

[Get free] Closeness at a Distance: Leading Virtual Groups to High Performance

Closeness at a Distance: Leading Virtual Groups to High Performance

Marcus Hildebrandt, Line Jehle, Stefan Meister, Susanne Skoruppa
audiobook / *ebooks / Download PDF / ePub / DOC



[Download](#) [Read Online](#)

#2322706 in eBooks 2014-01-01 2014-12-01 File Name: B0165WNCW4 | File size: 19.Mb

Marcus Hildebrandt, Line Jehle, Stefan Meister, Susanne Skoruppa : Closeness at a Distance: Leading Virtual Groups to High Performance before purchasing it in order to gauge whether or not it would be worth my time, and all praised Closeness at a Distance: Leading Virtual Groups to High Performance:

1 of 1 people found the following review helpful. Becoming performant colleagues in cyberspaceBy George F. SimonsWhile the dynamics of non-collocated virtual teams have been well identified for almost two decades now, the effective management and conduct of such teams remains a challenge to the present moment. Back when computer

screens were green and pixels were white and we were creating training programs to face the challenges of the new virtual working environment, a colleague remarked to me that "The half life of trust is about two months", meaning that without face-to-face contact for such a period or longer, suspicion of each other was likely to erode trust in a virtual group and lead to counterproductive, even destructive behavior. Now that new technology has made face-to-face contact less frequent as our virtual presence to each other grew significantly richer, that richness itself needs to be mastered if the collaborative trust required for high performing virtual groups can be established. The authors of *Closeness at a Distance* have set out to show us how this continuing challenge can be met with good guidelines about how to maintain a regular healthy heartbeat in a virtual group. On the artist's palette, the mix of blue and red yield the color purple at the stroke of a brush. Can this be done virtually when a "blue" team and a "red" team must perform together? Not so easy, but the authors of this book address the challenges of virtual closeness upfront using the catchy metaphor of "purple" to focus attention on the essential elements of trust and how to create an appropriate context of human connectivity when cultures collide, realizing that the necessary level of presence and trust is not only functional and organizational and not just ethnic or regional, but is essential for personal balance and critical to team performance. To understand and apply what is offered chapter by chapter, the reader is accompanied by a real life case study that unfolds at each stage of the book and presented with very concrete "good practices" along with the useful behaviors that lead to and preserve them are explained. Other highlights for me included, first and foremost, the brief advice about coaching virtual groups and their leadership—much more could be said. Frequently organizations assume that a workshop or two will be all that is needed to launch and maintain a virtual team. Not so. Because our cultural communication and work habits are deeply ingrained in us, we need to continually be reminded of how they intertwine day and again, and the presence of a coach to give ongoing insight and advice is priceless. Good coaching can lead to a team habit of sharing and learning. Inevitably teams will shape their own culture from the many elements each person and group brings to the scene, and there is a good elaboration of the requirements for this in the section on e-culture. The rapid development of networking, both at the personal and business levels has given many tools and approaches that can be used for e-collaboration, some quite mature and others less so, requiring us to learn more about their most appropriate uses. Given that, the authors provide a good update of the functionality of various synchronous and asynchronous e-media for various purposes of conversation, decision-making, and team building. The book concludes with the authors' approach to a "Virtual Performance Assessment" leading to a "Virtual Performance Improvement Process" along with a training agenda focused on actualizing the good practices. All in all it is a solid, up to date vademecum for virtual team management and conduct.

0 of 0 people found the following review helpful. 5 Stars All around - Excellent tool for trainers, readily applied leadership solutions for managers, HR, and team members
By Vanessa All around excellent. As a trainer/facilitator this book has been instrumental in several of my recent workshops. With solid basis in communication theory, it gives structure and a modern application to the virtual world. Easy to read, resource-FULL, a go-to guide for trainers. It is also written in a way that anyone can pick it up - also great for HR managers and team leaders who wish to be more effective online and offline with their communication.
5 stars for quality of content
5 stars for ease of application to the real world
5 stars for structure of the book to get what I need quickly
5 stars for relevant approach even with the ever-changing nature of the virtual world. In 5 years, this book will still be providing excellent guidance on how to maximize leadership in the virtual context.

Closeness at a Distance is a groundbreaking approach to the challenges so many teams, and team leaders, face today. Virtual working is now a reality for most professionals, and the winners of tomorrow will be companies that proactively drive the performance of their virtual cooperations. Virtual leadership, project management at a distance, and networking are today's and tomorrow's critical success factors. So any leader needs to ask him or herself "Is your virtual collaboration as successful as it should be?" How to answer this question, and how to improve performance in this key area, is the focus of this book. It introduces readers to Virtual Performance Improvement (VPI) as the gateway to solutions to all key challenges faced by international virtual teams, groups, and networks. The book supports leaders so they perform successfully and effectively in virtual global environments. It guides team leaders, project and network managers, members, and even whole organizations, to areas of potential improvement in virtual performance and will help them turn vital challenges into competitive advantages. The book gives new insights into how to assist global groups, teams, and networks to perform better, and links project management, organizational, and cultural issues with the world of communication technology. Enriched with numerous case studies and a storyline woven into the chapters, this book will be of immediate, practical help to anyone working with virtual teams and groups, or consulting, coaching, or training in such a context.

Reading this book was a delight. There are so many new ideas here—from references to interesting developments like the Virtual Choir, where people from around the world join voices online, to very practical ideas like giving feedback in structured and productive ways. . . . I'm certain that when you read this book you'll be making margin notes galore (or digital comments, as I did), and will find yourself far better equipped to experience

Closeness at a Distance” — Jessica Lipnack, coauthor, *Virtual Teams: People Working Across Boundaries with Technology*