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Nota di contenuto	Cover; Contents; ACKNOWLEDGMENTS; INTRODUCTION: THE VIRTUAL WORKFORCE OF THE (NOW) FUTURE; Why This Book Now, Who It's for and What It Accomplishes; Are We Crossing the Chasm?; The Need-and the Readiness-Is Here; Transformational Concepts: Vital Mind Shifts That Make Virtual Work Succeed; SECTION ONE: DEVELOPING A SUSTAINABLE VIRTUAL WORK ENVIRONMENT; 1. SETTING THE INTENTION AND DEFINING SOME TERMS; Clarifying the Intention and Defining Some Terms; 2. VIRTUAL IS VIABLE: REFRAMING THE ORGANIZATION, ENVIRONMENT, AND CULTURE; Organizational Paradigms in Recent History The Nudge Needed Isn't Always a Big One, But . . .Can You Say, "The Emperor Has No Clothes"?; Technology's Role in Setting Culture; Reframing Old Terms with New Meaning; 3. EXPANDING EMOTIONAL BANDWIDTH: BUILDING TRUST IN THE VIRTUAL TEAM; What Do We Think We Know about Group Dynamics and Trust?; Contextual Clues; What Organizations Can Learn about Trust from the Computer Generation; Navigate the Three-Fold Path toward Trust; The Alchemy of Trust; 4. SYSTEMIC CONSIDERATIONS: WILL IT WORK HERE?; Organization Realignments and Considerations-New Vistas; Ready, Set,

Jump?; Technology

Adding Virtuality-Workflow Tools Minimal Tool Training; Work Environment and Culture; Business Processes; Delivery Systems; People; Overall Organizational Rollout; SECTION TWO: IMPLEMENTING VIRTUAL TEAMS; 5. GETTING VIRTUAL TEAMS OFF ON THE RIGHT PATH; What Are the Critical Success Factors for Candidate Selection?; Other Factors to Consider; The Tao of Virtual Team Functioning: The Three-Fold Path; Virtual Team Formation; Team Development and Planning Process; Virtual Team Maintenance; 6. PRACTICAL GUIDELINES FOR VIRTUAL COMMUNICATION; General Principles for Selecting Forum/Media Team-Specific Communication Infrastructure and Communication Standards Virtual Meeting Management; SECTION THREE: MANAGING VIRTUALITY; 7. VIRTUAL MANAGEMENT: WHAT ARE THE CRITICAL SUCCESS FACTORS FOR REMOTE MANAGEMENT?; Poof! You're a Virtual Manager; Virtual Team Member Development Stages; Team Development Stages; The Virtual Management Competencies; Walking the Talk of the Three-Fold Path; 8. LEARNING FROM SOME TRAILBLAZERS; Program Implementation Components-Lessons Learned; The Impact of Virtuality on Feedback Loops; At the Team Level, How Will I Know When It's Not Working? Other Virtual Tips to Avoid Traps SECTION FOUR: ORGANIZATIONALLY DISPERSED; 9. THE EVOLVING PARTNERSHIP OF VIRTUAL TEAMING WITH KNOWLEDGE MANAGEMENT; Virtual Teams as Building Blocks for Organizational Learning; Winning Hearts and Minds in the Spirit of Generosity and Responsibility: A Metaphor; Building Shared Meaning; Learning Is Individual and Collective; The Magic Word Is . . . "Network"; Knowledge Management for Dummies; 10. WHAT'S NEXT?; APPENDIX: ADDITIONAL RESOURCES; Sample Tool A: Organization Development Virtual Readiness Interview and Focus Group Interview Questions Sample Tool B: Virtual Team Member Readiness Self-Assessment

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Sommario/riassunto

Virtual working is a fact of life as companies manage teams of individuals dispersed on sites across the country or around the globe; take increasing advantage of improving technology and software to telecommute and teleconference; and begin to think about the human element in disaster recovery. The key to successful dispersed working is not technological expertise, but a clear understanding of what it takes to get the enterprise ready for virtual work, and of the skills for bonding individuals into cohesive, high-performance teams across distances and differences. This book provides that guida

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