

Leadership Considerations In Managing Virtual Multicultural Project Teams



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Company Website



<http://phronesisconsultingfirm.sharepoint.com/Pages/default.aspx>

Hambley, L.A., O'Neill, T.A., & Kline, T.J.B. (2007). Virtual team leadership: Perspectives from the field. International Journal of E-Collaboration, 3(1), 40-64.

Virtual Team Leader Skills

- » Leadership Skills
- » Project Management
- » Standard Operating Procedures
- » Communication Plan
- » Effective Use of Media



Building and Leading High Performance Teams

- An effective team understands the big picture.
- An effective team has common goals.
- An effective team works collaboratively, as a unit

The Roles of the Effective Virtual Project Manager

- Performs A SWOT Analysis of the Team
- Utilizes Multimedia to Build Relationships
- Clearly Defines Project Scope
- Provide Support and Structure for the Team
- Provide the Resources and Training Required
- Provide Effective Communication and Feedback
- Provide Problem Solving Methodologies



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- “Let your project team members know how important it is to communicate on a regular basis and encourage it and be a leading example of that”.
- “The virtual leader needs to possess a set of specific virtual team leadership skills.”



Leadership Assumptions

- Theory X
- Theory Y
- Theory Z
- Healthy Organizational Culture (ETHICS)
- Emotional Intelligence
- Relational Intelligence
- Ethnocentric Intelligence
- Leadership Functions



Leadership Qualities

Drive

**Leadership
Motivation**

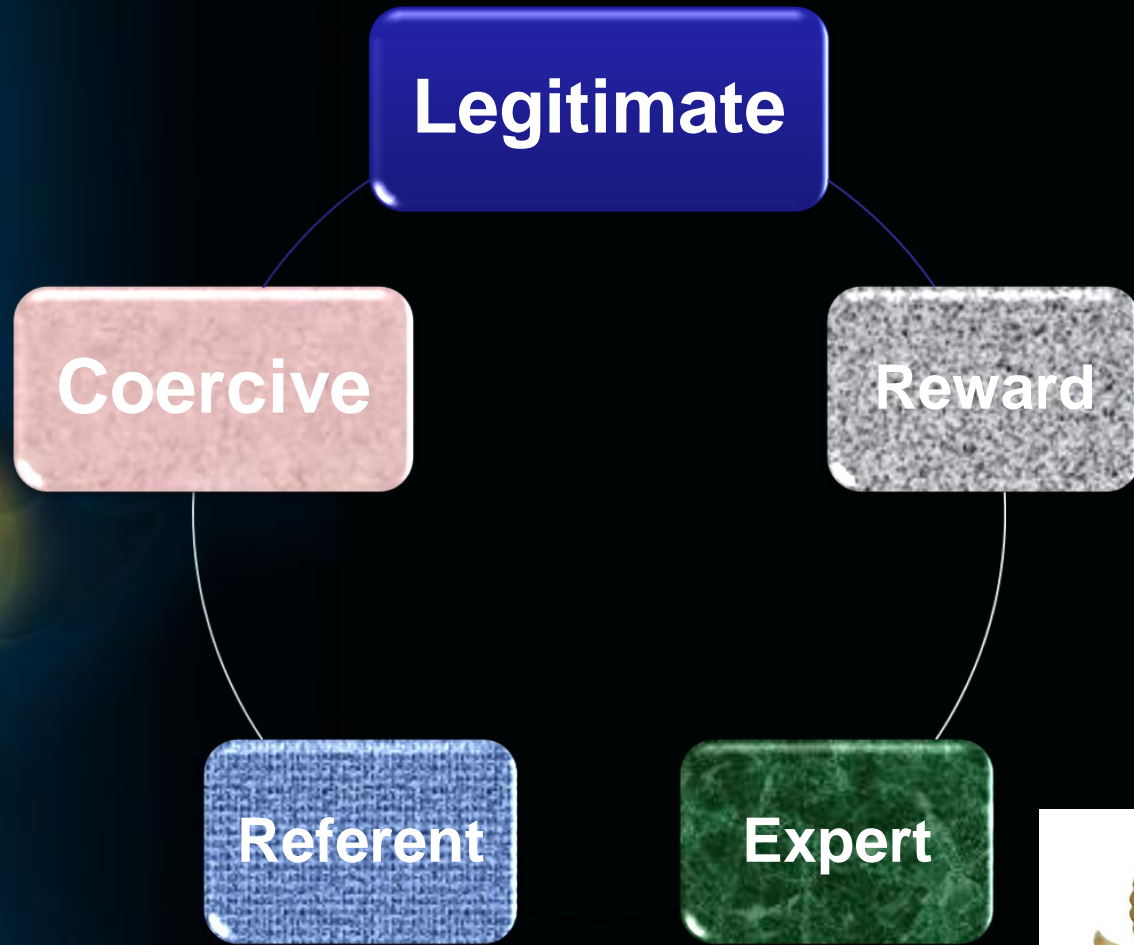
Integrity

**Self
Confidence**

**Knowledge
of the
Business**



Leadership Is Power “Influence”



Organizational Culture

The set of important assumptions about the organization and its goals and practices that members of the company share



Management Functions

- Planning
- Organizing
- Leading
- Controlling (Behavior Modification)



Emotional Intelligence

The term emotional intelligence was introduced in a 1990 article by Peter Salovey and John D. Mayer. They described emotional intelligence as a set of skills that involve the ability to monitor one's own and others' feelings and emotions, to discriminate among them, and to use this information to guide one's thinking and action.



Relational Intelligence

The ability to learn, understand, and comprehend knowledge as it relates to interpersonal dynamics. A hybrid of social skills and relational health.

Being smart about how we love and influence others, intelligent in how we engage our relationships.



VIRTUAL TEAMS

Virtual teams are groups of geographically and/or organizationally dispersed co-workers that are assembled using a combination of telecommunications and information technologies to an organizational task.....



Aviel, D. (1990). The managers response to cultural barriers. *Industrial Management*, 32(3)

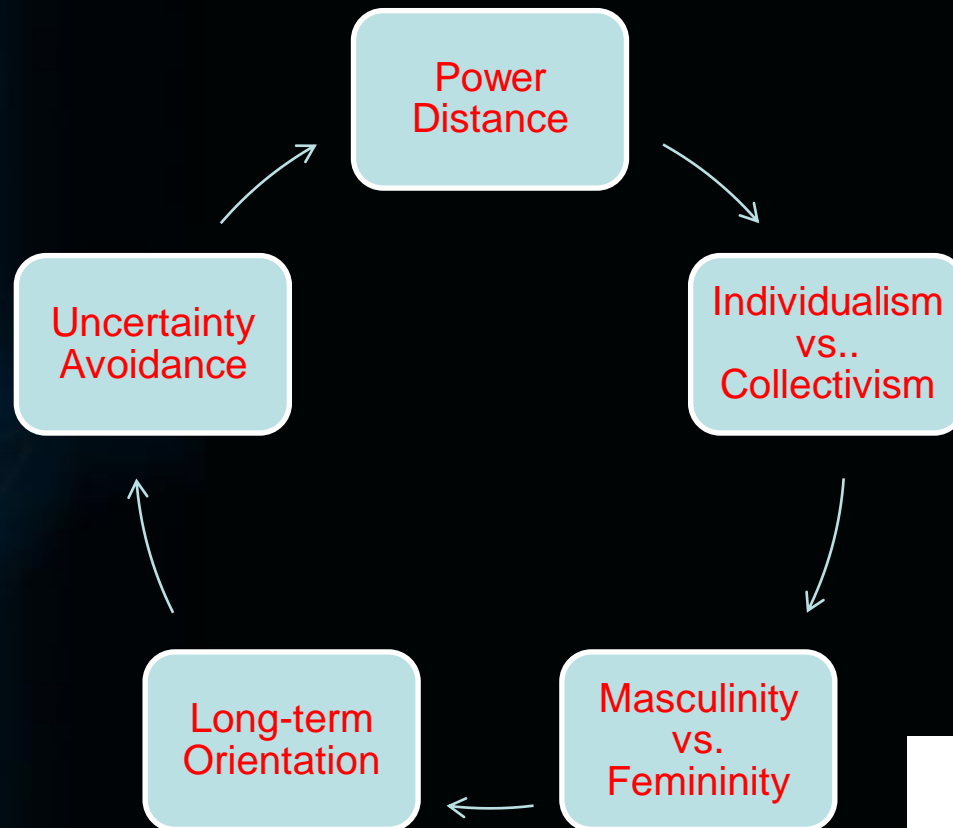
Cultural Barriers

- Power
- Thinking
- Time
- Relationships
- Space
- Language
- Emotion
- Action Orientation
- Environment



Müller, R., Spang, K., & Ozcan, S. (2009). Cultural differences in decision making in project teams. *International Journal of Managing Projects in Business*, 2(1), 70–93.

Cultural Divergence



Hunsaker, P. L., & Hunsaker, J. S. (2008). Virtual teams: A leader's guide. *Team Performance Management*, 14(1/2), 86–101.

Primary Leadership Functions OF The Virtual Project Manager

- ❖ Performance Management
Monitor team performance and
implement solutions to work problems
- ❖ Team Development
Develop and Mentor Team Members



Hunsaker, P. L., & Hunsaker, J. S. (2008). Virtual teams: A leader's guide. *Team Performance Management*, 14(1/2), 86–101.

Virtual Team Challenges:

Trust

Cultural Communication

Deadlines

Team Cohesiveness



Monalisa, M., Daim, T., Mirani, F., Dash, P., Khamis, R., & Bhusari, V. (2008). Managing global design teams. *Research Technology Management*, 51(4), 48–59.



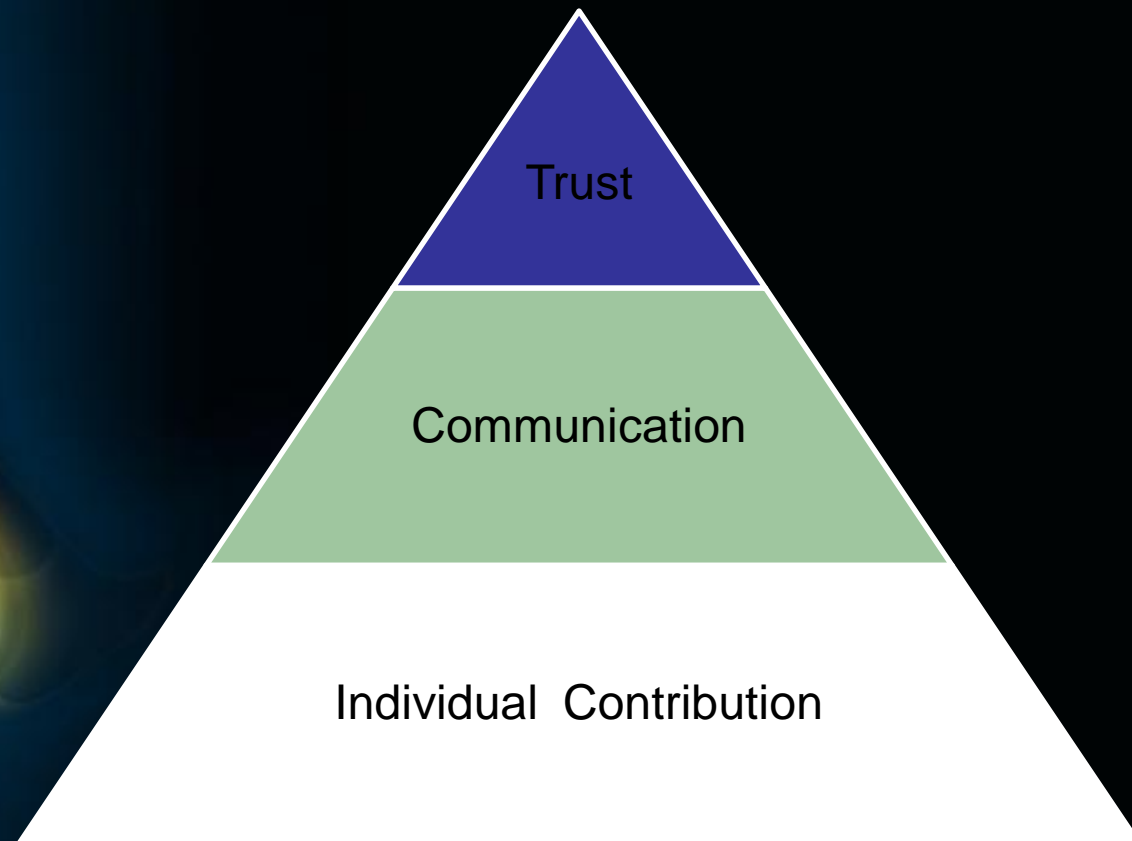
Hunsaker, P. L., & Hunsaker, J. S. (2008). Virtual teams: A leader's guide. *Team Performance Management*, 14(1/2), 86–101.

Building Trust

- ✓ Create Face to Face Time
- ✓ Set Goals and Expectations
- ✓ Provide Ongoing Feedback
- ✓ Showcase Team Member Expertise
- ✓ Foster Cultural Understanding



Monalisa, M., Daim, T., Mirani, F., Dash, P., Khamis, R., & Bhusari, V. (2008). Managing global design teams. *Research Technology Management*, 51(4), 48–59.



Müller, R., Spang, K., & Ozcan, S. (2009). Cultural differences in decision making in project teams. *International Journal of Managing Projects in Business*, 2(1), 70–93.

Decision Making

1. Style

- ❖ Highly Structured
- ❖ Informal and Frequent

2. Process

- ❖ Bounded Rationality
- ❖ Utility Theory
- ❖ Prospect Theory



Gatlin-Watts, R., Carson, M., Horton, J., Maxwell, L., & Maltby, N. (2007).
A guide to global virtual teaming. *Team Performance
Management*, 13(1/2), 47–52.

Virtual Teaming Guidelines

- Set clear team guidelines
- Select appropriate team members
- Set specific goals and objectives
- Set time limits and accountability
- Reward positive performance.



Gatlin-Watts, R., Carson, M., Horton, J., Maxwell, L., & Maltby, N. (2007).
A guide to global virtual teaming. *Team Performance
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Project Challenges In Virtual Teaming

Establishing project schedules

Setting deadlines for exchanging information and
monitoring stakeholder responses

Organizing teams to include members from
different countries.

Troubleshooting technology failures.

Communicating in English



Effective Delegation

Define the goal succinctly



Select the person for the task



**Solicit the subordinate's views
about suggested approaches**



**Give the subordinate the authority,
time, and resources (people, money,
equipment) to perform the assignment**



**Schedule checkpoints for
reviewing progress**



**Follow through by discussing
progress at appropriate intervals**





Intercultural Competencies for
European Project Managers and Teams

<http://www.intertool.org/index.php?id=19>



Gatlin-Watts, R., Carson, M., Horton, J., Maxwell, L., & Maltby, N. (2007).
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Management*, 13(1/2), 47–52.

Gaps In The Literature

Racial
Discrimination

Cultural
Rivalry

International
Conflicts

Political
Rivalry

Age
Diversity

Multi-
Ethnicity



Annotated Bibliography

Rus, C. (2010). The virtual intercultural team tool.
Intercultural Education, 21(2), 183-185.

This article describes the **Virtual Intercultural Team Tool (VIT)** and the processes and benefits of it. The (VIT) is a virtual technology used to assist project teams in multicultural communication in project teams. The emphasis is place of managing important processes relevant to the project. Awareness is made to the unique issues which hinder communication in multicultural virtual environments. The (VIT) has three main tools: Kick-Off Tool, Monitoring Tool and the Evaluation Tool. An additional tool called, “Raise An Issue” is used to anonymously address controversial issues



Annotated Bibliography

Humes, M., & Reilly, A. H. (2008). Managing intercultural teams: The eorganization exercise. *Journal of Management Education*, 32(1), 118-137.

Intercultural teams are becoming the norm in today's global environment. There is a need for companies to utilize this multicultural business landscape as an intellectual asset. The issues relating to miscommunication and intercultural conflict can become a bottleneck to the process causing project delays and dysfunction. This experiential group exercise demonstrates how cultural dimensions such as individualism and collectivism affect the performance of intercultural globally dispersed **virtual** teams. Five cultural dimensions are applied in a hypothetical project team working in the fictional eOrganization. Using either group or role-play format, participants analyze the situation and propose solutions for this dysfunctional project team.



Annotated Bibliography

Sutharshan, A. A., & Maj, S. P. (2011). Enhancing agile methods for multi-cultural software project teams. *Modern Applied Science*, 5(1), 12-22.

Software projects are typically late and over budget. People from different cultures have different expectations and methods of interacting in a team environment. The agile philosophy was introduced as an attempt to increase the on time rate and user satisfaction of software development projects. The multicultural issues in how work is performed raised several issues when implementing an agile virtual multicultural project. This article focuses on the best practices to utilize.



Annotated Bibliography

Ting-Peng, L., Jiang, J., Klein, G. S., & Julie Yu-Chih, L. (2010). Software Quality as Influenced by Informational Diversity, Task Conflict, and Learning in Project Teams. *IEEE Transactions on Engineering Management*, 57(3), 477-487. doi:10.1109/TEM.2009.2033049

There is a huge benefit when software development projects are implemented using a multicultural team approach. Diversity enables the project team to anticipate the specific needs in relation to functionality and cultural norms. These cultural norms are sometimes in conflict with each other. This conflict is mirrored in the project team dynamics. This study reports a model that considers informational **diversity** in the system development context. Learning and information theories dictate that conflict related to the completion of tasks will increase under informational **diversity**.



Annotated Bibliography

Uday-Riley, M. (2006). Eight critical steps to improve workplace performance with cross-cultural teams. *Performance Improvement*, 45(6), 28-32.

Project management has a methodology which brings structure to the individual project. Interpersonal task create significant issues when the project is distributed among a multicultural virtual environment. This article provides eight critical steps which can be used to monitor and resolve conflicts which may arise. The methodology examines the reasons why the issues occurred and techniques to prevent them in the future.



Annotated Bibliography

Hoch, J., Pearce, C., & Welzel, L. (n.d). Is the most effective team leadership shared: The impact of shared leadership, age diversity, and coordination on team performance. *Journal of Personnel Psychology*, 9(3), 105-116.

This article examines the effects of age diversity and team coordination between shared leadership and team performance. Several consulting project teams and team members assess their team shared leadership and coordination and supervisors rated their performance. The results indicated that shared leadership predicted team performance. The study also revealed age diversity and coordination determined the impact of shared leadership on team performance.



Annotated Bibliography

Ochieng, E., & Price, A. (2009). Framework for managing multicultural project teams. *Engineering Construction & Architectural Management* (09699988), 16(6), 527-543. doi:10.1108/09699080911002557

This article presents literature in support of culturally diverse project teams. The benefits of fresh ideas and new approaches is posited to outweigh the difficult team dynamics and integration. The project manager is required to effectively manage the work and influence a multicultural construction project team. The framework has implications for construction managers who work with multicultural **teams** and are committed to improving **team** performance and productivity. The study highlighted that cultural differences among **project teams** can cause conflict, misunderstanding and poor **project** performance.



Annotated Bibliography

Price, K. H., Harrison, D. A., Gavin, J. H., & Florey, A. T. (2002). Time, teams, and task performance: changing effects of surface-and deep-level diversity on group functioning. *Academy of Management Journal*, 45(5), 1029-1045. doi:10.2307/3069328

In this article, time is seen to be the major reason why collaboration among project teams increase. The diversity of the project team becomes relational and crosses over into team social integration. The actual impact of **diversity** on **team** social integration enables increased task performance.



Annotated Bibliography

Seriki, H., Hoegl, M., & Parboteeah, K. (2010). Innovative performance in African technical projects: A multi-level study. *Journal of World Business*, 45(3), 295-303.
doi:10.1016/j.jwb.2009.09.010

This article focuses on the unique sub Saharan African culture and the innovative Performance it displays in project teams. Interviews with team leaders in three companies located in sub-Saharan Africa reveal the need to adapt their methods to incorporate and utilize diversity. The culture displays a limited tolerance for workplace diversity. The study suggest managers of African **projects** need to adapt their methods to incorporate and utilize the **diversity** inherent in society. It is also suggested they direct the focus of their **projects** to create value for human beings and maintain acceptable security hierarchies.



Annotated Bibliography

Miller, D., & Fields, P. (2000). Leadership and Organizational Vision In Managing a Multiethnic and Multicultural Project Team. *Journal of Management in Engineering*, 16(6), 18. Retrieved from EBSCOhost.

This article provides techniques used to manage multiethnic, multicultural project teams. Leadership characteristics are implemented to promote success within these group dynamics. The effect of cultural diversity on the project team is examined to illustrate the leaders ability to utilize skills effectively.



Questions

