

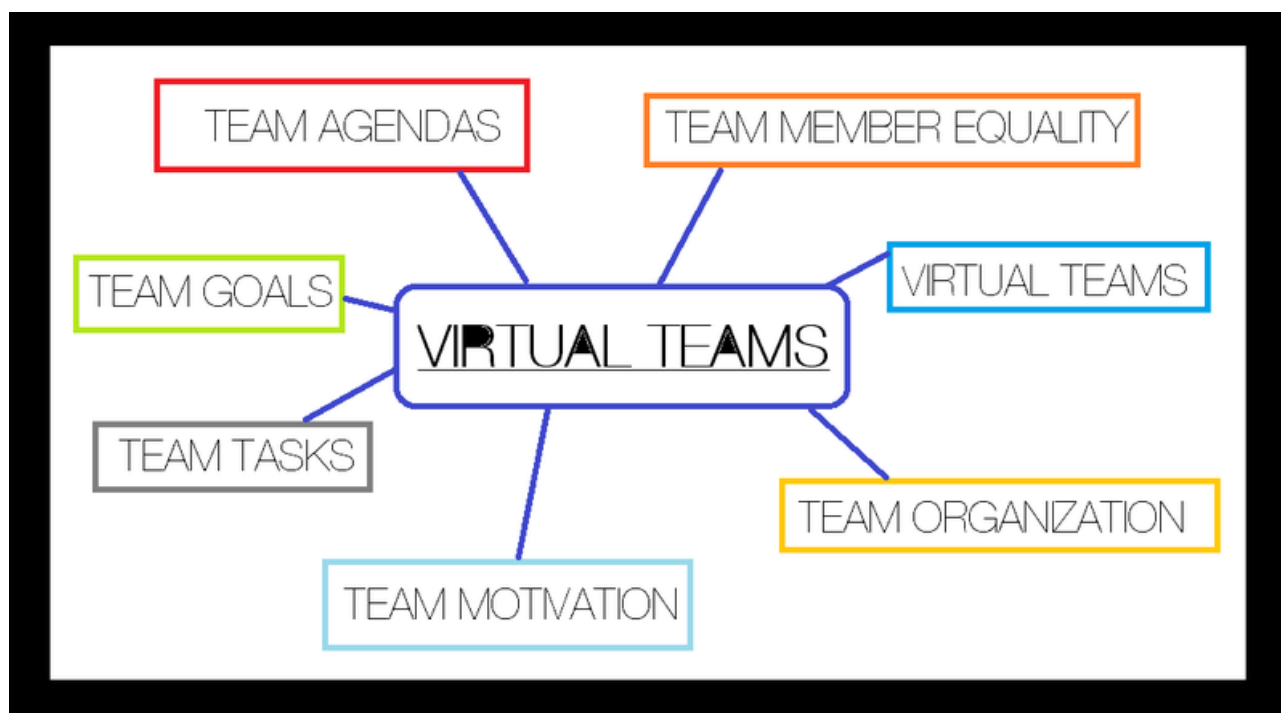


READING REFERENCES

Council Library

2020

Virtual Teams



Reading list compiled by the Council Libraries

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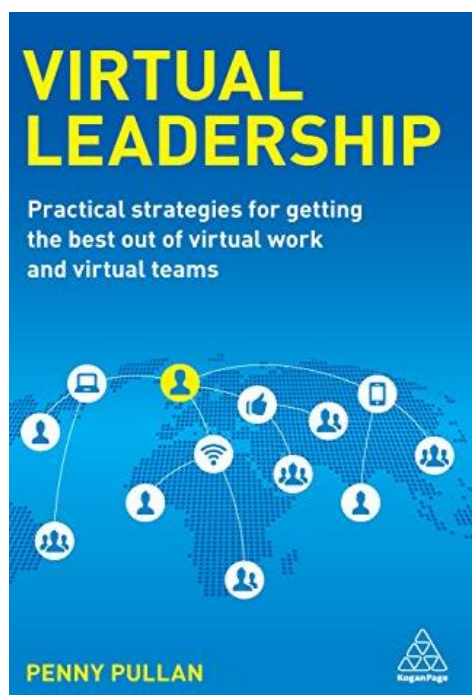
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BOOKS



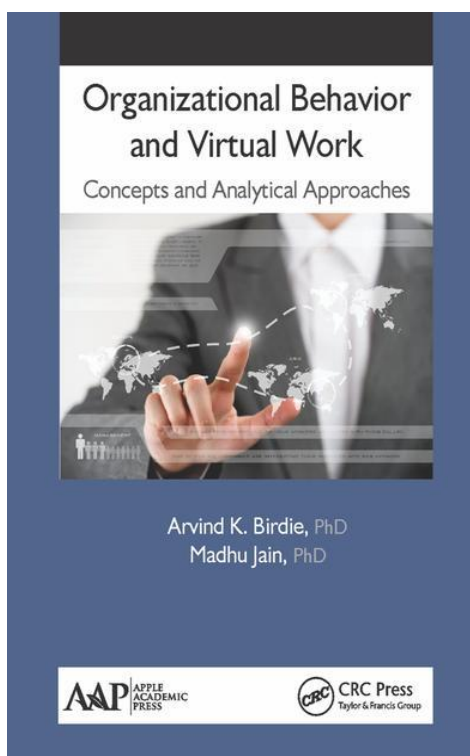
Virtual leadership : practical strategies for getting the best out of virtual work and virtual teams

Penny Pullan

Kogan Page, 2016

Request via [Ebook central](#)

"The future of work is virtual, with dispersed teams, telecommuting, remote working and virtual meetings becoming the norm in many sectors and industries around the world. At its best, virtual working can be productive and creative, tapping into the best people wherever they are and bringing skills and experience together efficiently and at low cost. But it can also lead to isolated and disengaged workers, ineffective communication, and uncoordinated and even counter-productive activity. Virtual Leadership discusses how leading a virtual team in our fast-paced world requires a new set of skills and a facilitative leadership approach."



Organizational behavior and virtual work : concepts and analytical approaches

Valerie M. Grubb author.

Hoboken, New Jersey : Wiley , 2017

[Request via Ebook central](#)

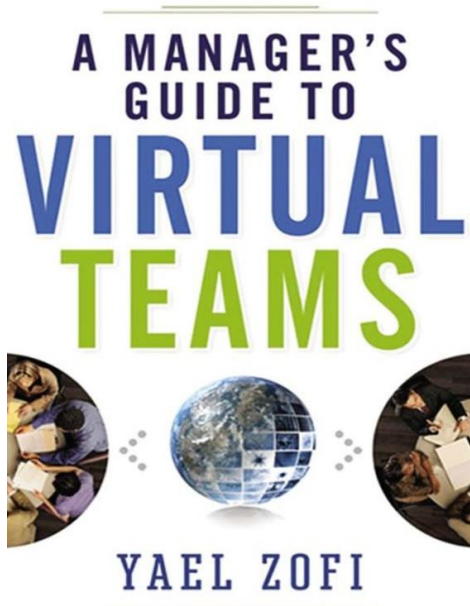
"With the globalization of work and technological advancements in recent years, and with emphasis on service quality today, organizations have changed. Virtual work has emerged as the new employment relationship and has been embraced by employees and employers in many industries. This book explores the dynamics of changing organization structures, theories of leadership and trust, and how dimensions of self-efficacy works in this new work relationship. It shows the enormous impact of technology and globalization on employment relationships and also predicts how they will contribute to the changing dimensions of organizations in the future. With a unique blend of theory and application in the real world of virtual workers, the book presents the most recent research and developments in the relatively new and still emerging area of virtual work."

A manager's guide to virtual teams

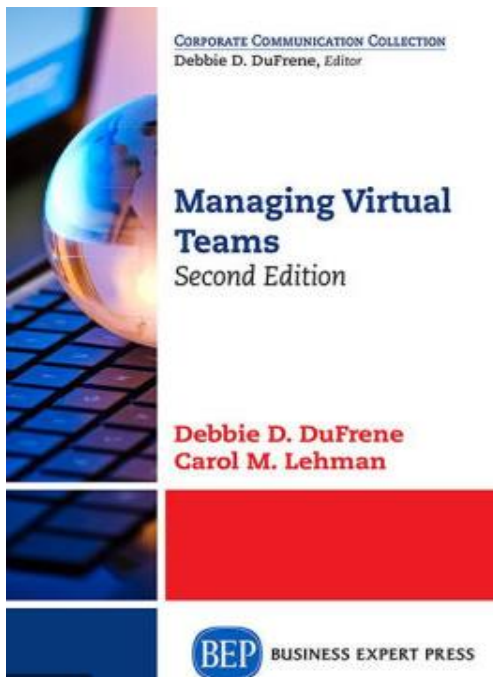
Yael Zofi

AMACOM, 2011

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"Yael Zofi's proprietary Trust Wheel model is a proven solution to the unique challenges managers must overcome as more and more people migrate to partially or fully-remote working situations. This book explores the most critical elements to success for a team founded in trust, including accountability, communication, conflict management, and deliverables, and includes tangible tips for overcoming the particular challenges of the virtual working world. Complete with examples, case scenarios, and strategies to help you navigate even your biggest hurdles, A Manager's Guide to Virtual Teams will help your disparate collection of people get their work "out the door" faster and better."



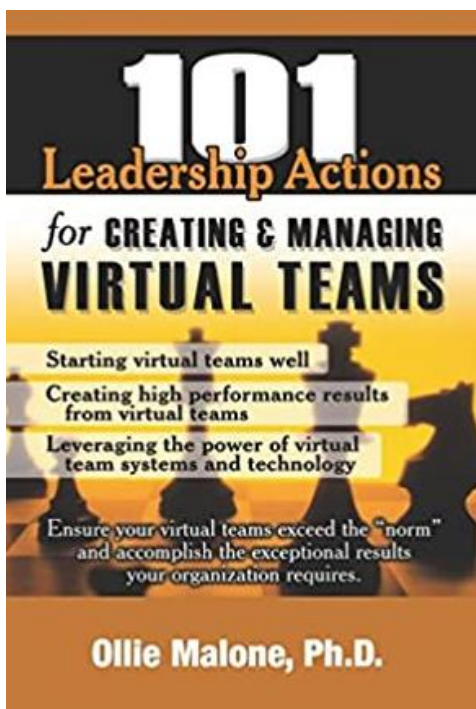
Managing virtual teams

Debbie D. DuFrene and Carol M. Lehman

Business Expert Press, 2015

[Request via Ebook central](#)

"Virtual teams are an integral part of today's global business environment. Traditional face-to-face communication is frequently replaced with technology-mediated communication methods including phone, e-mail, fax, synchronous chat programs, and videoconferencing. While virtual teams offer various advantages to organizations and individuals in flexibility and the ability to overcome geographic distance, they face unique challenges. Virtual teams often are made up of members of various cultures and ages with diverse communication styles. Men and women also tend to behave differently in virtual environments. Challenges occur in the forming, storming, norming, performing, and adjourning phases of team development, and virtual teams must be able to cope effectively with those obstacles if they are to be successful and reach their potential".



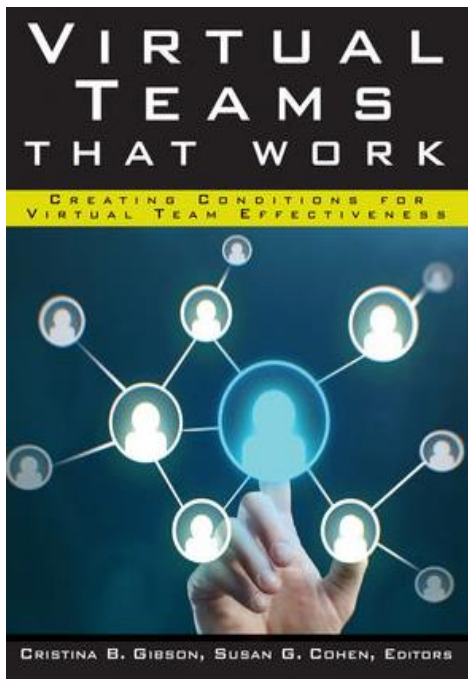
101 leadership actions for creating and managing virtual teams

Aslin, H.J. & Brown, V.A.

Murray-Darling Basin Commission, 2004

[Online access](#)

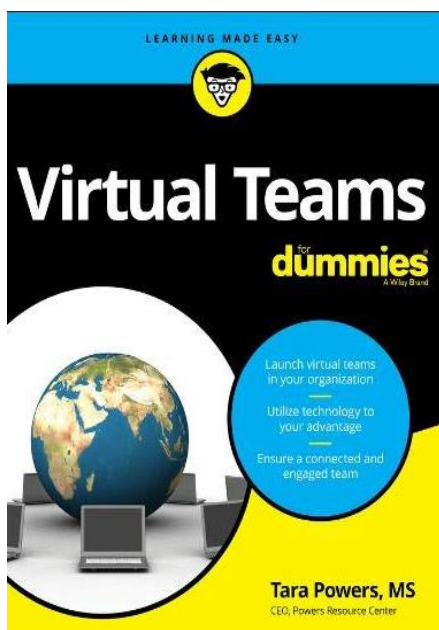
"These 101 actions will help you manage, lead, or participate in a virtual team; whatever your role you will gain ideas, practices, and suggestions that will enable you to be a more successful team leader. Build your case for virtual teams structure the best possible arrangement for these teams. Manage the people and tools for these teams productively. These 101 actions will help you manage, lead, or participate in a virtual team; whatever your role you will gain ideas, practices, and suggestions that will enable you to be more successful. From strategy and structure to technology and systems, it's all here!."



Virtual teams that work : creating conditions for virtual team effectiveness

Paul Spicker author.
Bristol : Policy Press , 2020
[Request via Ebook central](#)

"Virtual Teams That Work offers a much-needed, comprehensive guidebook for business leaders and managers who want to create the organizational conditions that will help virtual teams thrive. Each chapter in this important book focuses on best practices and includes case studies and illustrative examples from a wide variety of companies, including British Petroleum, Lucent Technologies, Ramtech, SoftCo, and Whirlpool Corporation. These real-life examples demonstrate how the principles identified in the book play out within virtual teams. Virtual Teams That Work shows how organizations can put in place the structure to help team members who speak different languages and have different cultural values develop effective ways of communicating when there is little opportunity for the members to meet face-to-face.



Virtual teams for dummies

Tara Powers
John Wiley & Sons, 2018
[Request via Ebook central](#)

"Set your virtual team on a path to success In the global marketplace, people can work practically anywhere and anytime. Virtual teams cut across the boundaries of time, space, culture, and sometimes even organizations. Rising costs, global locations, and advances in technology are top reasons why virtual teams have increased by 800 percent over the past 5 years. Packed with solid advice, interviews and case studies this book provides rock-solid guidance on the essentials for building, leading, and sustaining a highly productive virtual workforce. It helps executives understand key support strategies that lead virtual teams to success and provides practical information and tools to help leaders and their teams bridge the communication gaps created by geographical separation--and achieve peak performance".

[illegible]

Open Mind BBVA.

Online access

CORONAVIRUS AND TELEWORK

Gardner, Heidi K ; Matviak, Ivan

Online access

With the growing threat of coronavirus hitting the United States full force, the prospect of having to work from home is becoming increasingly likely for a wide swath of workers. If that occurs, normal work patterns, modes of communication, and team dynamics will be disrupted. The increasing uncertainty and anxiety about the personal dangers from the epidemic and its impact on the economy will make the challenge of adjusting to these work changes even greater. Here are some strategies that leaders can employ to ensure their teams continue to collaborate effectively and maintain momentum in the business

Coronavirus forces world's largest work-from-home experiment

Bloomberg,
February 3, 2020

[Online access](#)

Thanks to the coronavirus outbreak, working from home is no longer a privilege, it's a necessity. While factories, shops, hotels and restaurants are warning about plunging foot traffic that is transforming city centers into ghost towns, behind the closed doors of apartments and suburban homes, thousands of businesses are trying to figure out how to stay operational in a virtual world.

BOOK SUMMARIES

Detailed summaries are available via [getAbstract](#) for the following books. If you have not yet registered to this database, you will be asked to create an account.

The long-distance leader : rules for remarkable remote leadership /

Le manager virtuel : des solutions innovantes en matière de recrutement, de gestion, de motivation et d'implication des employés mobiles

The distance manager : a hands-on guide to managing off-site employees and virtual teams

Virtual teams : people working across boundaries with technology /

These videos and book summaries from [Accel5](#) are freely available to assist people during the COVID-19 crisis.

For managers/executives:

How to Make a Strong Virtual Connection

How to Lead in a Matrix or Virtual Team

The Long-Distance Leader

20 Minute Manager: Running Virtual Meetings

20 Minute Manager: Virtual Collaboration

20 Minute Manager: Leading Virtual Teams

For Individual Contributors:

Tips for Delivering a Virtual Presentation or Webinar

6 Tricks to Simplify Email

The 4 Rules of Email Etiquette

Decrease Your Stress with Humor

Can You Hear Me? How to Connect with People in a Virtual World

HBR Guide to Work-Life Balance Harvard Business School Publishing

The Time Cleanse

SELECTED ARTICLES

All articles are available online (the titles include hyperlinks to full text). Resources not held by the Council Library can be requested on interlibrary loan: [Request via Eureka](#)

Increasing the effectiveness of global virtual teams

Human Resource Management International Digest, 09 July 2018, Vol.26(5), pp.5-7

[Request via Eureka from the Commission](#)

This paper aims to review the latest management developments across the globe and pinpoint practical implications from cutting-edge research and case studies. International teams working on a virtual basis are becoming more common. Managers can optimize the performance of project teams by focusing on communication, trust, commitment, and other aspects likely to impact team effectiveness. The paper provides strategic insights and practical thinking that have influenced some of the world's leading organizations.

The remote leader's guide to managing a team

Barby, Matthew

Get Abstract, 2020

[Online access](#)

Remote work is becoming increasingly common. While some enjoy the flexibility that home-based office work can offer, others develop a sense of isolation and pressure to be available on a 24/7 basis. Matthew Barby, a London-based executive at HubSpot, has plenty of experience managing teams spread across continents and time zones. He offers some of the best practices he has developed over the years in an informative article.

Leaders and employees who regularly interact with virtual team members can learn from his insights.

The complete guide to working on a remote team

Berry, Megan

Medium, 2017

[Online access](#)

Say goodbye to office hours and tiresome commutes. An increasing number of companies don't let you work from home only when your cat is sick but are now doing away with physical offices all together. One such "all-remote" company is the chatbot-building platform Octane AI, whose 14 employees all work from different locations. The company's vice president of product Megan Berry believes that going all remote has huge benefits for both employers and employees – provided that both sides observe a series of best practices.

Le travail dans l'économie digitale : continuités et ruptures

Valenduc, Gérard ; Vendramin, Patricia;

European Trade Union Institute. 2016

[Online access](#)

L'objectif de ce document de travail est d'analyser l'économie digitale et les transformations du travail sous l'angle des continuités et des ruptures. Tirant parti d'une longue expérience de recherche de plus de vingt-cinq ans sur ce sujet, les auteurs explorent d'abord ce qui est véritablement nouveau dans le modèle de l'économie digitale, afin de distinguer les éléments qui peuvent constituer des ruptures significatives et ceux qui relèvent de l'accélération de tendances existantes dans les restructurations des industries et des services, ainsi que dans les évolutions du travail. La seconde partie du document examine quelles sont les ruptures technologiques majeures qui se manifestent dès aujourd'hui dans les environnements de travail et en quoi elles présentent un potentiel de transformation du travail. La troisième partie porte sur les nouvelles formes de travail dans l'économie digitale et en particulier sur celles qui se rapportent au travail virtuel. Enfin, la quatrième partie traite du rapport entre distance et lien social et des enjeux de la régulation d'un monde du travail déstructuré ; elle se conclut par un retour sur la signification du travail dans des environnements professionnels où le virtuel et le réel s'enchevêtrent.

Challenges faced and practical techniques for managing a dispersed team

Blair, Rona

Legal Information Management, 2015, Vol.15(4), pp.248-252

[Online access](#)

Working in a team that is geographically dispersed, or a virtual team, can be challenging. Collaboration, co-operation and connectivity were the key themes at the 2015 BIALL Annual Conference and are all key components of a successful team. Communication is also crucial to the success of any team and vital if your team is not in the same location. This article will look firstly at some of the challenges of working in geographically dispersed

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teams and then identify practical solutions, simple tips and strategies to help overcome some of these challenges.

Strategies for building effective virtual teams : trust is key

Ford, Robert C. ; Piccolo, Ronald F. ; Ford, Loren R.

Business Horizons, January-February 2017, Vol.60(1), pp.25-34

[Request via Eureka from the Commission](#)

The impressive growth in web-mediated organizational relationships has created an escalating interest in how to manage virtual teams successfully. As organizations increasingly expect their managers to lead employees in these online groupings, it becomes imperative to identify and train them in the skills to do this effectively. The purpose of this article is to organize and present strategies that organizations have found successful in helping their managers lead virtual teams. While all successful managers must ensure that they have provided the basic organizational support for their employees, especially effective leaders also ensure they build trustworthy relationships. Thus, we emphasize how each strategy contributes to building and sustaining a climate of trust in virtual teams.

Leadership in virtual teams: A multilevel perspective

Liao, Chenwei

Human Resource Management Review, December 2017, Vol.27(4), pp.648-659

[Request via Eureka from the Commission](#)

Understanding leadership functioning in virtual teams becomes critical as organizations increasingly use dispersed teams for talent acquisition. In the current article I present a preliminary model that explicates how task- and relationship-oriented leader behaviors influence team and individual processes and outcomes in virtual teams. Further, I discuss cross-level relationships between virtual team and individual processes, as well as the boundary effects of contextual factors (i.e., task complexity, task interdependence, and virtuality) in virtual leadership functioning.

Virtual teams in organizations

Dulebohn, James H. ; Hoch, Julia E.

Human Resource Management Review, December 2017, Vol.27(4), pp.569-574

[Request via Eureka from the Commission](#)

Organizations continue to widely adopt virtual teams as a primary way to structure work and the recent growth in utilization has outstripped theory and research on virtual teams. The explosive growth in virtual team use by organizations and the inherent challenges of virtual teams highlight the need for theory and research to inform organizations in designing, structuring and managing virtual teams. Therefore, the purpose of this special issue is to (a) advance theory and research on virtual teams, (b) offer new directions for research on the topic, and (c) contribute to efforts to enhance the effectiveness of virtual teams in organizations. Toward this end, in this introduction we provide a brief overview of virtual teams and present an input-process-output framework to contextualize and organize the eight papers appearing in this special issue.

A first-time manager's guide to leading virtual teams

Mortensen, Mark

Harvard Business Review, September 25, 2015

[Online access](#)

Managing a distributed team can feel overwhelming as it requires you to navigate many different types of distance: geographic, temporal, cultural, linguistic, and configurational (the relative number of members in each location). Every one of these dimensions affects team dynamics and, therefore, has an impact on effectiveness and performance as well. Daunting as that may seem, there is good news in the form of a large and ever-increasing body of research and best practices on how to increase your odds of success. But first, it's important to understand which aspects of team dynamics are, and are not, affected by distance.

Get your virtual team off to a fast start

Ferrazzi, Keith

Harvard Business Review, March 18, 2014

[Online access](#)

Whether you're a virtual team leader or team member, there's no honeymoon period anymore. The pressure to be productive from Day 1 is enormous. We can certainly do a better job of on-boarding people to teams, especially when teams are not co-located. Too often on-boarding plans consist of a dozen or more documents that team members are supposed to read and digest on their own. What's missing at so many companies is the time for virtual team members to learn from and form relationships with the people who are most important to doing their job successfully.

How to build trust on your virtual team

Ferrazzi, Keith

Harvard Business Review, March 18, 2014

[Online access](#)

Teams can't function well when co-workers don't trust one another. Building and maintaining trust in the traditional, physical workplace is difficult enough, but the process is even tougher in a virtual environment, where people often have to work with people they haven't met in person. There are two ways to assure you take best advantage of the benefits of swift trust. Managers should 1) tout the competence of the different team members and 2) ensure that the team has clear goals that everyone understands. Over time, swift trust tends to decay, but it can help hold a team together until another type of more lasting and tested bonding has a chance to develop: interpersonal trust.

Leading virtual teams: how do social, cognitive, and behavioral capabilities matter?

Mukherjee, Debmalya ; Lahiri, Somnath ; Mukherjee, Deepraj ; Billing, Tejinder K

Management Decision, 02 March 2012, Vol.50(2), pp.273-290

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The purpose of this paper is to propose a research framework that identifies crucial leadership capabilities pertaining to the different lifecycle stages of a virtual team (VT). More specifically, the framework seeks to identify and explain the role of social, cognitive, and behavioral capabilities as important determinants of effective VT leadership and success. Design methodology approach - This article provides an overview of literature on VT leadership, categorizes leadership capabilities, and relates the capabilities to various stages of VT life-cycle. A research analysis is undertaken to depict the proposed relationships. The propositions demonstrate that for effective VT leadership to happen it is important to understand the specific set of capabilities that contributes to successful management of a particular VT stage. VT leaders' application of appropriate capabilities may result in the development of greater levels of tolerance toward cultural, temporal and geographic diversity that exists among VT members and leaders. Such tolerance may actually help improve worker satisfaction, cohesiveness among team members, and promote better work-life balance - outcomes that are beneficial to society.

Manager le travail à distance : l'expérience du télétravail dans une grande entreprise industrielle

Frank, Emmanuelle ; Gilbert, Patrick

Marché et organisations, 2007, Vol.4(2), pp.167-188

[Online access](#)

RésuméAprès avoir introduit le thème du télétravail et sa pratique dans les entreprises françaises, l'article montre comment une grande entreprise du secteur industriel décide de développer le télétravail avec comme objectif d'améliorer la compétitivité tout en permettant des initiatives sociales. Dans un environnement de plus en plus concurrentiel, l'entreprise doit s'adapter et réorganiser son offre pour être plus performante, plus souple, plus réactive, plus proche de ses clients. Le télétravail est alors envisagé comme une opportunité pour faciliter les réorganisations et opérer des mutualisations de moyens dans l'optique d'une stratégie gagnante pour le client, le salarié et l'entreprise.

TED TALKS



Work together anywhere

Lisette Sutherland

Ted Talk, Kaunas : February 2018

[Online access](#)

Future of remote work and how it is changing our work culture, results and even lives Lisette is the director of Collaboration Superpowers, a company that helps people work together from anywhere through online and in person workshops. She also produces a weekly featuring interviews with remote working experts highlighting the challenges and successes of working with virtual teams.



Efficient leadership in the digital era

Charlene Li

Ted Talk, Florida : September 2014

[Online access](#)

In business today, the need for innovation and rapid decision-making trumps yesterday's drive for efficiency. How does this influence what it means to be an effective leader? Charlene Li explains that it's less about control and more about empowerment: enabling employees to acquire the information they need, so they can make their own decisions.

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