCESS/PEOPLE</p>	<p>Opportunities D&I/PURPOSE/PROCESS/PEOPLE</p>
<p>Weaknesses D&I/PURPOSE/PROCESS/PEOPLE</p>	<p>Threats D&I/PURPOSE/PROCESS/PEOPLE</p>

Addressing Team Challenges



What's working (+)	What should change (▲)
<ul style="list-style-type: none"> On target for deadlines Clear on Goals 	<ul style="list-style-type: none"> Burned out Need longer lead times

Recommended Reading

ARTICLES

- *Global Teams that Work*, Tsedal Neeley, *Harvard Business Review*
- *Managing the Matrix in the New Normal*, Marjorie Derven, *T+D Magazine*
- *Who Has the D: How Clear Decision Roles Enhance Organizational Performance*, Paul Rogers & Marcia Blenko, *Harvard Business Review*
- *How Diversity Makes Us Smarter*, Katherine W. Phillips, *Scientific American*
- *Getting Virtual Teams Right*, Keith Ferrazzi, *Harvard Business Review*
- *Diversity & Inclusion by Design: Best Practices from Six Global Companies* Marjorie Derven, *Industrial and Commercial Training*

BOOKS

- *Emotional Intelligence: Why it can Matter More than IQ*, Daniel Goleman, Bantam Books, 1995
- *Kiss, Bow or Shake Hands*, Morrison & Conaway, Avon 2006
- *A Manager's Guide to Virtual Teams*, Yael Zofi, Amacom 2011
- *Leveraging Diversity and Inclusion in a Global Economy*, Marjorie Derven, E. Gundling and P. Leri, ATD Press

Contact me for additional resources

- HUDSON Research & Consulting Global Virtual Team Action Planner
- Bibliography, online resources and videos
- T+D Article: “The Competitive Advantage of Diverse Perspectives,” August 2013
- Diversity Executive article: Intentional Inclusion in the Workplace & Marketplace” May 2014

Presented by:



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Go raibh maith agat
امش زا ركشت 감사합니다
Grazie ви благодариме Danke
תודה Takke deg 謝謝 Хвала
pakka péer Gracias Σας ευχαριστώ Ծնորհակալություն
Mèsi poutèt ou Thank you! Paldies
Kiitos ขอบคุณ! Terima kasih
Tak Dank je 有難う Tack
Спасибо
Diolch yn fawr Obrigado Eskerrik asko
Köszönöm Dziękuję



In Closing...

Final Q&A