



A FRAMEWORK OF FOSTERING TRUST IN VIRTUAL TEAMS

Project Management (ETM 545)

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Outline



☐ Introduction

- What is the Global Virtual team?
- Challenges in Global Virtual team
- How is trust significant to the achievements of virtual team?

☐ Trust

- Types of trust (e.g., knowledge-based trust)
- Trust case studies
- Generic Challenges with Trust

☐ How do those challenges impact to the trust

☐ High Trust and Low Trust in Global Virtual Team

☐ A framework of creating and sustaining trust in virtual team

☐ Conclusions & Recommendations

☐ Further Research



What is a Global Virtual Team



- ❑ Group of people working together towards a common goal across boundaries of time and distance
- ❑ Can be intra-organizational or inter-organizational
- ❑ Members are selected for their expertise globally



Challenges in Global Virtual Teams



- ☐ Trust
- ☐ Communications
- ☐ Team Management
- ☐ Achieving goals
- ☐ Lack of shared understanding
- ☐ Lack of shared purpose and commitment



How is trust significant to the achievements of the virtual team?



- ☐ Helps mitigate opportunistic behavior
- ☐ Directs focus to the overall team development
- ☐ Adds to development of team cohesion:
 - shared positive and confident expectations and behavior;
 - joined effort for a common goal;
- ☐ Facilitates easy transfer of knowledge, assets and resources
- ☐ Aids in team efficiency and quality of outputs
- ☐ Reduces the need for monitoring among team members
- ☐ Enables people to work together despite cultural differences



Trust



Behaviors that engender Trust

- ☐ Social Communication
- ☐ Enthusiasm
- ☐ Responsiveness
- ☐ Individual initiative

Behaviors that reinforce Trust

- ☐ Predictable
- ☐ Consistent communication style
- ☐ Substantial responses
- ☐ Timely responses

Types of Trust

- ☐ Knowledge-based trust
- ☐ Characteristic-based trust
- ☐ Institutional-based trust
- ☐ Justice-based trust
- ☐ Swift trust



Trust Case Studies

- ❑ Study of relationship of trust to information, influence and control by Zand
 - Based on questionnaires to middle-level managers in a large electronics company
 - Concluded: groups that develop might trust solve problems more effectively, better locate relevant info and generate alternatives
- ❑ Exploratory study by Jarvenpaa and Leidner on trust in virtual teams (the existence of trust, trust development and communication, tested the concept of “swift trust”)
- ❑ Kanawattanachai and Yoo study (related trust to achievement of high performance)

Trust Equation (TQ)



$$TQ = \frac{C + R + I}{S}$$

Factors	Description
Credibility (C)	People who perform what they have said
Reliability (R)	People who can complete their works on committed time
Intimacy (I)	People who have collaborative skills to work with others
Self-Orientation (S)	People who more focuses on his/her individually works instead of team tasks

Reference:

Charles H. Green, "Trust in Business: The Core Concepts > Articles." Internet:

<http://trustedadvisor.com/cgreen.articles/38/Trust-in-Business-The-Core-Concepts>, April 2007 [Nov. 28 2010]



Generic Challenges with Trust in Global Virtual Teams



The challenges	Impact to
Misunderstanding from poor communication	Credibility (C)
Incompatible communication preferences	Reliability (R), Intimacy (I)
Differences in work ethics	Self-Orientation (S)
Lack of clarity and direction	Credibility (C), Reliability (R)
Frequent second-guessing	Credibility (C), Reliability (R)
Deficient sense of ownership and commitment	Reliability (R), Self-Orientation (S)
Inability to ask the right questions	Reliability (R)
Mismatched skills/needs	Credibility (C), Reliability (R)
Diminished productivity	Reliability (R)
Lack of empathy and personal connection	Credibility (C), Reliability (R)

References:

Charles H. Green, "Trust in Business: The Core Concepts > Articles." Internet:
<http://trustedadvisor.com/cgreen.articles/38/Trust-in-Business-The-Core-Concepts>, April 2007 [Nov. 28 2010]

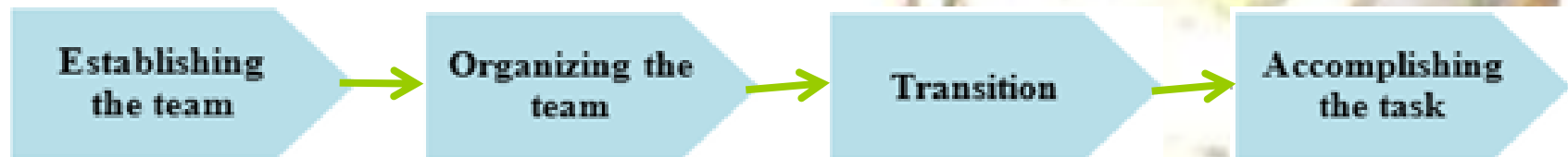
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A framework of creating and sustaining trust in global virtual teams



The type of stages in global virtual teams

A framework of creating and sustaining trust in global virtual teams (Cont)



Stage	Trust development	Project managers' required actions
Establishing the team	<ul style="list-style-type: none"> -Foundation for the development of trust (i.e., dispositional trust or swift trust) - Set up Credibility among team members 	<ul style="list-style-type: none"> - Provide professional skills and past achievements - Provide training program for “being virtual members” (e.g., communication skills and online collaborative tools) - Cooperative reward structures are required to establish in early stage of the team.
Organizing the team	<ul style="list-style-type: none"> - Trust based on team members' abilities -Build social bonds of cohesion among virtual members for the development of trust. - Increase Credibility and Reliability of the team members 	<ul style="list-style-type: none"> - Clearly identify the project's goals and create team communication patterns precisely - Monitor and provide feedback about the effectiveness of team communications - Watch unsanctioned subgroup and prohibit dominated team members
Transition	<ul style="list-style-type: none"> - Trust moved from cognitive assessments of member's abilities to benevolence of the team - Reduce Self-Orientation 	<ul style="list-style-type: none"> - Be available to provide guidance and supports when team members need helps from management levels
Accomplishing the tasks	<ul style="list-style-type: none"> -Forster to team cohesion complete assigned tasks of the project - Maintain trust and integrity for future virtual team projects as well. 	<ul style="list-style-type: none"> - Support team members to focus on mainly working the tasks of virtual project instead of local tasks - Encourage team members to express their appreciation of each other's contributions - Celebrate when the team can achieve the task of project

High Trust and Low Trust in Global Virtual Teams



High-Trust Global virtual teams	Low-Trust Global virtual teams
Factors related to Shared Goals: <ul style="list-style-type: none"> - Awareness of shared goals - Time given to build share goals - Early and open debate of goals - Primacy of team-based goals 	Factors related to Shared Goals: <ul style="list-style-type: none"> - Lack of awareness of shared goals - Lack of shared goals - Opinions of others not considered - Primacy of individual goals
Factors related to Power: <ul style="list-style-type: none"> - Availability of facilitators - Facilitators' focus on win-win situations - Recognition of knowledge as power - Recognition that power moves; power in many places - Power differentials minimized 	Factors related to Power: <ul style="list-style-type: none"> - Power battles - Coercion - Misunderstanding and conflicts of interest - Use of hierarchical power - Perception of 'I have power'
Communication: <ul style="list-style-type: none"> - Face-to-Face where possible - Regular synchronous CMC (computer-mediated communication) - Social interaction 	Communication: <ul style="list-style-type: none"> - Asynchronous CMC - Adverse effects of time difference - Little or no social interest

The Conclusions of project managers' actions



- ☐ PMs should create effective patterns of team communication at early stage of team building.
- ☐ PMs should clarify the project's goals and the team mission.
- ☐ PMs should clearly define roles and assigned tasks of each member.
- ☐ PMs should consider the social aspects and the cultural difference of the team to develop trust among team members.

The Conclusions of virtual team members' effective attributes



- ☐ Team members should be skilled with the technology and tools used by the team
- ☐ Team members should be well self-learning and self-starters
- ☐ Team member should be high proficiency of their functional area skills
- ☐ Team members should have high integrity to the team
- ☐ Team members should basically have a good communication and interpersonal skill
- ☐ Team members should be open to the ideas of other members in the team
- ☐ Team members should have considerations about cultural difference within the team and the social aspects of the team
- ☐ Team members who have high “propensity to trust” and accountability are more likely to improve the overall team trust environment
- ☐ Team members who have worked in virtual team before are likely to positively influence high trust levels.

Recommendations

- ☐ Effective Face to Face meetings are still significantly required to increase trust in virtual teams.
- ☐ Training programs for working in virtual projects are needed for new virtual team members.
- ☐ At the early stage of team, team goals and directions for virtual teams should be identified to develop trust among team members.
- ☐ Instead of competitive rewards, cooperative structures should be reward systems for virtual teams in order to increase trust of the team and team collaboration.

Further Research



- ☐ Correlation of communication and trust; can effective ways of communications enable virtual teams to build trust, which and how?
- ☐ Comparison of global virtual teams and non-virtual teams (virtual vs. face-to-face) that share similar cultural and social aspects; what are the trust levels and team performance?
- ☐ Do personal backgrounds, social norms and share experiences have significant impacts on the initial level of trust and further integration?
- ☐ Does swift trust actually exist? Is it a short-term or a longer phenomenon? How it's perceived by a global virtual team members?
- ☐ Trust vs. control. Related or mutually exclusive?
- ☐ Evaluation of the Trust Equation.
- ☐ Value analysis/factor analysis of challenges with trust in a virtual team.
- ☐ Test of the framework of the four stages for building trust. Is it a useful tool? Was it beneficial in a virtual team case study ? How?

References

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Questions

