
How to Enjoy Working in Virtual Teams

PhUSE 2016 Barcelona

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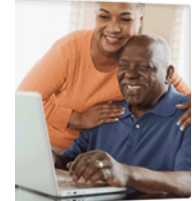
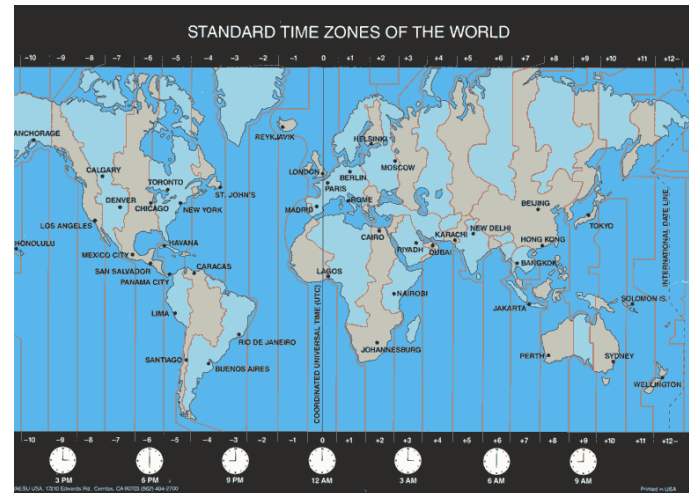


Overview

- **Introduction**
- **Communication**
- **Relationship**
- **Team Leadership**
- **Conclusion**

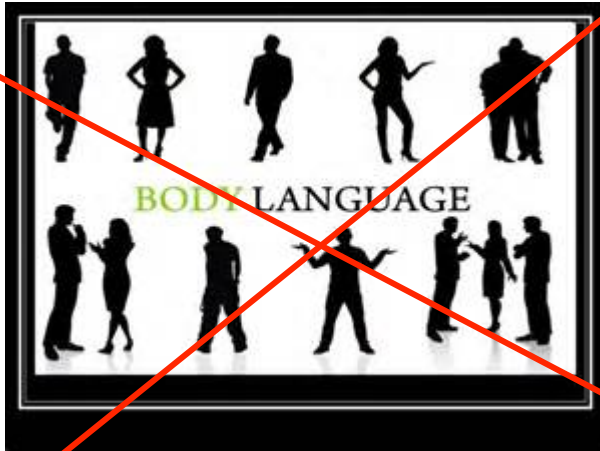
... are teams split across

- ... come with specific challenges due to the setting e.g.
 - dependent on technical equipment
 - cultural differences



COMMUNICATION

Communication - Non-verbal



FACIAL EXPRESSION



FEELING LONELY –
BECAUSE YOU CANNOT SEE YOUR COLLEAGUES?

Communication - Language

common language is needed

Use simple Language

Different *levels* of
language knowledge

S p e a k s l o w l y

Strong accents

Talking too fast, too much, not loud enough
not taking into account that others might
not understand me

Thank you. I understand -
S

repeat in different words
say it a second time in other words
say it a third time in simpler language

Ask explicitly for feedback,
other's opinion,
confirmation

Consider CULTURAL *differences*

Communication - Time difference

The World Clock Meeting Planner - Results

The table below shows actual time in the cities chosen, as well as the corresponding UTC-time.

Choose one of the suggested times in the table below and [add it to your own calendar](#) with just a click of a button.

Change cities

Change date: Day: Month: Year: 

Change interval:

* means the place/city is observing [daylight saving time \(DST\)](#) at time shown

UTC-time	San Francisco	Toronto	London	Basel	Kharkiv	Mumbai	Shanghai
Mittwoch, 12. Oktober 2016, 05:00:00	Di 22:00 *	Mi 01:00 *	Mi 06:00 *	Mi 07:00 *	Mi 08:00 *	Mi 10:30	Mi 13:00
Mittwoch, 12. Oktober 2016, 06:00:00	Di 23:00 *	Mi 02:00 *	Mi 07:00 *	Mi 08:00 *	Mi 09:00 *	Mi 11:30	Mi 14:00
Mittwoch, 12. Oktober 2016, 07:00:00	Mi 00:00 *	Mi 03:00 *	Mi 08:00 *	Mi 09:00 *	Mi 10:00 *	Mi 12:30	Mi 15:00
Mittwoch, 12. Oktober 2016, 08:00:00	Mi 01:00 *	Mi 04:00 *	Mi 09:00 *	Mi 10:00 *	Mi 11:00 *	Mi 13:30	Mi 16:00
Mittwoch, 12. Oktober 2016, 09:00:00	Mi 02:00 *	Mi 05:00 *	Mi 10:00 *	Mi 11:00 *	Mi 12:00 *	Mi 14:30	Mi 17:00
Mittwoch, 12. Oktober 2016, 10:00:00	Mi 03:00 *	Mi 06:00 *	Mi 11:00 *	Mi 12:00 *	Mi 13:00 *	Mi 15:30	Mi 18:00
Mittwoch, 12. Oktober 2016, 11:00:00	Mi 04:00 *	Mi 07:00 *	Mi 12:00 *	Mi 13:00 *	Mi 14:00 *	Mi 16:30	Mi 19:00
Mittwoch, 12. Oktober 2016, 12:00:00	Mi 05:00 *	Mi 08:00 *	Mi 13:00 *	Mi 14:00 *	Mi 15:00 *	Mi 17:30	Mi 20:00
Mittwoch, 12. Oktober 2016, 13:00:00	Mi 06:00 *	Mi 09:00 *	Mi 14:00 *	Mi 15:00 *	Mi 16:00 *	Mi 18:30	Mi 21:00
Mittwoch, 12. Oktober 2016, 14:00:00	Mi 07:00 *	Mi 10:00 *	Mi 15:00 *	Mi 16:00 *	Mi 17:00 *	Mi 19:30	Mi 22:00
Mittwoch, 12. Oktober 2016, 15:00:00	Mi 08:00 *	Mi 11:00 *	Mi 16:00 *	Mi 17:00 *	Mi 18:00 *	Mi 20:30	Mi 23:00
Mittwoch, 12. Oktober 2016, 16:00:00	Mi 09:00 *	Mi 12:00 *	Mi 17:00 *	Mi 18:00 *	Mi 19:00 *	Mi 21:30	Do 00:00
Mittwoch, 12. Oktober 2016, 17:00:00	Mi 10:00 *	Mi 13:00 *	Mi 18:00 *	Mi 19:00 *	Mi 20:00 *	Mi 22:30	Do 01:00
Mittwoch, 12. Oktober 2016, 18:00:00	Mi 11:00 *	Mi 14:00 *	Mi 19:00 *	Mi 20:00 *	Mi 21:00 *	Mi 23:30	Do 02:00
Mittwoch, 12. Oktober 2016, 19:00:00	Mi 12:00 *	Mi 15:00 *	Mi 20:00 *	Mi 21:00 *	Mi 22:00 *	Do 00:30	Do 03:00
Mittwoch, 12. Oktober 2016, 20:00:00	Mi 13:00 *	Mi 16:00 *	Mi 21:00 *	Mi 22:00 *	Mi 23:00 *	Do 01:30	Do 04:00
Mittwoch, 12. Oktober 2016, 21:00:00	Mi 14:00 *	Mi 17:00 *	Mi 22:00 *	Mi 23:00 *	Do 00:00 *	Do 02:30	Do 05:00
Mittwoch, 12. Oktober 2016, 22:00:00	Mi 15:00 *	Mi 18:00 *	Mi 23:00 *	Do 00:00 *	Do 01:00	Do 03:30	Do 06:00
Mittwoch, 12. Oktober 2016, 23:00:00	Mi 16:00 *	Mi 19:00 *	Do 00:00 *	Do 01:00 *	Do 02:00 *	Do 04:30	Do 07:00

Communication - Tools



clarifying complicated
issues quickly

quick and easy
questions



regular meetings



Special meetings
e.g. Kick-off



Summaries of discussions,
announcements,
asynchronous etc

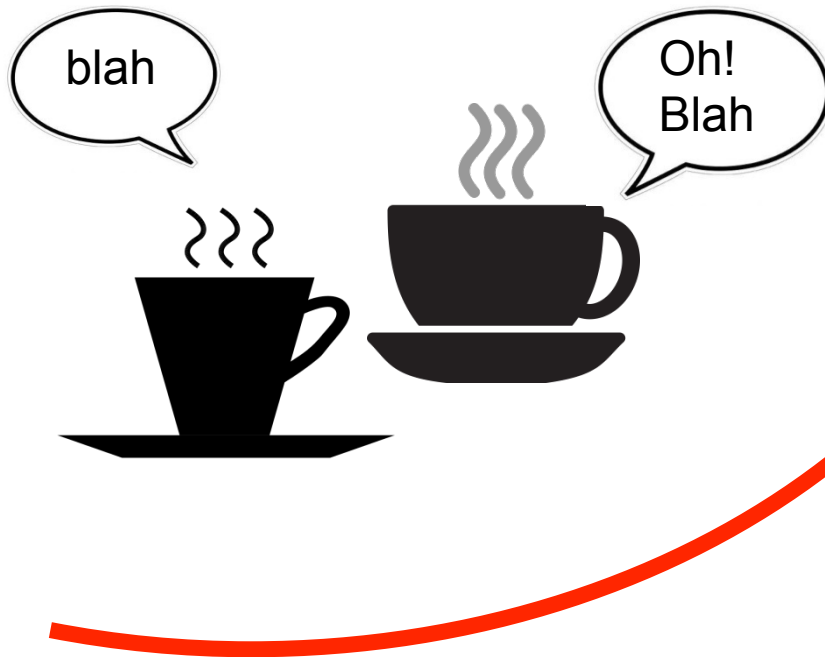
discussions of
specific topics



How do we want to work together?

RELATIONSHIP

Relationship - Getting to know each other



Who I Am



Use any opportunity to meet in person



Relationship - Trust

- Trust is essential for teams and develops over time
- Act on the assumption that every member wants to deliver good work
- Higher level of trust right from the beginning is needed in virtual teams
- Own behavior should be trustworthy
 - Reliability
 - Integrity
 - Show that you care for the others
 - Be honest
 - Keep promises

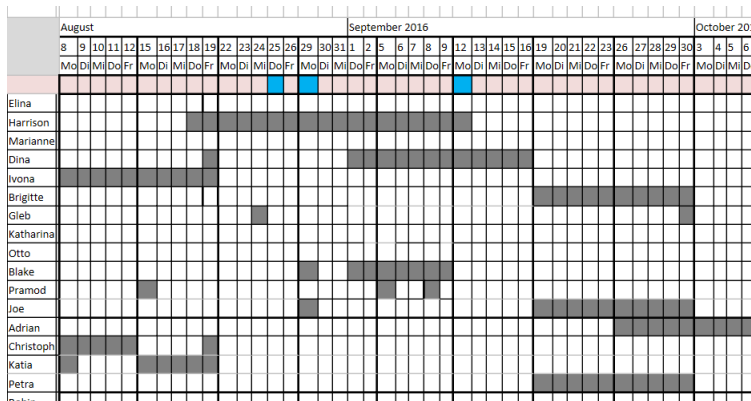
TEAM LEADERSHIP

Team Leadership - Team Setup



Team Leadership - Planning of Meetings

- Preparation
- Agenda with timing for each topic
- Different time zones
(Rotating / Recording) 
- Calendar



Time (min)	Topic	Presenter / moderator
5	Introduction	Petra
5	Team health check	all
10	Team Updates	Petra/Linda /Eveline
10	Study A99999 follow-up on data cleaning, critical timelines etc.	all
20	Update from global teams	Eveline
5	Upcoming activities BFT activity list	all
10	Time for further discussion / AOB	all

Team Leadership - Conducting Meetings



Technical equipment testing

More
chairing
needed



Time
keeping



Minutes

- Summaries
- Action Log
- Decision Log

Team Leadership - Documentation

- Accessible for everybody
- Everybody responsible to provide information
- Central place
 - Wiki
 - Sharepoint, Livelink, Google Drive
 - A collaboration platform

Team Leadership – Documentation Exp



[Project / Home](#)

PHUSE XY99121

Hinzugefügt von Perttola, Juha-Pekka (MDBB~Basel), zuletzt bearbeitet von Auclair, Petra (MDBB~Basel) am Jul 01, 2016 ([Änderung anzeigen](#)) [Kommentar einblenden](#)

Current Tasks and Topics	Decision Log	Study Details
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BCE area: /opt/BIOSTAT/prod/abc1234

Base protocol: XY99121

Interim Protocols: i99121a, i99121b

Core SMT Distriution List: global_XY99121@roche.com

XY99121 *Biometrics Milestones*

Milestone	Planned Date	Actual Date

Study documents
Study Protocol
CRF
Data Transfer
Programming Specification
DQC
DAP2 & LoPO
DAP3
Validation
SPA catalogue
SMT meeting minutes

Team Leadership - Coaching

- Appreciate each person's skills to
 - Strengthen self-confidence
 - Avoid competitive thinking within the team
- Show that you
 - Care for each member's input
 - Value their views and opinion
- Find the right balance
 - Inexperienced members might need individual support
- Dealing with conflicts
 - Identify potential conflicts early (just misunderstanding?)
 - Act as mediator

Conclusion

- Virtual teams are part of our current and future environment and cannot be avoided
- We all have to learn how to deal with the special challenges
- Cultural empathy and social competence are essential
- More team leadership needed

Working in virtual teams with individuals from many backgrounds can be experienced not just as a challenge but be recognized as a great benefit.

***Doing now what patients need
next***