

Appendix

The Virtual Team Maturity Model

- Performance Improvement of Virtual Teams -

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A. Contribution of VTMM®

A.1. Publications

- Asperges, R., Moizer, J., Keary, A., **Friedrich, R.**, 2014. Chapter Seven Evaluation of the Online Role Play Trials. S-Cube Project: Training Soft Skills, in: Social Enterprises Using Virtual Environments for Role Play. Page 135.
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- Friedrich, R., Bleimann, U., Martens, T., Stengel, I., Walsh, P., 2010. Vorhersage der Teamleistung von virtuellen Software-Entwicklungs-Teams in Bezug auf die zu erwartende Projektkomplexität. Querschnitt, Beiträge aus Forschung und Entwicklung Nr. 24, Pages 98–101
- Friedrich, R., Bleimann, U., Martens, T., Stengel, I., Walsh, P., 2009. The Effects of “Elective Leadership” Treatments within Computer-Supported Collaborative Learning (CSCL), in: Proceedings of the 5th Collaborative Research Symposium on Security, E-Learning, Internet and Networking. Presented at the SEIN 2009, Darmstadt. Pages, 91-98
- Friedrich, R., Bleimann, U., Stengel, I., Seibert, S., Walsh, P., 2009. Identification of Learning Needs of Virtual Software Development Teams Based on Virtual Team Performance Forecasts, in: Conference Proceedings of the 4th Plymouth E-Learning Conference “Boundary Changes – Redefining Learning Spaces”, Wheeler, S. (Eds.), Plymouth, p. 34.
- Friedrich, R., Bleimann, U., Stengel, I., Walsh, P., 2010. Towards a new Role Model in Virtual Teams – the Effects of “Elective Leadership”, in: Proceedings of the Eighth International Network Conference (INC 2010), Heidelberg, pp. 371–374.
- Friedrich, R., Bleimann, U., Stengel, I., Walsh, P., 2016. The Virtual Team Maturity Model (VTMM®) for real Virtual Project Team Performance. Presented at the 7th International Conference on Society and Information Technologies: ICSIT 2016, Orlando, Florida.

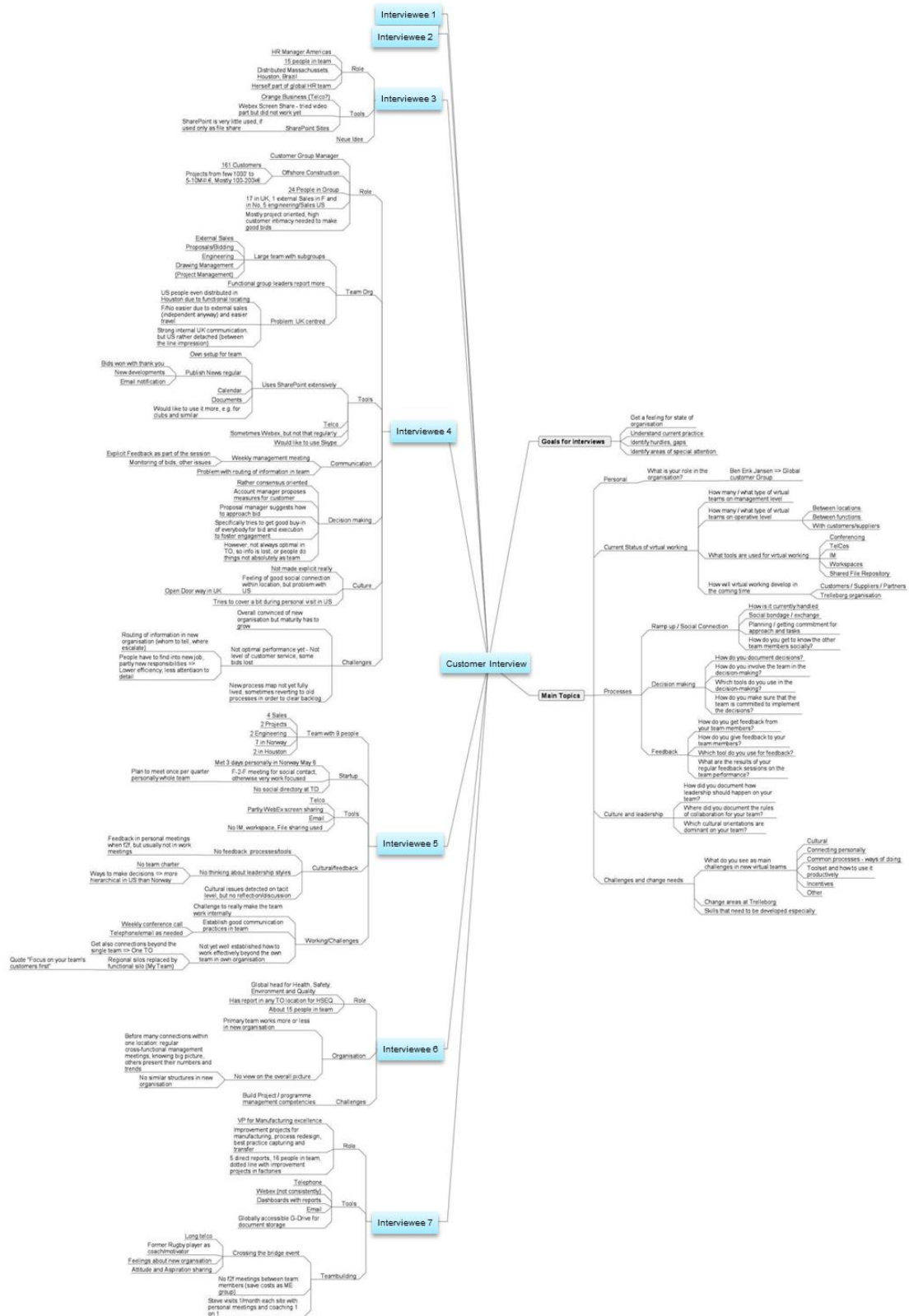
- Friedrich, R., Stengel, I., Bleimann, U., Walsh, P., 2015. Enhancing Virtual Team Performance via VTMM® – A real world case study. Bavarian Journal of Applied Sciences Dec 2015.
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- O’Byrne, D., Moizer, J., European Commission, Lifelong Learning Programme, 2014. S-Cube Project (S³): training soft skills in social enterprises using virtual environments for role play. University of Plymouth Press, Plymouth.
- O’Byrne, D., Walsh, P., Moizer, J., Lean, J., Dell’Aquila, E., Friedrich, R., 2013. S-Cube Project: Using Online-Role-Play to Promote Soft-Skills Development for European Social Enterprises - A Training Needs Analysis. University of Plymouth Press, Plymouth.

A.2. Presentations

Event	Topic	Client /Organisation	Date
STS Users Day, Annual meeting, Frankfurt, Germany	Interpersonelle Kompetenzen in 3D-Welten aufbauen	STS Sauter Training & Simulation SA, Lausanne, CH; DEMOS Group, Paris, France	10/2013
PM Conference “Nordic Project Zone Forum”, Copenhagen, Denmark	Managing virtual teams	Stamford Global Corporate, Copenhagen, DK	11/2013
International Project Management Forum 2013, Nuremberg; Germany	Zukünftig nur noch virtuell? Erfolgreiche virtuelle Projektarbeit erleben!	GPM German Project Management Foundation, Nuremberg, Germany	11/2013
Workshop at Linde AG, Munich, Germany	Implementing Virtual Teams and Virtual Team Leadership	Haufe Akademie for Linde Group, Munich, Germany	11/2013
Open Webinar	VTMM® – Experts’ Survey using the Delphi Method	GeProS GmbH	12/2013 02/2014
Lectures at Kalaidos University of Applied Sciences	Virtual Teams	Kalaidos University of Applied Sciences, Zurich, CH	2013/ 2014

Lectures Deggendorf Institute of Technology	Virtual Teams	Deggendorf Institute of Technology, Deggendorf, Germany	2013/ 2014
GPM Regional Meeting Friedrichshafen, Germany	Verbesserung der Leistung von virtuellen Teams - eine Fallstudie zum Virtuellen Team Assessment	GPM German Project Management Foundation, Nuremberg, Germany	02/2014
GPM Regional Meeting, Cologne	Erfolgreiche virtuelle Projektarbeit - Do's and Dont's in der virtuellen Teamarbeit	GPM German Project Management Foundation, Nuremberg, Germany	03/2014
Conference and workshop "Congrès du Management de projet", Lausanne, CH	Can the Performance of Virtual Teams be Assessed?	SMP Société Suisse de management de projet, Fribourg, CH	04/2014
Webinar for PASS Consulting Group	Introducing Pilot Implementation of VTMM®	PASS Consulting Group, Aschaffenburg, Germany	07/2014
Open Webinar	Virtual Team Assessment - How to improve the performance of a virtual team?	GeProS GmbH	03/2015
Conference and workshop "Congrès du Management de projet", Lausanne, CH	Improving virtual team performance - A case study using the Virtual Team Assessor	SMP Société Suisse de management de projet, Fribourg, CH	04/2015
The 7th International Conference on Society and Information Technologies: ICSIT 2016	The Virtual Team Maturity Model (VTMM®) for Real Virtual Project Team Performance	International Institute of Informatics and Systemics	03/2016

B. Customer Interview



B.1. Results

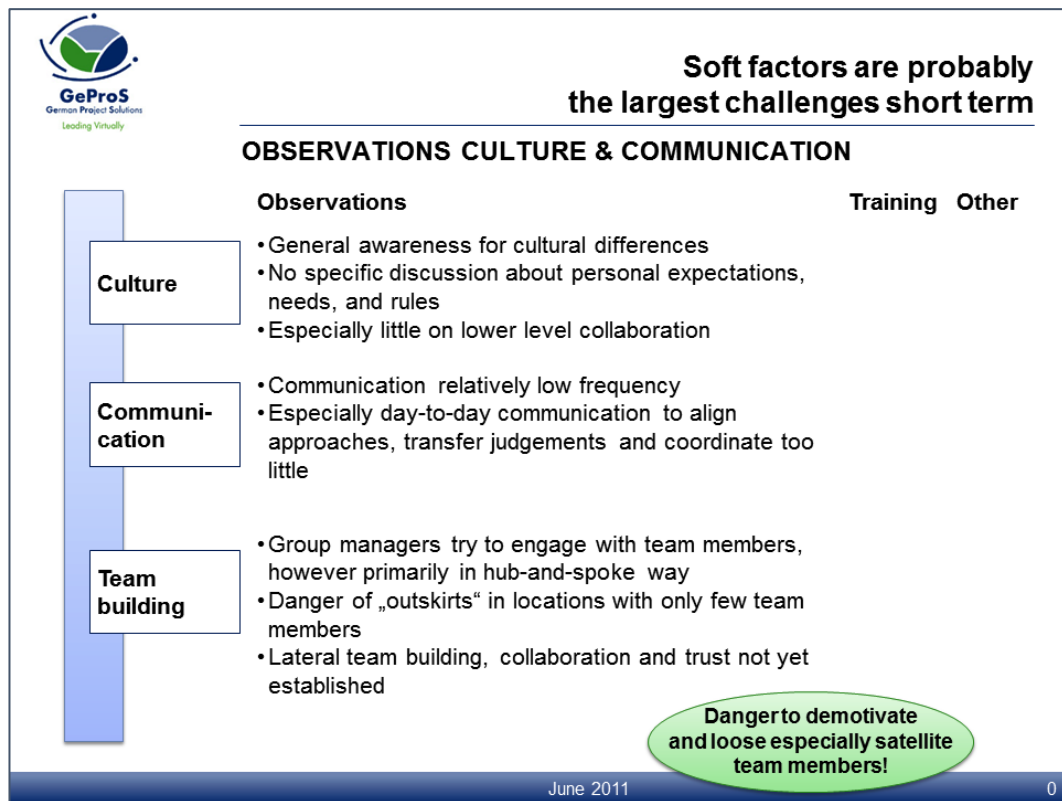


Figure 1: Observations Culture & Communication (Figure 1 of 2)

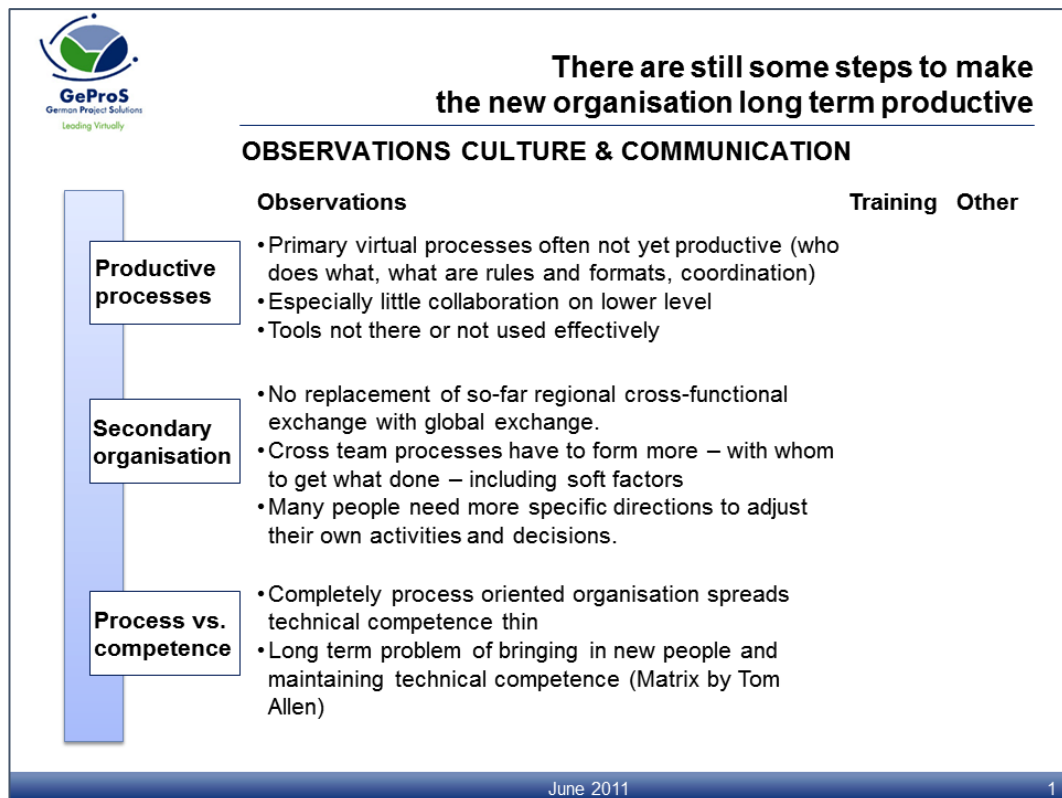



Figure 2: Observations Culture & Communication (Figure 2 of 2)




The new organisation works only with the right tools and their proficient use

OBSERVATIONS TOOLS

	Observations	Training	Other
Communi- cation tools	<ul style="list-style-type: none"> • Tools for instant, informal, and lateral communication are key => IM like Skype, Communicator • Some people use Blackberry for this purpose • Webex used, but not as standard as would be useful • Video component would help with informal clues 		
Coordination & Information	<ul style="list-style-type: none"> • Email primary channel for exchange (including documents), but ill suited for task • Tool needed to support semi-structured processes and related information management => New generation workspaces 		
Tool proficiency	<ul style="list-style-type: none"> • Proficiency to use Webex not very high • Proficiency to make tools productive relatively low => partly experience, partly missing rules/processes • Some good examples, e.g. SharePoint adaptations 		

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Figure 3: Observations Tools



TRAINING and COACHING

RECOMMENDATIONS TRAINING FOCUS

- **Tools**
 - Get an IM with VoIP-tool in place (e.g. Skype, Communicator)
 - Get a suitable workspace tool, that allows process oriented coordination and information management (file share not enough)
- **Processes**
 - Teams need to define in detail how they work and communicate
 - Especially make customer orientation work
- **Organisation**
 - Define and implement secondary organisation (committees, working groups, communities of practice)
 - Review approach in competence-driven areas for long-term sustainability (solution engineering)

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Figure 4: Recommendations Training Focus

C. S-Cube Futurepositive Scenario Learning Programme

S-cube Futurepositive Scenario Learning Programme



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C.1. Module One: Soft Skills Self-Audit

Learning Outcomes

Through this module you will:

- Gain an understanding of soft skills and why they are important in social enterprises.
- Assess your own soft skills.
- Reflect on your soft skills strengths and weaknesses.

What do we mean by Soft Skills and Why Do We Need Them?

Soft skills are commonly known as ‘*people skills*’, and are recognised as personal attributes that enhance people’s interaction with each other. Contemporary changes in the organisation of work, i.e. a move away from the traditional model of command and control incorporating vertical structures, to more flatter, horizontal structures demands a focus on higher proficiency of workers in the areas of soft skills. These newer structures, very often include working in teams, having more autonomy in decision making but also higher accountability in terms of effectiveness and efficiencies. These structures are now emerging as a critical feature for organisational success, particularly in the area of business.

In order to operate these newer organisational structures effectively, demands on increased proficiencies are made in areas such as; communication, conflict resolution, negotiation, effective leadership, strategic thinking and team building. These are just some of the soft skills that are needed in a modern business and industry.

It is generally accepted that in the world of work, from employee entry to senior management levels, soft skills can boost the effectiveness of an organisation. They have been recommended by the European Parliament and Council as intrinsic to the development of innovation and as a strong spur to employment growth. Soft skills are being increasingly sought by employers in the work place in addition to qualifications and hard skills. Enhancing the soft skill set of a workforce will undoubtedly lead to increased organisation effectiveness and performance and help to meet the challenges for the organisation in an increasing competitive environment of the global market.

It is also worth remarking here that an important survey undertaken by the Gallup Organisation¹ on behalf of the Directorate-General for Education and Culture of the European Commission which highlighted the increased need in this area. This survey of employers was undertaken across 27 member states of the EU, and across all industries and sectors. In an extensive survey, a total of over 7,000 interviews were undertaken. The results showed that the following were in the top-ranked skills identified by employers as being ‘very important’ or ‘rather important’; team-working skills; ability to adapt and act in new situations; analytical and problem-solving skills and communication skills.

Why are Soft Skills Important to Social Enterprises?

Using the *single*, *double* and *triple* bottom lines as hallmarks to distinguish between the traditional corporate business model and the social enterprise, we can clearly see that both models have strong commonalities. The social enterprise, similar to the corporate model has to be competitive and sustainable to succeed. Given the strong social emphasis within a social enterprise, it is evident there is an enhanced closeness of fit between the social enterprise and the development of soft skills. An improved development of soft skills within a social enterprise contributes to human resource employment practices that are aligned to a more socially responsible work environment. It also helps to create and develop a culture of business practice that is socially and corporately responsible which affects all stakeholders and ultimately contributes substantially to the social aims of the social enterprise.

Reflective Practice in Training and Education

In training in the area of Soft Skills, the learner will be asked to reflect on her/his own experience and practice. In so doing, the learner will assess her/his own strengths and weaknesses in the various aspects of professional and personal practices as they pertain to the use of Soft Skills.

The practice of reflection as a technique for aiding and reinforcing learning is a powerful tool in training and education environments. It supports and develops the ability of critical thinking, linking theory to practice and promotes personal and professional growth in the

¹ Gallup Organisation. (2010) Employers’ Perception of Graduates’ Employability: Analytical Report. Flash EB: Series no:304. Gallup

individual. Educationalists and psychologists such as John Dewey², Donald A.Schön³ and others have been writing and talking about reflection in learning since the 1930s. Dewey explained the concept simply when he wrote, “*We don’t learn from experience. We learn from reflecting on experience.*”

Reflection is an internal practice conducted by the individual that facilitates exploration and examination of what we are feeling, thinking and learning. It is a process by which we deepen our understanding of our practice and our learning. It is a thoughtful consideration of personal experiences, interpersonal relationships and academic learning.

Through reflection, we challenge our assumptions, ask new questions and try to make sense of our experiences. We become active creators of our own knowledge. We learn to change and improve those practices and behaviours that we consider need changing and improvement, while retaining those that are useful and work well for us.

A Soft Skills Classification

The Table below provides an overview of different soft skills and some useful definitions:

1) Effective leadership The ability to motivate people to work effectively towards goals in a collective fashion.	2) Communication Being able to impart information in a clear, precise and unambiguous way.	3) Conflict Resolution The ability to facilitate a process whereby conflict is resolved between parties.
4) Ability to influence The ability to offer reasoned debate on a subject, so as to persuade and gain agreement.	5) Personal effectiveness The ability to consider one’s own personal effect on matters and measure effectiveness in that context.	6) Active listening Being able to engage with others in a way that assures them that you are listening and considering what is being said.
7) Creative problem solving Being able to approach problems from a number of perspectives, thus increasing the possibilities of success.	8) Strategic thinking Contextualising thinking into a wider sphere, so all possibilities and outcomes are visible.	9) Decision making Being able to reflect on all implications and considerations and arrive at an informed decision.

²Dewey, J. (1933). *How we think: A relation of reflective thinking to the educative process*. Chicago: Henry Regnery.

³ Schon, D. (1983). *The reflective practitioner*. New York, NY: Basic.

Schon, D. (1987). *Educating the reflective practitioner*. San Francisco, CA: Jossey Bass.

<p>10) Team building</p> <p>Being able to generate a positive spirit and attitude amongst workers which incorporates positivity, happiness and positive outcomes for the company</p>	<p>11) Being able to convince</p> <p>The ability to win people over to one's own way of thinking by presenting rational and best ideas that show a better route and outcome to a concept or action.</p>	<p>12) Flexibility</p> <p>Being able to display an understanding that situations can change and consequently plans may have to be re-visited. Rigidity when dealing with human beings can be problematic.</p>
<p>13) Understanding relationships</p> <p>The ability to understand the dynamics between individuals and groups so as to read the 'sub-text' of how people are inter-acting and re-acting</p>	<p>14) Consultation</p> <p>Appreciating the significance in considering people's opinions, particularly when important decisions are to be made.</p>	<p>15) Self awareness</p> <p>The ability to know oneself, both physically and mentally at any given time and the effect that is having on oneself and others.</p>
<p>16) Judgement</p> <p>The ability to consider and comprehend all factors relating to reaching an understanding of a situation.</p>	<p>17) Resilience</p> <p>Being able to '<i>bounce back</i>' and resume effectiveness in the face of a set back or failure.</p>	

ACTIVITY ONE

Consider your own social enterprise or a social enterprise that you know well. With reference to the above table, identify up to five soft skills that are particularly important to this organisation and make a brief note of why.

☐ Soft Skill One:

☐ Soft Skill Two:

☐ Soft Skill Three:

☐ Soft Skill Four:

☐ Soft Skill Five:

Assessing Your Own Soft Skills

Soft skills can be assessed in various ways. One method is through a survey based self-assessment. These provide a quick and accessible means by which you can consider and reflect upon your own skills across different areas. The responses can be used to help you to reflect upon your skills set and help in planning your training and development activities. Such methods do have limitations. For example, the results may vary according to your mood and they are not a substitute for a full independent psychological evaluation; however, they can serve well as a self-reflection tool.

ACTIVITY TWO

Go to **Appendix C.2** and complete the **Soft Skills Evaluation**. Following on from this, please answer the following questions:

- ☐ Which are your strongest soft skill areas?
- ☐ Taking one of these skills, describe a work-based situation where you have applied it effectively.
- ☐ Which are your least strong soft skills?
- ☐ Can you describe a situation where the above has impacted on your work.

Next Steps

Through completing this short module, you should now understand what soft skills are and have an appreciation of your own soft skills. In Module Two, you will be able to practice using some key soft skills in an online simulated role play.

Before proceeding, you may wish to deepen your knowledge further by accessing some of the resources below:

- http://www.cipd.co.uk/blogs/cipdbloggers/b/john_mcgurk/archive/2012/08/09/Soft-Skills-Stop-the-Soft-soap.aspx.
- <http://www.personneltoday.com/blogs/press-release-service/2012/10/soft-skills-overtakes-leadership-as-top-ld-priority-claims-survey.html>.
- http://www.mindtools.com/pages/article/newCDV_34.htm.

C.2. Soft Skills Self-Evaluation

Please read the following definitions of soft skills and rate yourself on a scale of 1 to 5 (where 1 is Very Weak and 5 is Very Strong) according to how you perceive yourself against each skill. For each skill, tick one box (refer to Table: Soft Skills Classification for a definition of each one of these soft skills).

SKILL	1 Very Weak	2	3	4	5 Very Strong
EFFECTIVE LEADERSHIP					
COMMUNICATION					
CONFLICT RESOLUTION					
ABILITY TO INFLUENCE					
PERSONAL EFFECTIVENESS					
ACTIVE LISTENING					
CREATIVE PROBLEM SOLVING					
STRATEGIC THINKING					
DECISION MAKING					
TEAM BUILDING					
BEING ABLE TO CONVINCE					
FLEXIBILITY					
UNDERSTANDING RELATIONSHIPS					
CONSULTATION					
SELF AWARENESS					
JUDGEMENT					
RESILIENCE					

C.3. Module Two: Active Learning and Reflection through Playing the S-cube Online Role Play

Learning Outcomes

Through this module you will:

- Learn how to use an avatar character within a multi-player online role play.
- Practice using soft skills within the role play scenario.
- Reflect on the use of soft skills within the role play scenario.

Online Learning and Skills Development

Role play simulations have seen growing application in training and education, not least due to its capacity to promote vocational learning. Online learning systems can provide a solid platform upon which role play simulations can be used to promote soft skills development. This type of active learning can provide a valuable tool for training staff in social enterprises and other third sector organisations, many of whom have limited access to training resources and developmental opportunities.

The S-cube Training Software

S-cube is an avatar based role play simulation gaming environment aimed at developing the soft skills of individuals working in and with social enterprises. This training product is instructor led where participants are given characters to play, represented by avatars, and they act out a scenario using an online learning platform which features the opportunity to use and develop soft skills.

The S-Cube software has a number of benefits for users which include:

- The capacity for multiple users to apply soft skills in a real time setting.
- The ability to practice skills remotely and anonymously using avatar characters.
- An innovative learning experience where the learning takes place in a risk free online role play setting – where mistakes can be made with no real world consequences.
- An easy to use interface supported by a player guide and orientation video.

Within the S-cube software you will be playing out a scenario with other players each of which will adopt the role of an avatar based character. Each character will need to achieve certain goals. In order to meet the goals of your character, you will need to give some thought to the type of soft skills required within your role (refer to Module One, Table 1 for an overview of the scope of soft skills). Each character may need to use a different

range of soft skills during the course of the role play and part of the challenge for you a participant is to work out which skills will be important for your character.

ACTIVITY ONE

Watch the video through the link below.

<http://www.s-cubeproject.eu/gettingstarted>

This video will

- Guide you through downloading the S-cube software and installation on your computer.
- Provide an overview of the S-cube environment and the software features.
- Help you to get started with operating your avatar character within a role play.

Additional guidance on downloading, installing and operating the software can be sourced in the User's Manual which accompanies the software.

ACTIVITY TWO

After watching the video and reviewing the User's Manual you will be ready to use the S-cube software under the direction of a trained facilitator. Everything you will need to know about your training session will be contained within the S-cube software environment. Your facilitator will be in touch to schedule a time for participating in this multi-player online role play scenario. If you have any queries about the role play session or encounter any problems installing and setting up the software then please communicate with your session facilitator.

Post-Role Play Reflection

Now that you have participated in the role play scenario you are now in a position to reflect upon the experience. Each avatar character in the scenario was set individual goals to achieve within the playing time. In order to achieve these goals, each player needed to employ one or more soft skills at different points in the life of the scenario. Within Activity Three below you will be asked to map these skills across the characters.

ACTIVITY THREE

In the Grid below, indicate with an “X” which character you think needed to use which soft skills in order to achieve their public goals. If you need to remind yourself of all the character’s goals then please refer to C.4 S-cube *Futurepositive* Scenario.

	Jane	Ralf	Trevor	Giles	Andy
Effective Leadership					
Communication					
Conflict Resolution					
Ability to Influence					
Personal Effectiveness					
Active Listening					
Creative Problem Solving					
Strategic Thinking					
Decision Making					
Team Building					
Being Able to Convince					
Flexibility					
Understanding Relationships					
Consultation					
Self-Awareness					
Judgement					
Resilience					
Continued overleaf					

ACTIVITY THREE (continued)

Please reflect upon and respond to the following questions:

- What challenges did you experience in trying to achieve your goals and how did you use your soft skills to overcome these difficulties?
- If you were to participate in the role play again, how might you use your soft skills more effectively?
- Did you observe good practice in the use of soft skills amongst other characters? If so, what was it about the characters' soft skills that were so effective?

C.4. S-cube *Futurepositive* Scenario

Training Needs Analysis conducted as part of the S-cube project identified that soft skills relating to the following areas were rated as being 'important' or 'very important' by a large proportion of respondents from social enterprises: communication (83.7%), consultation (66.7%), ability to influence (68.1%), and ability to convince (65.8%). However, existing skills in these areas were rated to be low. Therefore, the scenario that has been developed aims to provide an opportunity for participants to develop key communication skills in a social enterprise context. The scenario context is designed to facilitate reflection, discussion and practical application concerning aspects of the 7 step 'Cultivation Cycle' – see <http://www.fundraisingresearch.info/page6.htm>

Context & Playing Instructions

Futurepositive is a role play scenario that has been developed by partners from across Europe. The purpose of the *Futurepositive* scenario is to provide participants with the opportunity to take part in a role play exercise focused on the use of communication skills, particularly those of persuasion & influence.

The role play scenario concerns a new social enterprise venture called *Futurepositive*. Full details about the scenario & the role play characters can be found on the remaining tabs within this screen. Please spend the next 5 minutes reading this information and familiarising yourself with the scenario. You will receive a message from the tutor when it is time to begin the role play exercise.

Please note that you can recall the Information screen by clicking on the “i” button at any time.

A new social enterprise is being launched in Corfranmouth, a large provincial European city with a population of 500,000. Bradstock, an area to the east of the city, suffers from problems of social and economic deprivation. In addition, crime levels are high and there is a particular problem with youth offending. Many in the local community believe that part of the solution to Bradstock’s problems lie in providing opportunities for young people to develop work skills that will enable them to contribute positively to the community, earn an income and gain a sense of purpose and direction. *Futurepositive* is a new social enterprise set up to provide short, paid work placement opportunities for young people living in Bradstock. It targets ex-offenders and young people felt to be at risk of offending. *Futurepositive* also provides free pre-placement training and on-going mentoring, and this aspect of its work is supported by a two year grant from the local authority. However, they recognise the need to avoid over-reliance on public sector funding. Hence, they are seeking the support of local employers to (i) provide paid placement opportunities for young people (and in so doing provide revenue to cover operational costs through placement arrangement fees) and (ii) provide substantial sponsorship beyond the next two years to support pre-placement training.

Futurepositive is holding a launch party and has invited a number of local employers who they think could be good supporters for their organisation. The two Directors of *Futurepositive* (Jane Brown and Ralf Peterson) have opened the event with a formal presentation and for the rest of the evening, there is an opportunity for networking and informal discussions over drinks and canapés.

Characters

Character	Description	Set Goals
Jane Brown	<p><i>Public information:</i></p> <p>Futurepositive Director. Jane is passionate about supporting young people and addressing the social and economic problems of the area. She has a training background and is driven by the social mission of the organisation and has less interest in the ‘business model’ and the money side of the social enterprise.</p>	<p>Public Set Goals:</p> <ul style="list-style-type: none"> Get people to support the social mission of Futurepositive Harness the support of passionate supporters
	<p><i>Private Information:</i></p> <p>Jane believes that many of the employment and training problems that young people in Bradstock are facing is due to the excesses of capitalism and the activities of private sector organisations like Rivitco. Jane finds it difficult to get along with corporate people and has been known to get into debates on ideology with such individuals. Jane sometimes worries that Ralf is willing to compromise his principles in order to secure a deal.</p>	<p>Private Set Goals:</p> <ul style="list-style-type: none"> Persuade people of the social good of the work placement project <p>Identify those whose values are aligned to those of <i>Futurepositive</i></p>
Ralf Peterson	<p><i>Public information:</i></p> <p>Futurepositive Director. Ralf has a strong focus on the organisation’s business model, and is seeking to place the business on a firm footing. He wants to build up the client base of employers quickly and explore opportunities for longer term sponsorship or partnership.</p>	<p>Public Set Goals:</p> <ul style="list-style-type: none"> Get employers to commit to offering placements Generate fee revenue by harnessing the support of employers most able to provide a high volume of placement opportunities
	<p><i>Private Information:</i></p> <p>Ralf has major concerns about the long-term financial sustainability of the organisation, particularly if the local authority stops providing funding.</p> <p>Given the opportunity, he would sign up client employers tonight. Ralf sometimes worries that Jane is so focused on the social mission of the organisation that she neglects the need to ensure that revenue streams are sustained.</p>	<p>Private Set Goals:</p> <ul style="list-style-type: none"> To secure opportunities even if this means compromising on who offers the work placements
Trevor Sparks	<p><i>Public information:</i></p> <p>Trevor runs a small optometrist firm which employs one other person. He is very passionate about the vision of <i>Futurepositive</i> and his talkative nature means that he would be happy to chat all evening about what could be done to support young people and the area. He is a well-known and liked character in the local business community.</p>	<p>Public Set Goals:</p> <ul style="list-style-type: none"> Engage in stimulating conversation about the social mission of <i>Futurepositive</i> Help to support the aims of the social enterprise

Character	Description	Set Goals
	<p><i>Private Information:</i></p> <p>Trevor’s business generates just enough revenue to maintain a good income for Trevor and his employee. Whilst he is full of good intentions, he is not in a realistic position to commit financial resources to supporting work placements. He is well placed to broker relationships within the small business community through his links with the local Chamber of Commerce. Trevor is inclined to enter into long monologues about himself, and can take conversations off track.</p>	<p><i>Private Set Goals:</i></p> <ul style="list-style-type: none"> • Help to support the aims of the social enterprise but not in a way that involves a financial commitment • Voice his passion for pro-social action in the community so as many people as possible can hear it
Giles Green	<p><i>Public information:</i></p> <p>Giles is CEO of a major employer in the city, a manufacturing company called Rivitco. He holds a traditional view of business and though he is aware of the importance of social responsibility in business, it is not something that interests him a great deal. Rivitco has recently had some bad PR about its supply chain operations in Vietnam concerning the environmental contamination of a local watercourse. Rivitco were involved in rectifying the problem and made a financial contribution towards the clean-up.</p>	<p><i>Public Set Goals:</i></p> <ul style="list-style-type: none"> • To explore the possible benefits to Rivitco of working with <i>Futurepositive</i> • To show Rivitco’s support for pro-social action
	<p><i>Private Information:</i></p> <p>Giles dislikes being given the ‘hard sell’, but is willing to spend money if he sees a clear benefit to Rivitco. He has the authority to make decisions that could provide a large number of placement opportunities for young people. He is accompanied by Andy Swift, HR manager at Rivitco whose opinion he values.</p> <p>As a consequence of their bad PR in Vietnam, they will consider different ways to improve their corporate social responsibility but only if there are clear organisational benefits. Giles has some pressing business to attend to this evening, and is keen to move on from this event after around 30 minutes. Having worked hard to achieve all he has in life with no help from anyone, he is not naturally empathetic towards those who argue for social intervention.</p>	<p><i>Private Set Goals:</i></p> <ul style="list-style-type: none"> • To be seen to be at the event for PR reasons • Go home as soon as possible to get on with some important work
Andy Swift	<p><i>Public information:</i></p> <p>Andy is HR Manager at Rivitco and works very closely with Giles in an advisory capacity. He grew up in an area similar to Bradstock, but gained a scholarship for grammar school before going to University and then gaining a graduate position at Rivitco. Andy is quiet and thoughtful.</p>	<p><i>Public Set Goals:</i></p> <ul style="list-style-type: none"> • To learn about the social and business missions of <i>Futurepositive</i>

Character	Description	Set Goals
	<p><i>Private Information:</i></p> <p>Andy listens a lot but is not the easiest person to engage in conversation. He is keen to get promotion at Rivitco and wants to do something to make an impression, but doesn't want to risk his reputation for reliability and clear thinking through making a bad recommendation to Giles. He has no decision making authority in relation to resourcing issues but has strong influence over Giles</p>	<p><i>Private Set Goals:</i></p> <ul style="list-style-type: none"> • Make a good impression on Giles • Listen carefully to sensible proposals • Make recommendations to Giles on the basis of what he hears

C.5. Module Three: Applying Soft Skills in Context

Learning Outcomes

- Through this module you will:
- Identify which soft skills are particularly important in your own work practice.
- Use the soft skills assessment you made in Module One to establish priorities for your own further soft skills development.
- Outline a brief development plan to enhance prioritised soft skills.

Identifying Soft Skill Needs

Having completed the first two modules, the aim of this module is to help you to apply some of the learning achieved to benefit your own work activity. In order to do this, you first need to consider the key soft skill needs of your own job role.

ACTIVITY ONE

Go to **C.8** and complete the Soft Skills Needs Assessment. Following on from this, please answer the following questions:

- Which are the most important soft skill needs within your job role?
- For the soft skills identified above, please outline why they are particularly important within your job role?

Prioritising Your Own Soft Skill Development Needs

Having assessed your own soft skill strengths and weaknesses in Module One and the needs of your job role in the exercise above, you are now in a position to identify any skill gaps. For instance, you may have identified ‘conflict resolution’ as an important soft skill within your job role but recognised that this is not an area of strength for you.

ACTIVITY TWO

Go to **C.9** and complete the **Calculating Soft Skill Development Priorities** grid.

For scores that are equal to or less than -1, this indicates that your capability with the particular soft skill is currently **more than adequate** in relation to the importance of that skill area within your job role.

For scores that equal 0, this indicates that your capability with a particular soft skill currently matches the importance of that skill area within your job role.

For scores that are equal to or greater than +1, this indicates that your capability with the particular soft skill is currently **not adequate** in relation to the importance of that skill area within your job role.

Following on from your calculation of scores, please answer the following questions:

- Which of your soft skills best match the needs of your job role the most?
- Where is there a soft skills mismatch between the needs of your role and your current skills, and therefore a need for professional development?

C.6. Planning Your Soft Skill Development Priorities

You have now undertaken an assessment of your soft skill development needs. Next, you need to plan for how you will enhance the soft skills where you have identified a shortfall between the skill requirements of your job role and your current capabilities.

ACTIVITY THREE

In the grid below, please list up to five soft skills that you have prioritised for future development. In the middle column, make sure that you identify an action or actions that you will be able to take, e.g. on-the-job, internal or external training participation in order to sufficiently enhance the skill. Finally, in the third column provide an indicative timescale for developing the soft skill.

SOFT SKILL	PROPOSED ACTION FOR SKILL DEVELOPMENT	TIMESCALE FOR DEVELOPMENT

C.7. Learning Programme Summary

Thank you for completing the three modules. You should now have:

- A clearer understanding of what soft skills are.
- Recognition of your soft skill strengths and weaknesses.
- An understanding of the soft skill needs of your job.
- The means to formulate a development plan to address your soft skill job needs.

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C.8. Soft Skills Needs Assessment

As in Module One, please read the following definitions of soft skills and on this occasion, please rate the importance of each skill in relation to your job role on a scale of 1 to 5 (where 1 is Very Unimportant and 5 is Very Important). For each skill, tick one box in the grid below (refer to Table 1: Soft Skills classification for a definition of each one of these soft skills).

SKILL	1 Very Unimportant	2	3	4	5 Very Important
EFFECTIVE LEADERSHIP					
COMMUNICATION					
CONFLICT RESOLUTION					
ABILITY TO INFLUENCE					
PERSONAL EFFECTIVENESS					
ACTIVE LISTENING					
CREATIVE PROBLEM SOLVING					
STRATEGIC THINKING					
DECISION MAKING					
TEAM BUILDING					
BEING ABLE TO CONVINCE					
FLEXIBILITY					
UNDERSTANDING RELATIONSHIPS					
CONSULTATION					
SELF AWARENESS					
JUDGEMENT					
RESILIENCE					

C.9. Calculating Soft Skill Development Priorities

Refer back to the scores you have input into the following two tables **Soft Skills Self-Evaluation** (Module One) and **Soft Skill Needs Assessment** (Module Three).

For each of the 17 matching pair of skills, subtract your self-evaluation score from the needs assessment score. The score you arrive at for each subtraction should lie in the range of -4 to +4. Transfer the score into the grid below under the column heading 'SCORE'.

SKILL	SCORE
EFFECTIVE LEADERSHIP	
COMMUNICATION	
CONFLICT RESOLUTION	
ABILITY TO INFLUENCE	
PERSONAL EFFECTIVENESS	
ACTIVE LISTENING	
CREATIVE PROBLEM SOLVING	
STRATEGIC THINKING	
DECISION MAKING	
TEAM BUILDING	
BEING ABLE TO CONVINCE	
FLEXIBILITY	
UNDERSTANDING RELATIONSHIPS	
CONSULTATION	
SELF AWARENESS	
JUDGEMENT	
RESILIENCE	

C.10. S-cube Final Survey

All information collected will be held in the strictest confidence.

PART 1: About You

Name

Age: (Please tick)

< 18 yrs ☐ 9 – 35 yrs ☐ 36 – 50 yrs ☐

51 – 65 yrs ☐ 65 > yrs ☐

Sex:

Male ☐ Female ☐

Your Organisation

Job Role

Contact details (tel. no/email) in case we need to contact you direct

.....

Today's Date

PART 2: Soft Skills Self Evaluation A

Instructions

Use the following ten-point scale to rate yourself on the twenty situations, as outlined on the next page. Read over the descriptions and determine how much it characterises you in your relationships with other people.

Rating scale

10	EXTREMELY CHARACTERISTIC	I do this consistently
9	VERY CHARACTERISTIC	I do this nearly all the time
8	QUITE CHARACTERISTIC	I do this most of the time
7	PRETTY CHARACTERISTIC	I do this a good deal of the time
6	FAIRLY CHARACTERISTIC	I do this frequently

5	SOMEWHAT CHARACTERISTIC	I do this on occasions
4	FAIRLY UNCHARACTERISTIC	I seldom do this
3	PRETTY UNCHARACTERISTIC	I hardly ever do this
2	QUITE UNCHARACTERISTIC	I almost never do this
1	EXTREMELY UNCHARACTERISTIC	I never do this

Answer on a scale of 1 to 10 where:

Descriptions	Rating (1-10 see above)
1. I am open and candid in my dealings with others, as opposed to being closed, cautious, and under wraps in my relationships.	
2. I hear, respect, and accept the comments and reactions of others, as opposed to responding defensively, dismissing them as of little value, or turning a deaf ear on their observation.	
3. I specifically test for agreement and commitment to joint or team decisions, as opposed to assuming that all are committed if no one openly disagrees.	
4. I readily admit to confusion or lack of knowledge when I feel that I have little information about a topic under discussion as opposed to trying to bluff, feigning understanding, or insisting that my opinions are right.	
5. I show my concern that others know where I stand on relevant issues, as opposed to being basically indifferent to others knowledge of me or just unrevealing in my comments.	
6. I take the initiative in getting feedback from other members, as opposed to waiting passively for others to offer their comments of their own accord.	
7. I “level” with others and describe how I feel about what they do and how they do it, as opposed to covering up, taking tolerance or denying any reaction.	
8. My comments are relevant and pertinent to the real issues at hand in the team, as opposed to being “frothy” and off-target or attempts at camouflage.	
9. I try to understand how others are feeling and work hard at getting information from them, which will help me do this, as opposed to appearing indifferent, showing superficial concern or being basically insensitive.	
10. I value and encourage reactions equally from others, as opposed to being selective in my quest for feedback or treating some contributions as inferior.	
11. I am openly affectionate toward others when I feel I like them, as opposed to being inhibited, restrained, or acting embarrassed.	
12. I help others participate and work to support and draw everyone into a group discussion, as opposed to fending only for myself and leaving participation up to each individual.	

Descriptions	Rating (1-10 see above)
13. I take risk with others and expose highly personal information, both emotional and intellectual, when it is pertinent, as opposed to playing it safe, as if I don't trust others.	
14. I welcome and appreciate other's attempts to help me, no matter how critical or direct their feedback, as opposed to acting hurt, sulking, indifference, or rejecting them outright.	
15. I openly try to influence an individual or a group, as opposed to being manipulative.	
16. I press for additional information when they, anger me as opposed to acting unaffected, restrained, or over controlled.	
17. I am openly hostile towards others when they anger me, as opposed to acting unaffected, restrained, or over controlled.	
18. I encourage collaboration on problems and solicit others definitions and solutions on mutual problems, as opposed to insisting on mechanical decision Agree Rules or trying to railroad my own judgment through.	
19. I am spontaneous and say what I think no matter how "far out" it may seem, as opposed to monitoring my contributions so that they are in line with prevailing thought or more acceptable to others.	
20. I give support to others who are on the spot and struggling to express themselves intelligently and emotionally, as opposed to letting them flounder or trying to move on without them.	

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PART 3: Soft Skills Self Evaluation B

Please read the following definitions of soft skills and rate yourself on a scale of 1 to 5 (where 1 is Very Strong and 5 is Very Weak) according to how you perceive yourself against each skill. For each skill, tick one box.

SKILL	1 Very Strong	2	3	4	5 Very Weak
EFFECTIVE LEADERSHIP the ability to motivate people to work effectively towards goals in a collective fashion					
COMMUNICATION being able to impart information in a clear, precise and unambiguous way.					
CONFLICT RESOLUTION the ability to facilitate a process whereby conflict is resolved between parties.					
ABILITY TO INFLUENCE the ability to offer reasoned debate on a subject, so as to persuade and gain agreement.					
PERSONAL EFFECTIVENESS the ability to consider one's own personal effect on matters and measure effectiveness in that context.					
ACTIVE LISTENING being able to engage with others in a way that assures them that you are listening, fully understanding and considering what is being said (ideas, feelings, thoughts).					
CREATIVE PROBLEM SOLVING being able to approach problems from a number of perspectives, thus increasing the possibilities of successful solutions.					
STRATEGIC THINKING contextualising thinking into a wider sphere, so all possibilities and outcomes are visible.					

SKILL	1 Very Strong	2	3	4	5 Very Weak
DECISION MAKING being able to reflect on all implications and considerations and arrive at an informed decision.					
TEAM BUILDING being able to generate a positive spirit and attitude amongst workers which incorporates positivity, happiness and positive outcomes for the organisation.					
BEING ABLE TO CONVINCE the ability to win people over to one's own way of thinking by presenting rational and best ideas that show a better route and outcome to a concept or action.					
FLEXIBILITY being able to display an understanding that situations can change and consequently plans may have to be re-visited. Rigidity when dealing with human beings can be problematic.					
UNDERSTANDING RELATIONSHIPS the ability to understand the dynamics between individuals and groups so as to read the 'sub-text' of how people are inter-acting and re-acting.					
CONSULTATION appreciating the significance of people's opinions, particularly when important decisions are to be made.					
SELF AWARENESS the ability to know oneself, both physically and mentally at any given time and the effect that is having on oneself and others.					
JUDGEMENT the ability to consider and comprehend all factors relating to reaching an understanding of a situation.					
RESILIENCE being able to 'bounce back' and resume effectiveness in the face of a set back or failure.					

PART 4: About your experiences of S-cube

The following section contains a number of statements relating to your experience of using the S-cube e-learning software. For each statement, please indicate the extent to which you agree on the 1-5 scale provided.

	Strongly Agree 1	Agree 2	Neutral 3	Disagree 4	Strongly Disagree 5
Game Play Experience					
The experience was immersive					
The experience was challenging					
Interactions in the game were fraught & tense					
I was able to achieve the goals set in the game					
I remained focused on the game throughout					
The Overall experience was positive					
Learning Experience					
The learning goals of the game were clear					
The game provided opportunities to receive feedback					
The game scenario had relevance to the issue of communication skills development					
The game required me to use my communication skills					
Using online role play is an appropriate way to develop communication skills					
In-Game Guidance					
The pace of the role play was too fast					
The tutor interventions were helpful in focusing my attention					

	Strongly Agree 1	Agree 2	Neutral 3	Disagree 4	Strongly Disagree 5
The tutor interventions helped to develop my confidence					
Usability					
It was easy to get started with the software					
The gesture and mood functions were useful					
The survey function (posing questions during the game) aided my reflection					
The User Manual was well written and clear					
I learned how to use the software quickly					
The user interface was easy to use					
It was easy move around					
It was easy to create dialogue					
It was easy to change character moods and gestures					
It was easy to interact with other characters					
It was easy to respond to the in-game survey questions					
Fidelity					
The playing environment was visually appealing					
The animated characters were visually appealing					
I can identify with the characters in the game					
I can identify with the story / scenario in the game					
The experience felt real					

	Strongly Agree 1	Agree 2	Neutral 3	Disagree 4	Strongly Disagree 5
Interest & Value					
I found the game stimulating					
I recognise the value of the game as a tool for learning					
Organisation of Trial					
The trialling session was well organised					
The trialling session was too short					
My location for the trialling session was adequate					

PART 5: Your comments on S-cube

Finally, to help us with our continuing enhancement of the S-cube software, we would value your feedback.

- In the space below, please provide us with your view on the strengths of the S-cube e-learning experience.
- In the space below, please provide us with your views on the limitations of the S-cube e-learning experience.
- In the space below, please indicate what improvements and changes you would like to see to the S-cube e-learning software:
- If you have any final comments regarding the S-cube software and its utility, please add them in the space below:

Thank you for participating in the S-Cube trial evaluation.

We may wish to follow up this survey with a short telephone conversation to clarify any of your feedback.

D. Expert Survey using the Delphi Method

D.1. EXPERT SURVEY using the DELPHI-METHOD to validate VTMM® Processes, 1st round

D.1.1. Organise Get-to-know-each-other

This process provides a standard orientation for new team members. It supports the creation of a team identity.

For the success of a virtual team the process of Organise Get-to-know-each-other is:

- ☐ extremely relevant
- ☐ very relevant
- ☐ moderately relevant
- ☐ slightly relevant
- ☐ not relevant

What is the rational for choosing this level of relevance for this process? Open-ended question

From second round on open-ended questions will be presented as an accumulation of themes according to previous coding. The experts will be asked for their level of agreement and further comments.

The processes are described in terms of inputs, methods and outputs.

Inputs

- Team member local environment is defined as the country where the team member lives in. It includes local food, regulations, traditions, etc.
- Individual learning styles is defined as the learning style of the team member. There are several tests available. Important for the VTMM® is that all team members use the same test and that then there is discussion in the team on how the team processes need to be defined so that all learning styles are integrated.
- Cultural Orientations is defined as stated in cultural self-assessment such as the Cultural Orientation Framework by Rosinski.

Team member local environment as part of the input to the process of Organise Get-to-know-each-other is

- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the description of this input is inadequate or incomplete (please, give details)? Open-ended question

Individual learning styles as part of the input to the process of Organise Get-to-know-each-other is

- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the description of this input is inadequate or incomplete (please, give details)? Open-ended question

Cultural Orientations as part of the input to the process of Organise Get-to-know-each-other is

- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the description of this input is inadequate or incomplete (please, give details)? Open-ended question

Are there further inputs to this process of Organise Get-to-know-each-other which haven't been considered yet (please, give details)? Open-ended question

Methods

- Social media and networks can include large public social media networks such as Facebook, LinkedIn, XING and others or company-specific who-is-who installations.
- Personal introductions are defined as the number of information team members are willing to share with each other.
- Expert knowledge is defined as the knowledge of the team leader and the team members about this process.

To use *Social media and networks* as a method in the process of Organise Get-to-know-each-other is

- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the explanation of this method is inadequate or incomplete (please, give details)? Open-ended question

To use *Personal introductions* as a method in the process of Organise Get-to-know-each-other is

- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the explanation of this method is inadequate or incomplete (please, give details)? Open-ended question

To use *Expert knowledge* as a method in the process of Organise Get-to-know-each-other is

- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the explanation of this method is inadequate or incomplete (please, give details)? Open-ended question

Are there further methods to this process of Organise Get-to-know-each-other which haven't been considered yet (please, give details)? Open-ended question

Outputs

- Social Media Profile contains personal information and is accessible through the internet. Typical platforms are LinkedIn, XING, Google+ or Facebook.
- Birthday list has all the birthdays of all team members listed. The team also decided how the birthdays will be celebrated virtually.
- Number of personal communications measures how frequently the team members communicate about other things than work and performance using instant messaging tools such as Skype.
- Initial team culture defines the emergent culture of this particular team. It can be positive or negative based on the results of the Organise Get-to-know-each-other process.

To expect *Social Media Profiles* as an output in the process of Organise Get-to-know-each-other is

- ☐ extremely significant
- ☐ very significant
- ☐ moderately significant
- ☐ slightly significant
- ☐ not significant

Do you think the meaning of this output is inadequate or incomplete (please, give details)? Open-ended question

To expect *birthday lists* as an output in the process of Organise Get-to-know-each-other is

- ☐ extremely significant
- ☐ very significant
- ☐ moderately significant
- ☐ slightly significant
- ☐ not significant

Do you think the meaning of this output is inadequate or incomplete (please, give details)? Open-ended question

To expect a high *Number of personal communications* as an output in the process of Organise Get-to-know-each-other is

- ☐ extremely significant
- ☐ very significant
- ☐ moderately significant
- ☐ slightly significant
- ☐ not significant

Do you think the meaning of this output is inadequate or incomplete (please, give details)?
Open-ended question

To expect an *initial team culture* as an output in the process of Organise Get-to-know-each-other is

- ☐ extremely significant
- ☐ very significant
- ☐ moderately significant
- ☐ slightly significant
- ☐ not significant

Do you think the meaning of this output is inadequate or incomplete (please, give details)?
Open-ended question

Are there further outputs to this process of Organise Get-to-know-each-other which haven't been considered yet (please, give details)? Open-ended question

The process of Organise Get-to-know-each-other is defined through these inputs, methods and outputs.

Do you think the definition of this process altogether is inadequate or incomplete (please, give details)? Open-ended question

From second round on these open-ended questions will be presented as an accumulation of themes according to previous coding. The experts will be asked for their level of agreement and further comments.

Levels

The performance of a virtual team will be measured in concurrence to Key Performance Indicators (KPIs) accumulated to define the 4 levels of team performance: undefined, basic, advanced and mastery.

Level 0: Undefined

Some elements in one or more domains are implemented and can be measured. This level is the undefined level of team maturity. Virtual teams on this level can be successful. However, the success is based on individual strengths and charisma.

Many of the processes, tools or cultural elements are missing and most likely also unknown to the virtual team members, leaders and sponsors. Therefore, the virtual team does not know what to do to improve the performance of the virtual team.

KPIs

The absence of a majority of KPIs constitutes this level.

The undefined Level is not subject to this survey.

Level 1: Basic

At this level the team has awareness on what is required to increase the performance of the virtual team. All the quick wins have been implemented and the team performance increased, productivity increased, the level of conflict decreased and the team members develop trust and deepen their relationships.

KPIs

Please select the KPIs defining the basic level:

- ☐ All members have a social media profile such as LinkedIn or Facebook.
- ☐ Team members celebrate their birthdays sometimes
- ☐ Team members sometimes celebrate all the bank holidays of the different nationalities.
- ☐ Team members have pictures from each other, as profile picture
- ☐ Team members seldom chat with each other; sharing private information
- ☐ more about each other
- ☐ Team members sometimes chat with each other; sharing private information to learn
- ☐ Team members know a bit about the family situation of the other team members

Do you think the definition of this level for this process inadequate or incomplete? Open-ended question

From second round on these open-ended questions will be presented as an accumulation of themes according to previous coding. The experts will be asked for their level of agreement and further comments.

Level 2: Advanced

At this level, all elements of the VTMM® are present. The virtual team has a positive culture, the different tools are used for different tasks and the virtual team processes are fully implemented or the decisions not implementing them have been well documented. The level of conflict is low and the performance is high. The team invests time into the relationship with other team members. Complex tasks are managed successfully and issues are tabled early and dealt with efficiently.

KPIs

Please select the KPIs defining the advanced level:

- ☐ All members have a social media profile such as LinkedIn or Facebook.
- ☐ All team members maintain their social media profiles and connect to each other
- ☐ Team members celebrate their birthdays sometimes
- ☐ Team members celebrate their birthdays informally
- ☐ Team members sometimes celebrate all the bank holidays of the different
- ☐ Team members informally and simple celebrate all their bank holidays.
- ☐ Team members have pictures of each other, as profile picture
- ☐ Team members have pictures of each other on their computer or desk, as team pictures
- ☐ Team members seldom chat with each other; sharing private information
- ☐ Team members sometimes chat with each other; sharing private information to learn more about each other
- ☐ Team members know a bit about the family situation of the other team members
- ☐ Team members know much about the family situation of the other team members

Do you think the definition of this level for this process inadequate or incomplete? Open-ended question

From second round on these open-ended questions will be presented as an accumulation of themes according to previous coding. The experts will be asked for their level of agreement and further comments.

Level 3: Mastery

All elements are present to the needed levels. The team is in a state of “flow” and the performance is very high. The team has implemented knowledge management processes and works on the optimisation of the virtual team processes, the tools and its culture. Team members are enjoying being on the team and the project progresses according to schedule, budget and scope, including the right quality.

KPIs

Please select the KPIs defining the advanced level:

- ☐ All team members maintain their social media profiles and connect to each other
- ☐ All team members use the same platform and share information outside work
- ☐ Team members celebrate their birthdays informally
- ☐ Team members celebrate their birthdays formally
- ☐ Team members informally and simple celebrate all their bank holidays.
- ☐ Team members formally celebrate all their bank holidays.
- ☐ Team members have pictures from each other on their computer or desk, as team pictures
- ☐ Team members have many pictures from each other on their computer or desk, taken at different occasions
- ☐ Team members sometimes chat with each other; sharing private information to learn more about each other
- ☐ Team members frequently chat about everything with each other; sharing private information using individual and team chats
- ☐ Team members much know about the family situation of the other team members
- ☐ Team members know details about the family situation of the other team members

Do you think the definition of this level for this process inadequate or incomplete? Open-ended question

From second round on these open-ended questions will be presented as an accumulation of themes according to previous coding. The experts will be asked for their level of agreement and further comments.

D.1.2. Agree Rules

The process of Agree Rules provides the agreement for the virtual collaboration. It offers an orientation for new team members and serves as an arbitrary document in case the team gets into a conflict. It also allows the team members to operate within clearly defined boundaries.

For the success of a virtual team the process of Agree Rules is:

- ☐ extremely relevant
- ☐ very relevant
- ☐ moderately relevant
- ☐ slightly relevant
- ☐ not relevant

What is the rational for choosing this level of relevance for this process? Open-ended question

From second round on open-ended questions will be presented as an accumulation of themes according to previous coding. The experts will be asked for their level of agreement and further comments.

The processes are described in terms of inputs, methods and outputs.

Inputs

- Team member local environment is defined as the country where the team member lives in. It includes local food, regulations, traditions, etc.
- Individual learning styles is defined for example as the learning style of the team member according to Röll.
- Cultural Orientations is defined as for example stated in the Cultural Orientation Framework by Rosinski.

Team member local environment as part of the input to the process of Agree Rules is

- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the description of this input is inadequate or incomplete (please, give details)? Open-ended question

Individual learning styles as part of the input to the process of Agree Rules is

- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the description of this input is inadequate or incomplete (please, give details)? Open-ended question

Cultural Orientations as part of the input to the process of Agree Rules is

- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the description of this input is inadequate or incomplete (please, give details)? Open-ended question

Are there further inputs to this process of Agree Rules which haven't been considered yet (please, give details)? Open-ended question

Methods

- Collaboration meeting is a virtual meeting where the team members discuss how they want to work together. This meeting can be repeated through-out the project as a new project phase requires new Agree Rules of collaboration. As a first step the team charter should be discussed, then the leadership and finally the team constitution, stating what is important in the team and what is the spirit of collaboration.
- Signing process is a ritual where the team members commit to the team charter, leadership charter and team constitution.
- Expert knowledge is defined as the knowledge of the team leader and the team members about this process.

To use *Collaboration meetings* as a method in the process of Agree Rules is

- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the explanation of this method is inadequate or incomplete (please, give details)? Open-ended question

To use *Signing processes* as a method in the process of Agree Rules is

- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the explanation of this method is inadequate or incomplete (please, give details)? Open-ended question

To use *Expert knowledge* as a method in the process of Agree Rules is

- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the explanation of this method is inadequate or incomplete (please, give details)? Open-ended question

Are there further methods to this process of Agree Rules which haven't been considered yet (please, give details)? Open-ended question

Outputs

- Team charter is defined as the document which defines the social aspects of the team
- Leadership charter defines the leadership aspects of the team. What is the leader allowed to do and where does the leader need to involve the team?

- Team constitution is a formal document describing how the team wants to work together, what are the rights of each team member and how governance is defined on the team.

To expect a *Team Charter* as an output in the process of Agree Rules is

- ☐ extremely significant
- ☐ very significant
- ☐ moderately significant
- ☐ slightly significant
- ☐ not significant

Do you think the meaning of this output is inadequate or incomplete (please, give details)?

Open-ended question

To expect a *leadership Charter* as an output in the process of Agree Rules is

- ☐ extremely significant
- ☐ very significant
- ☐ moderately significant
- ☐ slightly significant
- ☐ not significant

Do you think the meaning of this output is inadequate or incomplete (please, give details)?

Open-ended question

To expect a *Team Constitution* as an output in the process of Agree Rules is

- ☐ extremely significant
- ☐ very significant
- ☐ moderately significant
- ☐ slightly significant
- ☐ not significant

Do you think the meaning of this output is inadequate or incomplete (please, give details)?

Open-ended question

Are there further outputs to this process of Agree Rules which haven't been considered yet (please, give details)? Open-ended question

The process of Agree Rules is defined through these inputs, methods and outputs.

Do you think the definition of this process altogether is inadequate or incomplete (please, give details)? Open-ended question

From second round on these open-ended questions will be presented as an accumulation of themes according to previous coding. The experts will be asked for their level of agreement and further comments.

Level 1: Basic

At this level the team has awareness on what is required to increase the performance of the virtual team. All the quick wins have been implemented and the team performance increased, productivity increased, the level of conflict decreased and the team members develop trust and deepen their relationships.

KPIs

Please select the KPIs defining the basic level:

- ☐ We have an informal team charter
- ☐ We have no leadership charter
- ☐ We have an informal leadership charter
- ☐ We have no team constitution
- ☐ We have an informal team constitution

Do you think the definition of this level for this process inadequate or incomplete? Open-ended question

From second round on these open-ended questions will be presented as an accumulation of themes according to previous coding. The experts will be asked for their level of agreement and further comments.

Level 2: Advanced

At this level, all elements of the VTMM[®] are present. The virtual team has a positive culture, the different tools are used for different tasks and the virtual team processes are fully implemented or the decisions not implementing them have been well documented. The level of conflict is low and the performance is high. The team invests time into the relationship with other team members. Complex tasks are managed successfully and issues are tabled early and dealt with efficiently.

KPIs

Please select the KPIs defining the advanced level:

- ☐ We have a formal team charter in defined template
- ☐ We have no leadership charter
- ☐ We have an informal leadership charter
- ☐ We have a formal leadership charter in defined template
- ☐ We have no team constitution
- ☐ We have an informal team constitution
- ☐ We have a formal team constitution in defined template

Do you think the definition of this level for this process inadequate or incomplete? Open-ended question

From second round on these open-ended questions will be presented as an accumulation of themes according to previous coding. The experts will be asked for their level of agreement and further comments.

Level 3: Mastery

All elements are present to the needed levels. The team is in a state of “flow” and the performance is very high. The team has implemented knowledge management processes and works on the optimisation of the virtual team processes, the tools and its culture. Team members are enjoying being on the team and the project progresses according to schedule, budget and scope, including the right quality.

KPIs

Please select the KPIs defining the mastery level:

- ☐ We have a formal team charter in defined template
- ☐ We have a formal team charter in defined template with archiving process
- ☐ We have an informal leadership charter
- ☐ We have a formal leadership charter in defined template
- ☐ We have a formal leadership charter in defined template with archiving process
- ☐ We have an informal team constitution
- ☐ We have a formal team constitution in defined template
- ☐ We have a formal team constitution in defined template with archiving process

Do you think the definition of this level for this process inadequate or incomplete? Open-ended question

From second round on these open-ended questions will be presented as an accumulation of themes according to previous coding. The experts will be asked for their level of agreement and further comments.

D.1.3. Set Goals

Virtual teams need a common purpose to develop the energy and motivation working together. Having clear goals is therefore essential to get the team development started.

For the success of a virtual team the process of Organise Get-to-know-each-other is:

- ☐ extremely relevant
- ☐ very relevant
- ☐ moderately relevant
- ☐ slightly relevant
- ☐ not relevant

What is the rational for choosing this level of relevance for this process? Open-ended question

From second round on open-ended questions will be presented as an accumulation of themes according to previous coding. The experts will be asked for their level of agreement and further comments.

The processes are described in terms of inputs, methods and outputs.

Inputs

- Team briefing is a document describing who is on the team and what are the competencies of the team members.
- Task briefing is a document describing the tasks to be achieved by the team on a high-level
- Task descriptions is a document describing the tasks of the team on a detailed level
- Project briefings is a document describing the project on a high-level. A project charter can be used for this purpose as an example.

Team briefing as part of the input to the process of goals is

- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the description of this input is inadequate or incomplete (please, give details)? Open-ended question

Task briefing as part of the input to the process of goals is

- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the description of this input is inadequate or incomplete (please, give details)? Open-ended question

Task descriptions as part of the input to the process of goals is

- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the description of this input is inadequate or incomplete (please, give details)? Open-ended question

Project briefings as part of the input to the process of goals is

- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the description of this input is inadequate or incomplete (please, give details)? Open-ended question

Are there further inputs to this process of goals which haven't been considered yet (please, give details)? Open-ended question

Methods

- Decomposition is the process of transforming the team, task and project briefings and the task descriptions into a goal hierarchy. It is recommended to have goals in different domains, e.g. technical and social goals.
- Creative techniques are used to write clear goals and also a set of complete goals for the team and the task.
- Commitment rituals these are repeated small processes to create the momentum within the team to work towards the goals and to accept and integrate the goals fully.
- Expert judgement is used to develop meaningful, SMART (specific, measurable, agreed/ambitious, realistic and time-bound) goals.

To use *Decomposition* as a method in the process of goals is

- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the explanation of this method is inadequate or incomplete (please, give details)? Open-ended question

To use *Creative techniques* as a method in the process of goals is

- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the explanation of this method is inadequate or incomplete (please, give details)? Open-ended question

To use *Commitment rituals* as a method in the process of goals is

- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the explanation of this method is inadequate or incomplete (please, give details)? Open-ended question

To use *Expert judgement* as a method in the process of goals is

- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the explanation of this method is inadequate or incomplete (please, give details)? Open-ended question

Are there further methods to this process of goals which haven't been considered yet (please, give details)? Open-ended question

Outputs

- Agreed team goals are committed and powered by the energy of the team.
- Committed team members are motivated to accept and achieve the goals.

To expect *agreed team goals* as an output in the process of goals is

- ☐ extremely significant
- ☐ very significant
- ☐ moderately significant
- ☐ slightly significant
- ☐ not significant

Do you think the meaning of this output is inadequate or incomplete (please, give details)?
Open-ended question

To expect committed team members as an output in the process of goals is

- ☐ extremely significant
- ☐ very significant
- ☐ moderately significant
- ☐ slightly significant
- ☐ not significant

Do you think the meaning of this output is inadequate or incomplete (please, give details)?

Open-ended question

Are there further outputs to this process of goals which haven't been considered yet (please, give details)? Open-ended question

The process of goals is defined through these inputs, methods and outputs.

Do you think the definition of this process altogether is inadequate or incomplete (please, give details)? Open-ended question

From second round on these open-ended questions will be presented as an accumulation of themes according to previous coding. The experts will be asked for their level of agreement and further comments.

Level 1: Basic

At this level the team has awareness on what is required to increase the performance of the virtual team. All the quick wins have been implemented and the team performance increased, productivity increased, the level of conflict decreased and the team members develop trust and deepen their relationships.

KPIs

Please select the KPIs defining the basic level:

- ☐ Some team goals are defined informally
- ☐ Some personal goals are defined informally
- ☐ Some team and personal goals are discussed informally by peers

Do you think the definition of this level for this process inadequate or incomplete? Open-ended question

From second round on these open-ended questions will be presented as an accumulation of themes according to previous coding. The experts will be asked for their level of agreement and further comments.

Level 2: Advanced

At this level, all elements of the VTMM® are present. The virtual team has a positive culture, the different tools are used for different tasks and the virtual team processes are fully implemented or the decisions not implementing them have been well documented. The level of conflict is low and the performance is high. The team invests time into the relationship with other team members. Complex tasks are managed successfully and issues are tabled early and dealt with efficiently.

KPIs

Please select the KPIs defining the advanced level:

- ☐ Some team goals are defined informally
- ☐ Some team goals are defined formally, agreed and committed by team members
- ☐ Some personal goals are defined informally
- ☐ Some personal goals supporting the team goals are agreed and committed formally
- ☐ Some team and personal goals are discussed informally by peers
- ☐ Some team and personal goals are monitored and optimised in a peer process

Do you think the definition of this level for this process inadequate or incomplete? Open-ended question

From second round on these open-ended questions will be presented as an accumulation of themes according to previous coding. The experts will be asked for their level of agreement and further comments.

Level 3: Mastery

All elements are present to the needed levels. The team is in a state of “flow” and the performance is very high. The team has implemented knowledge management processes and works on the optimisation of the virtual team processes, the tools and its culture. Team members are enjoying being on the team and the project progresses according to schedule, budget and scope, including the right quality.

KPIs

Please select the KPIs defining the advanced level:

- ☐ Some team goals are defined formally, agreed and committed by team members
- ☐ All team goals are defined formally, agreed and committed by team members
- ☐ Some personal goals supporting the team goals are agreed and committed formally
- ☐ All personal goals supporting the team goals are agreed and committed formally
- ☐ Some team and personal goals are monitored and optimised in a peer process
- ☐ All team and personal goals are monitored and optimised formally in a peer process

Do you think the definition of this level for this process inadequate or incomplete? Open-ended question

From second round on these open-ended questions will be presented as an accumulation of themes according to previous coding. The experts will be asked for their level of agreement and further comments.

D.1.4. Perform Task Management

This process distributes and monitors the tasks to be done of the virtual team.

For the success of a virtual team the process of Perform Task Management is:

- ☐ extremely relevant
- ☐ very relevant
- ☐ moderately relevant
- ☐ slightly relevant
- ☐ not relevant

What is the rational for choosing this level of relevance for this process? Open-ended question

From second round on open-ended questions will be presented as an accumulation of themes according to previous coding. The experts will be asked for their level of agreement and further comments.

Inputs

- Scope of Work includes documents that provide information about the work boundary, work elements, assumptions and constraints on them and relations between them. The work scope information can come from the contract, business case, requirement documents, Policies and Procedures, etc.
- OPA is defined as all standards and templates that the virtual team collected and defined previously. Some pieces of the information may be defined by the clients as a part of the contract.
- Work History is defined as any information that is related to previous work experience of virtual team as a group or individually.
- Resource Information is defined in the Organise Get-to-know-each-other process.

Scope of Work as part of the input to the process of Perform Task Management is

- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the description of this input is inadequate or incomplete (please, give details)? Open-ended question

OPA as part of the input to the process of Perform Task Management is

- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the description of this input is inadequate or incomplete (please, give details)? Open-ended question

Work history as part of the input to the process of Perform Task Management is

- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the description of this input is inadequate or incomplete (please, give details)? Open-ended question

Resource Information as part of the input to the process of Perform Task Management is

- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the description of this input is inadequate or incomplete (please, give details)? Open-ended question

Are there further inputs to this process of Perform Task Management which haven't been considered yet (please, give details)? Open-ended question

Methods

- Expert Knowledge is defined as the knowledge of the team leader and the team members about this process.
- Elicitation Techniques is defined as all techniques that are possible to use by the virtual team to collect information about the work scope.
- Decomposition is defined as a technique to break down a task to sub-tasks. In formal work/project, it can be a useful technique to create WBS.
- Meetings include all types of meeting that is possible to hold by a virtual team to figure out about the work scope, the work task, etc. It handles through the Conduct Meeting Management process.
- Inspection is defined as techniques/process to control and monitor the quality of executed tasks and the tasks results.

To use *Expert Knowledge* as a method in the process of Perform Task Management is

- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the explanation of this method is inadequate or incomplete (please, give details)? Open-ended question

To use *Elicitation Techniques* as a method in the process of Perform Task Management is

- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the explanation of this method is inadequate or incomplete (please, give details)? Open-ended question

To use *Decomposition* as a method in the process of Perform Task Management is

- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the explanation of this method is inadequate or incomplete (please, give details)? Open-ended question

To use *Meetings* as a method in the process of Perform Task Management is

- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the explanation of this method is inadequate or incomplete (please, give details)? Open-ended question

To use *Inspection* as a method in the process of Perform Task Management is

- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the explanation of this method is inadequate or incomplete (please, give details)? Open-ended question

Are there further methods to this process of Perform Task Management which haven't been considered yet (please, give details)? Open-ended question

Outputs

- Task List is defined as a list of all tasks that a virtual team needs to work on it to provide suitable results. It can be presented by WBS or a simple spread sheet.
- Work Schedule is defined as a document that includes task list, dependencies between tasks, assigned resources, task duration, etc.

To expect a *Task List* as an output in the process of Perform Task Management is

- ☐ extremely significant
- ☐ very significant
- ☐ moderately significant
- ☐ slightly significant
- ☐ not significant

Do you think the meaning of this output is inadequate or incomplete (please, give details)? Open-ended question

To expect a *Work Schedule* as an output in the process of Perform Task Management is

- ☐ extremely significant
- ☐ very significant
- ☐ moderately significant
- ☐ slightly significant
- ☐ not significant

Do you think the meaning of this output is inadequate or incomplete (please, give details)? Open-ended question

Are there further outputs to this process of Perform Task Management which haven't been considered yet (please, give details)? Open-ended question

The process of Perform Task Management is defined through these inputs, methods and outputs.

Do you think the definition of this process altogether is inadequate or incomplete (please, give details)? Open-ended question

From second round on these open-ended questions will be presented as an accumulation of themes according to previous coding. The experts will be asked for their level of agreement and further comments.

Level 1: Basic

At this level the team has awareness on what is required to increase the performance of the virtual team. All the quick wins have been implemented and the team performance increased, productivity increased, the level of conflict decreased and the team members develop trust and deepen their relationships.

KPIs

Please select the KPIs defining the basic level:

- ☐ We distribute tasks within the team and we follow-up on them occasionally.
- ☐ We use standard office tools to manage tasks, e.g. Outlook, Excel.
- ☐ We use a standard office tool to manage work status reports.
- ☐ We have an agreed format for our tasks defined. However, we use the format in a flexible manner.
- ☐ We have a reactive task control process in our team. We react when critical tasks are overdue.
- ☐ We estimate on some tasks the effort estimates.

Do you think the definition of this level for this process inadequate or incomplete? Open-ended question

From second round on these open-ended questions will be presented as an accumulation of themes according to previous coding. The experts will be asked for their level of agreement and further comments.

Level 2: Advanced

At this level, all elements of the VTMM[®] are present. The virtual team has a positive culture, the different tools are used for different tasks and the virtual team processes are fully implemented or the decisions not implementing them have been well documented. The level of conflict is low and the performance is high. The team invests time into the relationship with other team members. Complex tasks are managed successfully and issues are tabled early and dealt with efficiently.

KPIs

Please select the KPIs defining the advanced level:

- ☐ We have a process defined. All tasks are recorded, assigned and followed-up in a structured manner.
- ☐ We use one collaborative tool for task management so that everybody is on the same page.
- ☐ We use one format and one tool for the work status reports. The report generation is done manually.
- ☐ We have an agreed format for our tasks defined and the fields are enforced.
- ☐ We have a proactive task control process in our team defined. This process gives advanced notices to tasks owners.
- ☐ We estimate on all tasks the effort estimates.

Do you think the definition of this level for this process inadequate or incomplete? Open-ended question

From second round on these open-ended questions will be presented as an accumulation of themes according to previous coding. The experts will be asked for their level of agreement and further comments.

Level 3: Mastery

All elements are present to the needed levels. The team is in a state of “flow” and the performance is very high. The team has implemented knowledge management processes and works on the optimisation of the virtual team processes, the tools and its culture. Team members are enjoying being on the team and the project progresses according to schedule, budget and scope, including the right quality.

KPIs

Please select the KPIs defining the mastery level:

- ☐ We have a process defined. All tasks are recorded, assigned and followed-up in a structured manner. We continuously seek to improve the process and reduce its complexity.
- ☐ We use an integrative tool to combine task management with other team processes such as meeting management.

- ☐ We use one tool which automatically generates work status reports. The reports are generated automatically.
- ☐ We have an agreed format for our tasks defined and this format is supported by our task management tool.
- ☐ We have an automated system for task control in our team and the team members complete tasks on or ahead of time.
- ☐ We estimate and, if necessary correct the effort estimates following a defined process, on all tasks.

Do you think the definition of this level for this process inadequate or incomplete? Open-ended question

From second round on these open-ended questions will be presented as an accumulation of themes according to previous coding. The experts will be asked for their level of agreement and further comments.

D.1.5. Give & Receive Feedback

In a virtual team and due to its high degree of non-verbal communication, regular formal feedback is necessary for the leader and team members to develop a sense of where the team is and preventing conflict early enough. The feedback process is the early warning system.

For the success of a virtual team the process of Give & Receive Feedback is:

- ☐ extremely relevant
- ☐ very relevant
- ☐ moderately relevant
- ☐ slightly relevant
- ☐ not relevant

What is the rational for choosing this level of relevance for this process? Open-ended question

From second round on open-ended questions will be presented as an accumulation of themes according to previous coding. The experts will be asked for their level of agreement and further comments.

The processes are described in terms of inputs, methods and outputs.

Inputs

- Motivational measurements are recorded data on the motivation of the team members. An example of such a measurement application is Motivatoring, developed by the University of Delft.
- Written comments express observations of the different team members. They are submitted to the responsible person prior to the feedback meeting.
- Verbal comments express observations of the different team members. They are captured during meetings between feedback meetings or made as an input in the beginning of the meeting.
- Cultural orientations see Organise Get-to-know-each-other process.

Team member Motivational comments as part of the input to the process of Give & Receive Feedback is

- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the description of this input is inadequate or incomplete (please, give details)? Open-ended question

Written comments as part of the input to the process of Give & Receive Feedback is

- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the description of this input is inadequate or incomplete (please, give details)? Open-ended question

Verbal comments as part of the input to the process of Give & Receive Feedback is

- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the description of this input is inadequate or incomplete (please, give details)? Open-ended question

Cultural Orientation as part of the input to the process of Give & Receive Feedback is

- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the description of this input is inadequate or incomplete (please, give details)? Open-ended question

Are there further inputs to this process of Give & Receive Feedback which haven't been considered yet (please, give details)? Open-ended question

Methods

- Give & Receive Feedback meetings are formally structured meetings to give and receive feedback. They have to follow a ritual so that nobody in team feels hurt and everybody can learn from it.

To use *Give & Receive Feedback meetings* as a method in the process of Give & Receive Feedback is

- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the explanation of this method is inadequate or incomplete (please, give details)? Open-ended question

Are there further methods to this process of Give & Receive Feedback which haven't been considered yet (please, give details)? Open-ended question

Outputs

- Improved team performance is defined as higher motivation of the team members and better work results.

- Resolved conflicts are defined as mediated and accepted solutions to different opinions or attitudes of the team members.
- Increased personal satisfaction is defined as a more comfortable feeling of the team members in the team and a sense of purpose of the team members.

To expect *Social Media Profiles* as an output in the process of Give & Receive Feedback is

- ☐ extremely significant
- ☐ very significant
- ☐ moderately significant
- ☐ slightly significant
- ☐ not significant

Do you think the meaning of this output is inadequate or incomplete (please, give details)?

Open-ended question

To expect *birthday lists* as an output in the process of Give & Receive Feedback is

- ☐ extremely significant
- ☐ very significant
- ☐ moderately significant
- ☐ slightly significant
- ☐ not significant

Do you think the meaning of this output is inadequate or incomplete (please, give details)?

Open-ended question

To expect a high *Number of personal communications* as an output in the process of Give & Receive Feedback is

- ☐ extremely significant
- ☐ very significant
- ☐ moderately significant
- ☐ slightly significant
- ☐ not significant

Do you think the meaning of this output is inadequate or incomplete (please, give details)?

Open-ended question

To expect an *initial team culture* as an output in the process of Give & Receive Feedback is

- ☐ extremely significant
- ☐ very significant
- ☐ moderately significant
- ☐ slightly significant
- ☐ not significant

Do you think the meaning of this output is inadequate or incomplete (please, give details)?
Open-ended question

Are there further outputs to this process of Give & Receive Feedback which haven't been considered yet (please, give details)? Open-ended question

The process of Give & Receive Feedback is defined through these inputs, methods and outputs.

Do you think the definition of this process altogether is inadequate or incomplete (please, give details)? Open-ended question

From second round on these open-ended questions will be presented as an accumulation of themes according to previous coding. The experts will be asked for their level of agreement and further comments.

Level 1: Basic

At this level the team has awareness on what is required to increase the performance of the virtual team. All the quick wins have been implemented and the team performance increased, productivity increased, the level of conflict decreased and the team members develop trust and deepen their relationships.

KPIs

Please select the KPIs defining the basic level:

- ☐ Sometimes feedback polls are taken at the end of virtual meetings
- ☐ Sometimes records on numbers of formal team feedback sessions are taken
- ☐ Sometimes records on numbers of informal individual and team feedback sessions are kept

Do you think the definition of this level for this process inadequate or incomplete? Open-ended question

From second round on these open-ended questions will be presented as an accumulation of themes according to previous coding. The experts will be asked for their level of agreement and further comments.

Level 2: Advanced

At this level, all elements of the VTMM® are present. The virtual team has a positive culture, the different tools are used for different tasks and the virtual team processes are fully implemented or the decisions not implementing them have been well documented. The level of conflict is low and the performance is high. The team invests time into the relationship with other team members. Complex tasks are managed successfully and issues are tabled early and dealt with efficiently.

KPIs

Please select the KPIs defining the advanced level:

- ☐ Sometimes feedback polls are taken at the end of virtual meetings
- ☐ Periodically feedback polls are taken at the end of virtual meetings
- ☐ Sometimes records on numbers of formal team feedback sessions are taken
- ☐ Periodically records on numbers of formal team feedback sessions are taken
- ☐ Sometimes records on numbers of informal individual and team feedback sessions are kept
- ☐ Periodically records on numbers of informal individual and team feedback sessions are kept

Do you think the definition of this level for this process inadequate or incomplete? Open-ended question

From second round on these open-ended questions will be presented as an accumulation of themes according to previous coding. The experts will be asked for their level of agreement and further comments.

Level 3: Mastery

All elements are present to the needed levels. The team is in a state of “flow” and the performance is very high. The team has implemented knowledge management processes

and works on the optimisation of the virtual team processes, the tools and its culture. Team members are enjoying being on the team and the project progresses according to schedule, budget and scope, including the right quality.

KPIs

Please select the KPIs defining the advanced level:

- ☐ Periodically feedback polls are taken at the end of virtual meetings
- ☐ Always feedback polls are taken at the end of virtual meetings
- ☐ Periodically records on numbers of formal team feedback sessions are taken
- ☐ Always records on numbers of formal team feedback sessions are taken
- ☐ Periodically records on numbers of informal individual and team feedback sessions are kept
- ☐ Always records on numbers of informal individual and team feedback sessions are kept

Do you think the definition of this level for this process inadequate or incomplete? Open-ended question

From second round on these open-ended questions will be presented as an accumulation of themes according to previous coding. The experts will be asked for their level of agreement and further comments.

D.1.6. Organise Decision-Making

In a virtual team the Organise Decision-Making has to be transparent. Therefore, formal Organise Decision-Making is necessary so that all team members can follow the reasons for the decisions and the related majorities.

For the success of a virtual team the process of Organise Decision-Making is:

- ☐ extremely relevant
- ☐ very relevant
- ☐ moderately relevant
- ☐ slightly relevant
- ☐ not relevant

What is the rational for choosing this level of relevance for this process? Open-ended question

From second round on open-ended questions will be presented as an accumulation of themes according to previous coding. The experts will be asked for their level of agreement and further comments.

The processes are described in terms of inputs, methods and outputs.

Inputs

- Open decisions are defined as decisions and/or choices which have to be made. Postponed decisions are reversed to the status of open decisions for the next meeting.
- Organise Decision-Making Agree Rules are defined as Agree Rules for making decisions as stated in the leadership charter.
- Cultural Orientations is defined as stated in cultural self-assessment such as the Cultural Orientation Framework by Rosinski.

Open decisions as part of the input to the process of Organise Decision-Making is

- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the description of this input is inadequate or incomplete (please, give details)? Open-ended question

Organise Decision-Making Agree Rules as part of the input to the process of Organise Decision-Making is

- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the description of this input is inadequate or incomplete (please, give details)? Open-ended question

Cultural Orientations as part of the input to the process of Organise Decision-Making is

- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the description of this input is inadequate or incomplete (please, give details)? Open-ended question

Are there further inputs to this process of Organise Decision-Making which haven't been considered yet (please, give details)? Open-ended question

Methods

- Organise Decision-Making meetings are formally structured meetings to make decisions. The outcome can be:
- Decision made. The outcome can be anything between yes and no including implementation steps for the decision.
- Decision postponed. If the team cannot make a decision, then the decision can be postponed, including a date by when the decision has been made finally and also which facts need to be investigated to be able to make a decision.

To use *Decision making meetings networks* as a method in the process Organise Decision-Making is

- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the explanation of this method is inadequate or incomplete (please, give details)? Open-ended question

Are there further methods to this process of Organise Decision-Making which haven't been considered yet (please, give details)? Open-ended question

Outputs

- Team decisions are defined as documented decisions from a meeting.
- Postponed decisions are defined as decisions to be made at a later date with more information available.

To expect *Team decisions* as an output in the process of Organise Decision-Making is

- ☐ extremely significant
- ☐ very significant
- ☐ moderately significant
- ☐ slightly significant
- ☐ not significant

Do you think the meaning of this output is inadequate or incomplete (please, give details)?

Open-ended question

To expect *postponed decisions* as an output in the process of Organise Decision-Making is

- ☐ extremely significant
- ☐ very significant
- ☐ moderately significant
- ☐ slightly significant
- ☐ not significant

Do you think the meaning of this output is inadequate or incomplete (please, give details)?

Open-ended question

Are there further outputs to this process of Organise Decision-Making which haven't been considered yet (please, give details)? Open-ended question

The process of Organise Decision-Making is defined through these inputs, methods and outputs.

Do you think the definition of this process altogether is inadequate or incomplete (please, give details)? Open-ended question

From second round on these open-ended questions will be presented as an accumulation of themes according to previous coding. The experts will be asked for their level of agreement and further comments.

Level 1: Basic

At this level the team has awareness on what is required to increase the performance of the virtual team. All the quick wins have been implemented and the team performance increased, productivity increased, the level of conflict decreased and the team members develop trust and deepen their relationships.

KPIs

Please select the KPIs defining the basic level:

- ☐ We do not have a decision-making process
- ☐ We sometimes record our decision
- ☐ Not all team members have to participate formally in the Organise Decision-Making through poll
- ☐ Not every team member can ask for a decision on any topic
- ☐ Decisions are not taken within a defined time
- ☐ No decisions are implemented as documented

Do you think the definition of this level for this process inadequate or incomplete? Open-ended question

From second round on these open-ended questions will be presented as an accumulation of themes according to previous coding. The experts will be asked for their level of agreement and further comments.

Level 2: Advanced

At this level, all elements of the VTMM® are present. The virtual team has a positive culture, the different tools are used for different tasks and the virtual team processes are fully implemented or the decisions not implementing them have been well documented. The level of conflict is low and the performance is high. The team invests time into the relationship with other team members. Complex tasks are managed successfully and issues are tabled early and dealt with efficiently.

KPIs

Please select the KPIs defining the advanced level:

- ☐ We do not have a decision-making process
- ☐ We have an informal decision-making process

- ☐ We sometimes record our decision
- ☐ We record our decision in informally
- ☐ Not all team members have to participate formally in the Organise Decision-Making through poll
- ☐ All team members have to participate informally in the Organise Decision-Making through poll
- ☐ Not every team member can ask for a decision on any topic
- ☐ Every team member can ask for a decision on any topic
- ☐ Every team member can ask for a decision on any topic, but needs to be approved by team leader
- ☐ Decisions are not taken within a defined time
- ☐ Sometimes decisions are taken within a defined time
- ☐ No decisions are implemented as documented
- ☐ Decisions are implemented as documented via email

Do you think the definition of this level for this process inadequate or incomplete? Open-ended question

From second round on these open-ended questions will be presented as an accumulation of themes according to previous coding. The experts will be asked for their level of agreement and further comments.

Level 3: Mastery

All elements are present to the needed levels. The team is in a state of “flow” and the performance is very high. The team has implemented knowledge management processes and works on the optimisation of the virtual team processes, the tools and its culture. Team members are enjoying being on the team and the project progresses according to schedule, budget and scope, including the right quality.

KPIs

Please select the KPIs defining the mastery level:

- ☐ We have an informal decision-making process
- ☐ We have a formal decision-making process
- ☐ We record our decision in informally
- ☐ We record our decision formally

- ☐ All team members have to participate informally in the Organise Decision-Making through poll
- ☐ All team members have to participate formally in the Organise Decision-Making through poll
- ☐ Every team member can ask for a decision on any topic
- ☐ Every team member can ask for a decision on any topic, but needs to be approved by team leader
- ☐ Sometimes decisions are taken within a defined time
- ☐ Often decisions are taken within a defined time
- ☐ Decisions are implemented as documented via email
- ☐ Decisions are implemented as documented formally in a defined template

Do you think the definition of this level for this process inadequate or incomplete? Open-ended question

From second round on these open-ended questions will be presented as an accumulation of themes according to previous coding. The experts will be asked for their level of agreement and further comments.

D.1.7. Conduct Meeting Management

Virtual team meetings have a significant impact on the motivation of the virtual team. Virtual team meetings have to be prepared, executed and followed-up correctly to keep the motivation up in the virtual team. A special meeting is the virtual kick-off meeting.

For the success of a virtual team the process of Conduct Meeting Management is:

- ☐ extremely relevant
- ☐ very relevant
- ☐ moderately relevant
- ☐ slightly relevant
- ☐ not relevant

What is the rational for choosing this level of relevance for this process? Open-ended question

From second round on open-ended questions will be presented as an accumulation of themes according to previous coding. The experts will be asked for their level of agreement and further comments.

The processes are described in terms of inputs, methods and outputs.

Inputs

- Agenda and invitations includes written documentation which is made available to the team members before the meeting.
- Minutes of previous meetings include written documentation which is made available to the team members before the meeting.
- Special requests is defined as any contributions to be made by team members outside the published agenda.
- Meeting Agree Rules is defined as the Agree Rules of conduct as stated in the team charter.
- Cultural Orientations is defined as stated in cultural self-assessment such as the Cultural Orientation Framework by Rosinski.

Agenda and invitations as part of the input to the process of Conduct Meeting Management is

- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the description of this input is inadequate or incomplete (please, give details)? Open-ended question

Minutes of previous meetings as part of the input to the process of Conduct Meeting Management is

- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the description of this input is inadequate or incomplete (please, give details)? Open-ended question

Special requests as part of the input to the process of Conduct Meeting Management is

- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the description of this input is inadequate or incomplete (please, give details)? Open-ended question

Meeting Agree Rules as part of the input to the process of Conduct Meeting Management is

- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the description of this input is inadequate or incomplete (please, give details)? Open-ended question

Cultural Orientation as part of the input to the process of Conduct Meeting Management is

- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the description of this input is inadequate or incomplete (please, give details)? Open-ended question

Are there further inputs to this process of Conduct Meeting Management which haven't been considered yet (please, give details)? Open-ended question

Methods

- Virtual collaboration tools are defined as all the different tools available to the virtual to conduct the meeting.
- Meetings can have one or different purposes. Common meeting purposes are issue meetings, status meetings or problem-solving meetings.

To use *Virtual Collaboration Tools* as a method in the process of Conduct Meeting Management is

- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the explanation of this method is inadequate or incomplete (please, give details)? Open-ended question

To use *purposive Meetings* as a method in the process of Conduct Meeting Management is

- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the explanation of this method is inadequate or incomplete (please, give details)? Open-ended question

Are there further methods to this process of Conduct Meeting Management which haven't been considered yet (please, give details)? Open-ended question

Outputs

- Meeting minutes is defined as a results protocol of the meeting. It includes action items, decisions and comments

To expect *Meeting minutes* as an output in the process of Conduct Meeting Management is

- ☐ extremely significant
- ☐ very significant
- ☐ moderately significant
- ☐ slightly significant
- ☐ not significant

Do you think the meaning of this output is inadequate or incomplete (please, give details)?
Open-ended question

Are there further outputs to this process of Conduct Meeting Management which haven't been considered yet (please, give details)? Open-ended question

The process of Conduct Meeting Management is defined through these inputs, methods and outputs.

Do you think the definition of this process altogether is inadequate or incomplete (please, give details)? Open-ended question

From second round on these open-ended questions will be presented as an accumulation of themes according to previous coding. The experts will be asked for their level of agreement and further comments.

Level 1: Basic

At this level the team has awareness on what is required to increase the performance of the virtual team. All the quick wins have been implemented and the team performance increased, productivity increased, the level of conflict decreased and the team members develop trust and deepen their relationships.

KPIs

Please select the KPIs defining the basic level:

- ☐ We create an informal agenda at the beginning of the meeting
- ☐ We have informal minutes
- ☐ We have informal lead times
- ☐ We have informal lag times
- ☐ Team think about who can contribute and invite people

- ☐ We have an informal time limitation
- ☐ We have an informal process

Do you think the definition of this level for this process inadequate or incomplete? Open-ended question

From second round on these open-ended questions will be presented as an accumulation of themes according to previous coding. The experts will be asked for their level of agreement and further comments.

Level 2: Advanced

At this level, all elements of the VTMM® are present. The virtual team has a positive culture, the different tools are used for different tasks and the virtual team processes are fully implemented or the decisions not implementing them have been well documented. The level of conflict is low and the performance is high. The team invests time into the relationship with other team members. Complex tasks are managed successfully and issues are tabled early and dealt with efficiently.

KPIs

Please select the KPIs defining the advanced level:

- ☐ We create a formal agenda when we plan the meeting
- ☐ We have informal minutes
- ☐ We have formal minutes
- ☐ We have informal lead times
- ☐ We have formal lead times
- ☐ We have informal lag times
- ☐ We have formal lag times
- ☐ Team think about who can contribute and invite people
- ☐ Team invites people and asks feedback from participants
- ☐ We have an informal time limitation
- ☐ We have a formal time limitation
- ☐ We have an informal process
- ☐ We have a formal process

Do you think the definition of this level for this process inadequate or incomplete? Open-ended question

From second round on these open-ended questions will be presented as an accumulation of themes according to previous coding. The experts will be asked for their level of agreement and further comments.

Level 3: Mastery

All elements are present to the needed levels. The team is in a state of “flow” and the performance is very high. The team has implemented knowledge management processes and works on the optimisation of the virtual team processes, the tools and its culture. Team members are enjoying being on the team and the project progresses according to schedule, budget and scope, including the right quality.

KPIs

Please select the KPIs defining the advanced level:

- ☐ We create a formal agenda when we plan the meeting
- ☐ We create formal agenda when we plan the meeting and get approve before meetings
- ☐ We have formal minutes
- ☐ We have formal minutes with approval process
- ☐ We have formal lead times
- ☐ We have formal lead times with approval process
- ☐ We have formal lag times
- ☐ We have formal lag times with approval process
- ☐ Team invites people and asks feedback from participants
- ☐ Team invites people and ask feedback from participants for improvement of process
- ☐ We have a formal time limitation
- ☐ We continuously work on the reduction time limit
- ☐ We have a formal process
- ☐ We have a formal process and work on its improvement

Do you think the definition of this level for this process inadequate or incomplete? Open-ended question

From second round on these open-ended questions will be presented as an accumulation of themes according to previous coding. The experts will be asked for their level of agreement and further comments.

D.1.8. Engage in Trust-Building

This process compensates for the missing face-to-face interaction such as coffee breaks during meetings or meeting in the kitchen where important communications take place.

For the success of a virtual team the process of Engage in Trust-Building is:

- ☐ extremely relevant
- ☐ very relevant
- ☐ moderately relevant
- ☐ slightly relevant
- ☐ not relevant

What is the rational for choosing this level of relevance for this process? Open-ended question

From second round on open-ended questions will be presented as an accumulation of themes according to previous coding. The experts will be asked for their level of agreement and further comments.

The processes are described in terms of inputs, methods and outputs.

Inputs

- Personal information is defined as information known to the individual.
- Personal curiosity is defined as the attitude and mindset to learn more from other team members
- Small talk competencies is defined as the ability to do small talk in a virtual environment
- Cultural Orientations is defined as stated in cultural self-assessment such as the Cultural Orientation Framework by Rosinski.

Personal information as part of the input to the process of Engage in Trust-Building is

- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the description of this input is inadequate or incomplete (please, give details)? Open-ended question

Personal Curiosity as part of the input to the process of Engage in Trust-Building is

- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the description of this input is inadequate or incomplete (please, give details)? Open-ended question

Small Talk as part of the input to the process of Engage in Trust-Building is

- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the description of this input is inadequate or incomplete (please, give details)? Open-ended question

Cultural Orientations as part of the input to the process of Engage in Trust-Building is

- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the description of this input is inadequate or incomplete (please, give details)? Open-ended question

Are there further inputs to this process of Engage in Trust-Building which haven't been considered yet (please, give details)? Open-ended question

Methods

- Collaborative games is defined as all the games the team members can play together in a virtual environment.
- Virtual worlds is defined as a simulated world where people communicate through avatars
- Social media and networks can include large public social media networks such as Facebook, LinkedIn, XING and others or company-specific who-is-who installations.

To use *Collaborative games* as a method in the process of Engage in Trust-Building is

- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the explanation of this method is inadequate or incomplete (please, give details)? Open-ended question

To use *Virtual Worlds* as a method in the process of Engage in Trust-Building is

- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the explanation of this method is inadequate or incomplete (please, give details)? Open-ended question

To use *Social Media and Networks* as a method in the process of Engage in Trust-Building is:

- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the explanation of this method is inadequate or incomplete (please, give details)? Open-ended question

Are there further methods to this process of Engage in Trust-Building which haven't been considered yet (please, give details)? Open-ended question

Outputs

- Improved team performance is defined in the Give & Receive Feedback process

To expect *Improved Team Performance* as an output in the process of Engage in Trust-Building is

- ☐ extremely significant
- ☐ very significant
- ☐ moderately significant
- ☐ slightly significant
- ☐ not significant

Do you think the meaning of this output is inadequate or incomplete (please, give details)? Open-ended question

Are there further outputs to this process of Engage in Trust-Building which haven't been considered yet (please, give details)? Open-ended question

The process of Engage in Trust-Building is defined through these inputs, methods and outputs.

Do you think the definition of this process altogether is inadequate or incomplete (please, give details)? Open-ended question

From second round on these open-ended questions will be presented as an accumulation of themes according to previous coding. The experts will be asked for their level of agreement and further comments.

Level 1: Basic

At this level the team has awareness on what is required to increase the performance of the virtual team. All the quick wins have been implemented and the team performance increased, productivity increased, the level of conflict decreased and the team members develop trust and deepen their relationships.

KPIs

Please select the KPIs defining the basic level:

- ☐ Sometimes we keep records on regular social activities, that are repetitive in nature and style
- ☐ We keep some records on time spent for each team member and number of team members attending social activities
- ☐ We once recorded how the variety of social activities match the team culture

Do you think the definition of this level for this process inadequate or incomplete? Open-ended question

From second round on these open-ended questions will be presented as an accumulation of themes according to previous coding. The experts will be asked for their level of agreement and further comments.

Level 2: Advanced

At this level, all elements of the VTMM® are present. The virtual team has a positive culture, the different tools are used for different tasks and the virtual team processes are fully implemented or the decisions not implementing them have been well documented. The level of conflict is low and the performance is high. The team invests time into the relationship with other team members. Complex tasks are managed successfully and issues are tabled early and dealt with efficiently.

KPIs

Please select the KPIs defining the advanced level:

- ☐ Sometimes we keep records on regular social activities, that are repetitive in nature and style
- ☐ Often, we keep records on regular social activities
- ☐ We keep some records on time spent for each team member and number of team members attending social activities
- ☐ We mostly keep records on time spent for each team member and number of team members attending social activities
- ☐ We once recorded how the variety of social activities match the team culture
- ☐ We sometimes record how the variety of social activities match the team culture

Do you think the definition of this level for this process inadequate or incomplete? Open-ended question

From second round on these open-ended questions will be presented as an accumulation of themes according to previous coding. The experts will be asked for their level of agreement and further comments.

Level 3: Mastery

All elements are present to the needed levels. The team is in a state of “flow” and the performance is very high. The team has implemented knowledge management processes and works on the optimisation of the virtual team processes, the tools and its culture. Team members are enjoying being on the team and the project progresses according to schedule, budget and scope, including the right quality.

KPIs

Please select the KPIs defining the advanced level:

- ☐ Often, we keep records on regular social activities
- ☐ We always keep records on regular, repetitive social activities
- ☐ We mostly keep records on time spent for each team member and number of team members attending social activities
- ☐ We keep all records on time spent for each team member and number of team members attending social activities
- ☐ We once recorded how the variety of social activities match the team culture
- ☐ We sometimes record how the variety of social activities match the team culture
- ☐ We always record how the diversity of social activities match the team culture

Do you think the definition of this level for this process inadequate or incomplete? Open-ended question

From second round on these open-ended questions will be presented as an accumulation of themes according to previous coding. The experts will be asked for their level of agreement and further comments.

D.1.9. Define Information Management

The management of information is important to keep a clear understanding about the task, the decisions, the action items and the versioning of the documents.

For the success of a virtual team the process of Define Information Management is:

- ☐ extremely relevant
- ☐ very relevant
- ☐ moderately relevant
- ☐ slightly relevant
- ☐ not relevant

What is the rational for choosing this level of relevance for this process? Open-ended question

From second round on open-ended questions will be presented as an accumulation of themes according to previous coding. The experts will be asked for their level of agreement and further comments.

The processes are described in terms of inputs, methods and outputs.

Inputs

- Documents is defined as any generated piece of information available in electronic media
- Agree Rules of document management is defined as how the team will manage the information. This can be naming conventions, storage locations, work flows, distributions Agree Rules, also as defined in the team charter.
- Cultural Orientations is defined as stated in cultural self-assessment such as the Cultural Orientation Framework by Rosinski.

Documents as part of the input to the process of Define Information Management is

- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the description of this input is inadequate or incomplete (please, give details)? Open-ended question

Agree Rules of Document Management as part of the input to the process of Define Information Management is

- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the description of this input is inadequate or incomplete (please, give details)? Open-ended question

Cultural Orientations as part of the input to the process of Define Information Management is

- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the description of this input is inadequate or incomplete (please, give details)? Open-ended question

Are there further inputs to this process of Define Information Management which haven't been considered yet (please, give details)? Open-ended question

Methods

- File management systems is defined as the system which distributed files and links to documents.
- Document management system is defined as database-supported management of the documents.
- Virtual team information system can be any information system supporting the management of information on the team.

To use *File Management Systems* as a method in the process of Define Information Management is

- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the explanation of this method is inadequate or incomplete (please, give details)? Open-ended question

To use *Document Management Systems* as a method in the process of Define Information Management is

- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the explanation of this method is inadequate or incomplete (please, give details)? Open-ended question

To use *Virtual Team Information system* as a method in the process Define Information Management is

- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the explanation of this method is inadequate or incomplete (please, give details)? Open-ended question

Are there further methods to this process of Define Information Management which haven't been considered yet (please, give details)? Open-ended question

Outputs

- Structured information is defined as easy and quick access to required information and/or documents
- Maintained information is defined as up-to-date information on the team.

To expect *Structured Information* as an output in the process of Define Information Management is

- ☐ extremely significant
- ☐ very significant
- ☐ moderately significant
- ☐ slightly significant
- ☐ not significant

Do you think the meaning of this output is inadequate or incomplete (please, give details)?

Open-ended question

To expect *Maintained Information* as an output in the process of Define Information Management is

- ☐ extremely significant
- ☐ very significant
- ☐ moderately significant
- ☐ slightly significant
- ☐ not significant

Do you think the meaning of this output is inadequate or incomplete (please, give details)?

Open-ended question

Are there further outputs to this process of Define Information Management which haven't been considered yet (please, give details)? Open-ended question

The process of Define Information Management is defined through these inputs, methods and outputs.

Do you think the definition of this process altogether is inadequate or incomplete (please, give details)? Open-ended question

From second round on these open-ended questions will be presented as an accumulation of themes according to previous coding. The experts will be asked for their level of agreement and further comments.

Level 1: Basic

At this level the team has awareness on what is required to increase the performance of the virtual team. All the quick wins have been implemented and the team performance increased, productivity increased, the level of conflict decreased and the team members develop trust and deepen their relationships.

KPIs

Please select the KPIs defining the basic level:

- ☐ We have an agreed information distribution process and users using a filing system like share storage
- ☐ We use a share folder to upload documents and share within our team google drive
- ☐ Team members follow the information distribution process
- ☐ Team members follow the document control process
- ☐ We keep the number of change requests in the log history of documents
- ☐ Just the authorised team members have access to documents
- ☐ We informally track variations from our document control processes

Do you think the definition of this level for this process inadequate or incomplete? Open-ended question

From second round on these open-ended questions will be presented as an accumulation of themes according to previous coding. The experts will be asked for their level of agreement and further comments.

Level 2: Advanced

At this level, all elements of the VTMM® are present. The virtual team has a positive culture, the different tools are used for different tasks and the virtual team processes are fully implemented or the decisions not implementing them have been well documented. The level of conflict is low and the performance is high. The team invests time into the relationship with other team members. Complex tasks are managed successfully and issues are tabled early and dealt with efficiently.

KPIs

Please select the KPIs defining the advanced level:

- ☐ We have an agreed information distribution process and users using a filing system like share storage
- ☐ We have an agreed process with more controlled share + collaboration functionality such as sharepoint or google drive
- ☐ We use a share folder to upload documents and share within our team google drive
- ☐ We use a tool to control versions of documents like sharepoint
- ☐ Team members follow the information distribution process
- ☐ Team members follow and improve the information distribution process
- ☐ Team members follow the document control process
- ☐ Team members follow and improve the document control process
- ☐ We keep the number of change requests in the log history of documents
- ☐ We use a tool to record number of change requests on our basedlined documentation
- ☐ Just the authorised team members have access to documents
- ☐ We have different storage for keeping documents and stakeholder have access to documents based on their permissions
- ☐ We informally track variations from our document control processes
- ☐ We track variations from our document control processes using standardised templates

Do you think the definition of this level for this process inadequate or incomplete? Open-ended question

From second round on these open-ended questions will be presented as an accumulation of themes according to previous coding. The experts will be asked for their level of agreement and further comments.

Level 3: Mastery

All elements are present to the needed levels. The team is in a state of “flow” and the performance is very high. The team has implemented knowledge management processes and works on the optimisation of the virtual team processes, the tools and its culture.

Team members are enjoying being on the team and the project progresses according to schedule, budget and scope, including the right quality.

KPIs

Please select the KPIs defining the advanced level:

- ☐ We have an agreed process with more controlled share + collaboration functionality such as sharepoint or google drive
- ☐ We have an agreed process with more controlled share + collaboration functionality such as DMS
- ☐ We use a tool to control versions of documents like sharepoint
- ☐ We use an integrated tool to control versions of documents
- ☐ Team members follow and improve the information distribution process
- ☐ Team members are trained to follow and improve the information distribution process
- ☐ Team members follow and improve the document control process
- ☐ Team members are trained to follow and improve the document control process
- ☐ We use a tool to record number of change requests on our baselined documentation
- ☐ We use a DMS to keep all of changes on our information
- ☐ We have different storage for keeping documents and stakeholder have access to documents based on their permissions
- ☐ We use an integrated tool to control all aspects of documents such DMS tools
- ☐ We use a tool to track variations from our document control processes

Do you think the definition of this level for this process inadequate or incomplete? Open-ended question

From second round on these open-ended questions will be presented as an accumulation of themes according to previous coding. The experts will be asked for their level of agreement and further comments.

D.1.10. Give Rewards & Recognitions

This process appraises positive behaviour and discourages undesired behaviour. It is important to support the team culture.

For the success of a virtual team the process of Give Rewards & Recognitions is:

- ☐ extremely relevant
- ☐ very relevant
- ☐ moderately relevant
- ☐ slightly relevant
- ☐ not relevant

What is the rational for choosing this level of relevance for this process? Open-ended question

From second round on open-ended questions will be presented as an accumulation of themes according to previous coding. The experts will be asked for their level of agreement and further comments.

The processes are described in terms of inputs, methods and outputs.

Inputs

- Nominations is defined as candidates for individual or team recognitions
- Agree Rules of rewards & recognition is defined as who is qualifying for which reward & recognition as defined in the team charter.
- Cultural orientations are defined in the Organise Get-to-know-each-other process.

Nominations as part of the input to the process of Give Rewards & Recognitions is

- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the description of this input is inadequate or incomplete (please, give details)? Open-ended question

Agree Rules of Give Rewards & Recognitions as part of the input to the process of Give Rewards & Recognitions is

- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important

☐ not important

Do you think the description of this input is inadequate or incomplete (please, give details)? Open-ended question

Are there further inputs to this process of Reward & recognition which haven't been considered yet (please, give details)? Open-ended question

Methods

- Appraisal meetings is defined as the special meeting where the periodic rewards and recognitions
- Awards are meaningful symbols and incentives adapted to the cultural orientation of the candidate.

To use *Appraisal Meetings* as a method in the process of Give Rewards & Recognitions is

- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the explanation of this method is inadequate or incomplete (please, give details)? Open-ended question

To use *Awards* as a method in the process of Rewards & Recognition is

- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the explanation of this method is inadequate or incomplete (please, give details)? Open-ended question

Are there further methods to this process of Rewards & Recognition which haven't been considered yet (please, give details)? Open-ended question

Outputs

- Increased team performance is defined in the Give & Receive Feedback process
- Increased individual performance is a higher commitment and identification of the team member with the team and the purpose of the team.

To expect *Increased Team Performance* as an output in the process of Give Rewards & Recognitions is

- ☐ extremely significant
- ☐ very significant
- ☐ moderately significant
- ☐ slightly significant
- ☐ not significant

Do you think the meaning of this output is inadequate or incomplete (please, give details)?

Open-ended question

To expect *Increased Individual Performance* as an output in the process of Give Rewards & Recognitions is

- ☐ extremely significant
- ☐ very significant
- ☐ moderately significant
- ☐ slightly significant
- ☐ not significant

Do you think the meaning of this output is inadequate or incomplete (please, give details)?

Open-ended question

Are there further outputs to this process of Rewards & Recognition which haven't been considered yet (please, give details)? Open-ended question

The process of Give Rewards & Recognitions is defined through these inputs, methods and outputs.

Do you think the definition of this process altogether is inadequate or incomplete (please, give details)? Open-ended question

From second round on these open-ended questions will be presented as an accumulation of themes according to previous coding. The experts will be asked for their level of agreement and further comments.

Level 1: Basic

At this level the team has awareness on what is required to increase the performance of the virtual team. All the quick wins have been implemented and the team performance increased, productivity increased, the level of conflict decreased and the team members develop trust and deepen their relationships.

KPIs

Please select the KPIs defining the basic level:

- ☐ We sometimes apply the rewards & recognitions available within your company
- ☐ We have some virtual team specifics rewards & recognitions for individual performance defined
- ☐ These rewards & recognitions are sometimes appreciated by the virtual team members
- ☐ We have simple team rewards & recognitions defined
- ☐ We have informally planned targets for individual rewards & recognitions
- ☐ We have informally planned targets for team rewards & recognitions
- ☐ We have ad hoc rewards & recognitions for different project phases

Do you think the definition of this level for this process inadequate or incomplete? Open-ended question

From second round on these open-ended questions will be presented as an accumulation of themes according to previous coding. The experts will be asked for their level of agreement and further comments.

Level 2: Advanced

At this level, all elements of the VTMM® are present. The virtual team has a positive culture, the different tools are used for different tasks and the virtual team processes are fully implemented or the decisions not implementing them have been well documented. The level of conflict is low and the performance is high. The team invests time into the relationship with other team members. Complex tasks are managed successfully and issues are tabled early and dealt with efficiently.

KPIs

Please select the KPIs defining the advanced level:

- ☐ We sometimes apply the rewards & recognitions available within your company
- ☐ We often apply the rewards & recognitions available within your company
- ☐ We have some virtual team specifics rewards & recognitions for individual performance defined
- ☐ We have many virtual team specifics rewards & recognitions for individual performance defined
- ☐ These rewards & recognitions are sometimes appreciated by the virtual team members
- ☐ These rewards & recognitions are often appreciated by the virtual team members
- ☐ We have simple team rewards & recognitions
- ☐ We have some ad hoc team rewards & recognitions defined
- ☐ We have informally planned targets for individual rewards & recognitions
- ☐ We have formally planned targets for individual rewards & recognitions
- ☐ We have informally planned targets for team rewards & recognitions
- ☐ We have formally planned targets for team rewards & recognitions
- ☐ We have ad hoc rewards & recognitions for different project phases
- ☐ We have informal rewards & recognitions for different project phases

Do you think the definition of this level for this process inadequate or incomplete? Open-ended question

From second round on these open-ended questions will be presented as an accumulation of themes according to previous coding. The experts will be asked for their level of agreement and further comments.

Level 3: Mastery

All elements are present to the needed levels. The team is in a state of “flow” and the performance is very high. The team has implemented knowledge management processes and works on the optimisation of the virtual team processes, the tools and its culture. Team members are enjoying being on the team and the project progresses according to schedule, budget and scope, including the right quality.

KPIs

Please select the KPIs defining the advanced level:

- ☐ We often apply the rewards & recognitions available within your company
- ☐ We always apply the rewards & recognitions available within your company
- ☐ We have many virtual team specifics rewards & recognitions for individual performance defined
- ☐ We have many virtual team specifics rewards & recognitions for individual performance defined and apply them always
- ☐ These rewards & recognitions are often appreciated by the virtual team members
- ☐ These rewards & recognitions are very much appreciated by the virtual team members
- ☐ We have some ad hoc rewards & recognitions defined
- ☐ We have specific rewards & recognitions defined
- ☐ We have formally planned targets for team rewards & recognitions
- ☐ We have formally planned targets for team rewards & recognitions open for improvement
- ☐ We have formally planned targets for individual rewards & recognition
- ☐ We have formally planned targets for individual rewards & recognitions open for improvement
- ☐ We have informal different rewards & recognitions for different project phases
- ☐ We have different rewards & recognitions for different project phases planned

Do you think the definition of this level for this process inadequate or incomplete? Open-ended question

From second round on these open-ended questions will be presented as an accumulation of themes according to previous coding. The experts will be asked for their level of agreement and further comments.

D.1.11. Arrange Ramping-Down

This process manages the how the virtual team is dissolved.

For the success of a virtual team the process of Arrange Ramping-Down is:

- ☐ extremely relevant
- ☐ very relevant

- ☐ moderately relevant
- ☐ slightly relevant
- ☐ not relevant

What is the rational for choosing this level of relevance for this process? Open-ended question

From second round on open-ended questions will be presented as an accumulation of themes according to previous coding. The experts will be asked for their level of agreement and further comments.

The processes are described in terms of inputs, methods and outputs.

Inputs

- Team Charter is defined in the Organise Get-to-know-each-other-process
- Leadership charter is defined in the Organise Get-to-know-each-other-process
- Personal contribution is defined as anything team members want to share with the other team members.

Team Charter as part of the input to the process of Arrange Ramping-Down is

- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the description of this input is inadequate or incomplete (please, give details)? Open-ended question

Leadership charter as part of the input to the process of Arrange Ramping-Down is

- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the description of this input is inadequate or incomplete (please, give details)? Open-ended question

Personal Contribution as part of the input to the process of Arrange Ramping-Down is

- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the description of this input is inadequate or incomplete (please, give details)? Open-ended question

Are there further inputs to this process of Arrange Ramping-Down which haven't been considered yet (please, give details)? Open-ended question

Methods

- Lessons learned meeting is defined as a structured run-through of the project with a focus on the performance of the team.
- Good-bye meeting is defined as the last meeting of the team to close the team formally.

To use *Lessons Learned Meeting* as a method in the process of Arrange Ramping-Down is

- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the explanation of this method is inadequate or incomplete (please, give details)? Open-ended question

To use *Good-Bye Meeting* as a method in the process of Arrange Ramping-Down is

- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the explanation of this method is inadequate or incomplete (please, give details)? Open-ended question

Are there further methods to this process of Arrange Ramping-Down which haven't been considered yet (please, give details)? Open-ended question

Outputs

- Lessons learned report is a document which captures all aspects of the virtual team performance.
- „Dissolved“ team is defined as the formal end of the team.

To expect a *Lessons Learned Report* as an output in the process of Arrange Ramping-Down is

- ☐ extremely significant
- ☐ very significant
- ☐ moderately significant
- ☐ slightly significant
- ☐ not significant

Do you think the meaning of this output is inadequate or incomplete (please, give details)? Open-ended question

To expect a *“dissolved” team* as an output in the process of Arrange Ramping-Down is

- ☐ extremely significant
- ☐ very significant
- ☐ moderately significant
- ☐ slightly significant
- ☐ not significant

Do you think the meaning of this output is inadequate or incomplete (please, give details)? Open-ended question

Are there further outputs to this process of Arrange Ramping-Down which haven't been considered yet (please, give details)? Open-ended question

The process of Arrange Ramping-Down is defined through these inputs, methods and outputs.

Do you think the definition of this process altogether is inadequate or incomplete (please, give details)? Open-ended question

From second round on these open-ended questions will be presented as an accumulation of themes according to previous coding. The experts will be asked for their level of agreement and further comments.

Level 1: Basic

At this level the team has awareness on what is required to increase the performance of the virtual team. All the quick wins have been implemented and the team performance increased, productivity increased, the level of conflict decreased and the team members develop trust and deepen their relationships.

KPIs

Please select the KPIs defining the basic level:

- ☐ We have an informal kick-out meeting at the end of the project
- ☐ We have an informal lessons learned process at the end of a project phase or at the end of the project
- ☐ We celebrate the completion of a project phase with your team simple and informally
- ☐ We sometimes stay in contact with your virtual team members after the end of a project
- ☐ We have a simple and informal farewell celebration when a team member leaves the virtual team
- ☐ We do not honour the contributions of a team member leaving the virtual team

Do you think the definition of this level for this process inadequate or incomplete? Open-ended question

From second round on these open-ended questions will be presented as an accumulation of themes according to previous coding. The experts will be asked for their level of agreement and further comments.

Level 2: Advanced

At this level, all elements of the VTMM® are present. The virtual team has a positive culture, the different tools are used for different tasks and the virtual team processes are fully implemented or the decisions not implementing them have been well documented. The level of conflict is low and the performance is high. The team invests time into the

relationship with other team members. Complex tasks are managed successfully and issues are tabled early and dealt with efficiently.

KPIs

Please select the KPIs defining the advanced level:

- ☐ We have an informal kick-out meeting at the end of the project
- ☐ We have a formal kick-out meeting at the end of the project
- ☐ We have an informal lessons learned process at the end of a project phase or at the end of the project
- ☐ We have a formal lessons learned process at the end of a project phase or at the end of the project
- ☐ We celebrate the completion of a project phase with your team simple and informally
- ☐ We celebrate the completion of a project phase with your team simple and formally
- ☐ We sometimes stay in contact with your virtual team members after the end of a project
- ☐ We often stay in contact with your virtual team members after the end of a project
- ☐ We have a simple and informal farewell celebration when a team member leaves the virtual team
- ☐ We have a simple and formal farewell celebration when a team member leaves the virtual team
- ☐ We do not honour the contributions of a team member leaving the virtual team
- ☐ We sometimes honour the contributions of a team member leaving the virtual team

Do you think the definition of this level for this process inadequate or incomplete? Open-ended question

From second round on these open-ended questions will be presented as an accumulation of themes according to previous coding. The experts will be asked for their level of agreement and further comments.

Level 3: Mastery

All elements are present to the needed levels. The team is in a state of “flow” and the performance is very high. The team has implemented knowledge management processes and works on the optimisation of the virtual team processes, the tools and its culture. Team members are enjoying being on the team and the project progresses according to schedule, budget and scope, including the right quality.

KPIs

Please select the KPIs defining the advanced level:

- ☐ We have a formal kick-out meeting at the end of the project
- ☐ We have a formal kick-out meeting at the end of the project with approval process
- ☐ We have a formal lessons learned process at the end of a project phase or at the end of the project
- ☐ We have a formal lessons learned process at the end of a project phase or at the end of the project with approval process
- ☐ We celebrate the completion of a project phase with our team simple and formally
- ☐ We celebrate the completion of a project phase with our team formally with approval process for next phases
- ☐ We often stay in contact with your virtual team members after the end of a project
- ☐ We always stay in contact with your virtual team members after the end of a project
- ☐ We have a simple and formal farewell celebration when a team member leaves the virtual team
- ☐ We have a formal farewell celebration when a team member leaves the virtual team
- ☐ We sometimes honour the contributions of a team member leaving the virtual team
- ☐ We always honour the contributions of a team member leaving the virtual team

Do you think the definition of this level for this process inadequate or incomplete? Open-ended question

From second round on these open-ended questions will be presented as an accumulation of themes according to previous coding. The experts will be asked for their level of agreement and further comments.

D.2. EXPERT SURVEY using the DELPHI-METHOD to validate VTMM® Processes, 2nd round

What is new?

After the first round of our Delphi-experiment, the processes of VTMM® have been evaluated as important. However, in our daily practice, we observed that the processes are absent within virtual teamwork.

In this round of the Delphi-experiment we want to identify which processes are applied on virtual teams and which are missing. We also want to identify possible obstacles for the implementation of the processes.

A corresponding set of questions has been added to each process. (How present is the process of get-to know-each-other in your actual team? What does prevent a virtual team from applying this process in day-to-day practice? (open-ended question))

Furthermore, participants' suggestions to clarify definitions have been incorporated.

Additional inputs, methods and outputs suggested by more than 15% of the participants, have been defined and are subject to the 2nd round survey.

What shall be confirmed?

Delphi method aims to reach convergence among the answers.

One criterion recommends that consensus is achieved by having 80 percent of subjects' votes fall within two categories on a seven-point scale (Ulschak, 1983).

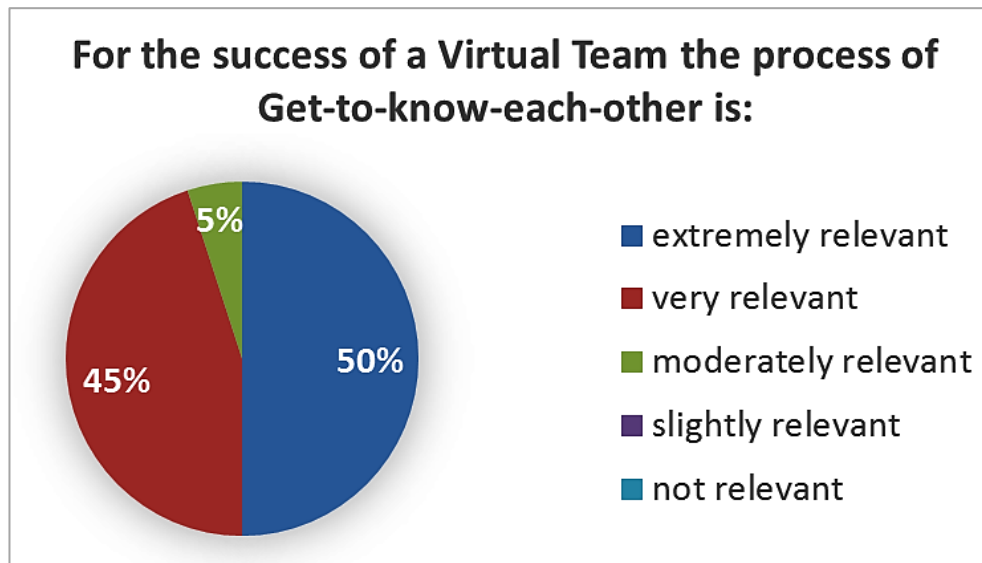
The importance of processes, inputs, methods and outputs were rated on a five-point likert scale (extremely important, very important, moderately important, slightly important, not important). We follow Ulschak's approach and accumulate the answers of round 1 to see if agreement can be reached about votes falling within the two highest categories (extremely important, very important).

KPIs chosen by 75% of the participants are accumulated to define a certain level of maturity. KPIs that have not been chosen by 75% of the participants will no longer be listed.

However, when participants persist in differing from the accumulated mode, they are asked to provide reason.

D.2.1. Organise Get-to-know-each-other

The first round of Delphi Expert Survey showed the following results:



95% of the participants rated the process of Organise Get-to-know-each-other as very or extremely relevant.

Do you agree to the process of Organise Get-to-know-each-other being very or extremely relevant:

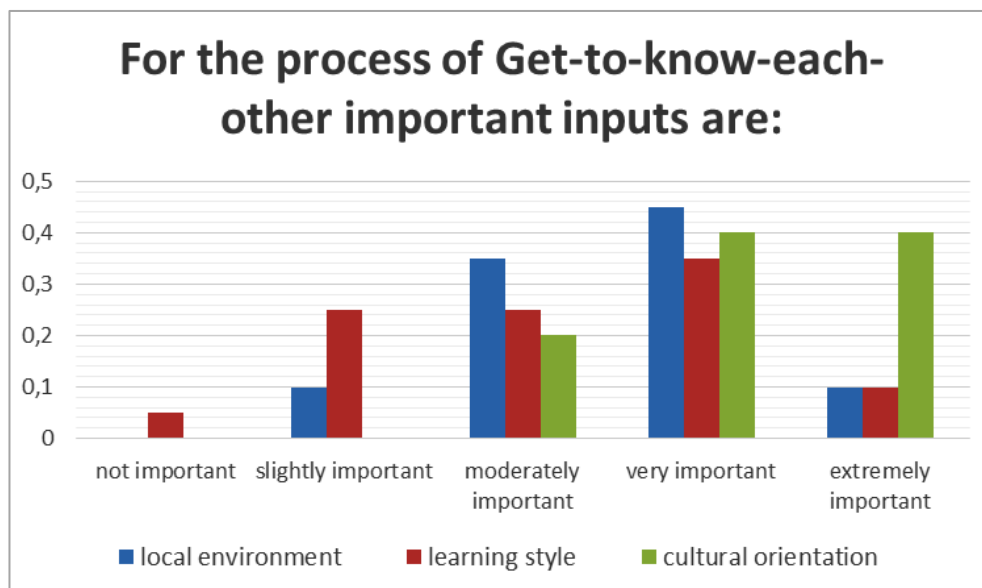
- ☐ I agree
- ☐ I disagree, because...(give details).

The processes are described in terms of inputs, methods and outputs.

Inputs

- Team member local environment is defined as the country where the team member lives in. It includes local food, regulations, traditions, religious holidays, working environment etc.
- Individual learning styles is defined as the learning style of the team member. This considers the different pattern of acquiring and processing information, leading to individual ability to adapt to changes and learn new techniques.
- Cultural Orientations is defined as an inclination to think, feel or act in a way that is culturally determined. It affects areas of power and responsibility, time management, identity and purpose of life, organisational arrangements, communication patterns and so on. It is based on the Cultural Orientations Framework (COF) by Philippe Rosinski described in his book *Coaching Across Cultures* (2003).

The first round of Delphi Expert Survey showed the following results:



A majority, 55% of the participants rated the input of *Local Environment* as very or extremely important.

The input of *Local environment* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

A Minority, 45% of the participants rated the input of *Learning Style* as very or extremely important.

The input of *Learning Style* is not very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

A Majority, 80% of the participants rated the input of *Cultural Orientation* as very or extremely important.

The input of *Cultural Orientation* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

It was suggested by 20% of the participants to include as an input:

- Personal experience and position is defined as the professional background and work experience as well as each team members function within the team and/or organisation.

Personal experience and position as part of the input to the process of Organise Get-to-know-each-other is

- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the description of this input is inadequate or incomplete (please, give details)? Open-ended question

From recent practical experience another input should be included:

- Media competence is the ability to use the collaboration tools in an efficient manner to communicate successfully in virtual communication interactions.

Media competence as part of the input to the process of Organise Get-to-know-each-other is

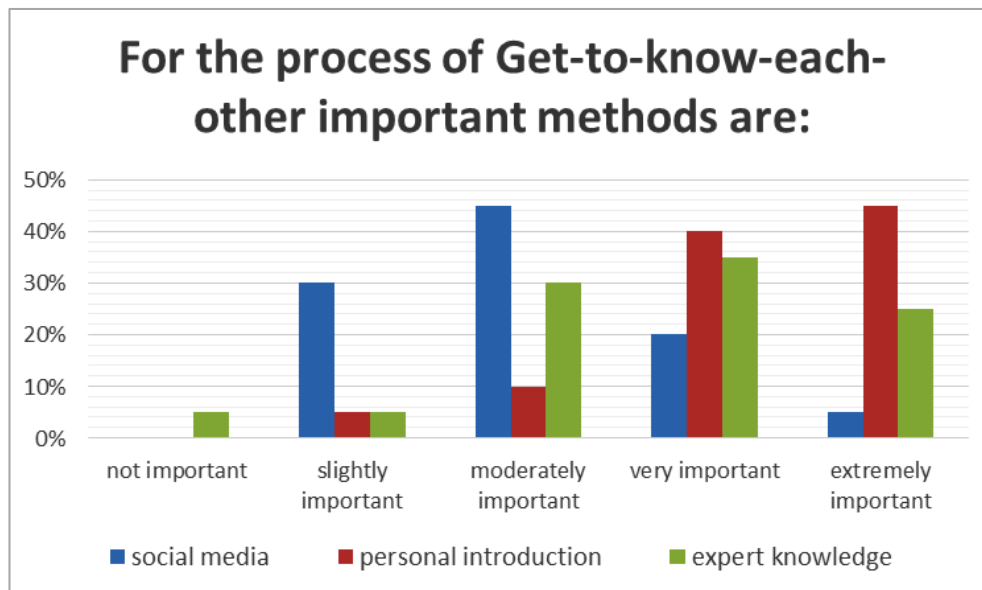
- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the description of this input is inadequate or incomplete (please, give details)? Open-ended question

Methods

- Social media and networks can include large public social media networks such as Facebook, LinkedIn, XING and others or company-specific who-is-who installations.
- Personal introductions are defined as the number of information team members are willing to share with each other.
- Expert knowledge is defined as the knowledge of the team leader and the team members about this process.

The first round of Delphi Expert Survey showed the following results:



A minority, 25% of the participants rated the method of *Social Media* as very or extremely important.

The method of *Social Media* is not very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

A majority, 85% of the participants rated the method of *Personal introduction* as very or extremely important.

The method of *Personal introduction* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

A majority, 60% of the participants rated the method of *Expert Knowledge* as very or extremely important.

The method of *Expert Knowledge* is very or extremely important:

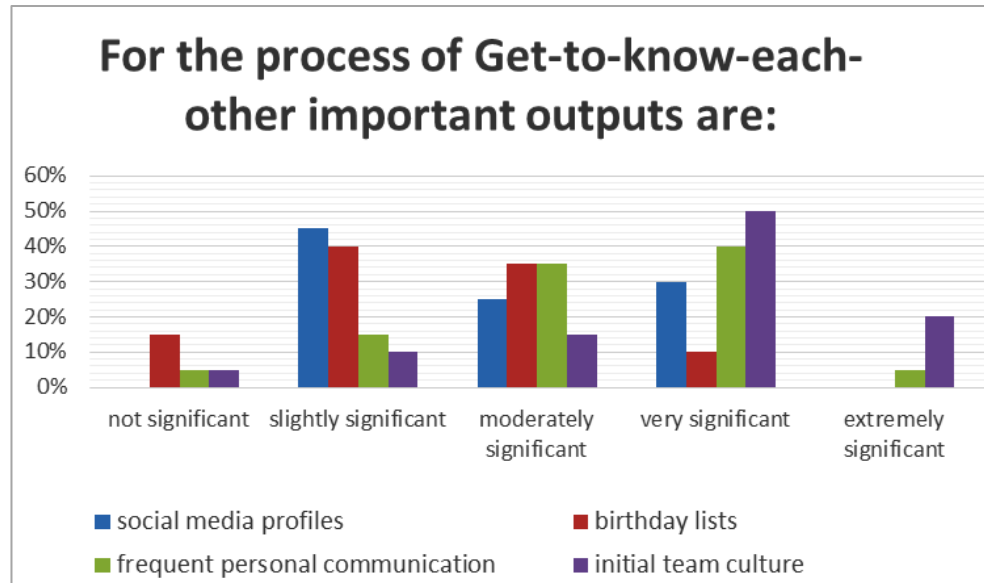
- ☐ I agree
- ☐ I disagree, because...(give details).

Outputs

- Social Media Profile contains personal information and is accessible through the internet. Typical platforms are LinkedIn, XING, Google+ or Facebook.

- Birthday list has all the birthdays of all team members listed. The team also decided how the birthdays will be celebrated virtually.
- Number of personal communications measures how frequently the team members communicate about other things than work and performance using instant messaging tools such as Skype.
- Initial team culture defines the emergent culture of this particular team. It can be positive or negative based on the results of the Organise Get-to-know-each-other process.

The first round of Delphi Expert Survey showed the following results:



A minority, 30% of the participants rated the outputs of *Social Media profiles* as very or extremely significant.

The output of *Social Media Profiles* is not very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

A minority, 10% of the participants rated the outputs of *Birthday Lists* as very or extremely significant.

The output of *Birthday Lists* is not very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

A minority, 45% of the participants rated the outputs of *Frequent Personal Communication* as very or extremely significant.

The output of *Frequent Personal Communication* is not very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

A majority, 70% of the participants rated the outputs of *Initial Team Culture* as very or extremely significant.

The output of an *Initial Team Culture* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

It was suggested by 20% of the participants to change *Birthday Lists* as an output into

- Event Lists, which include birthdays as well as important holidays and local customs.

To expect *Event Lists* as an output in the process of Organise Get-to-know-each-other is:

- ☐ extremely significant
- ☐ very significant
- ☐ moderately significant
- ☐ slightly significant
- ☐ not significant

Do you think the description of this input is inadequate or incomplete (please, give details)? Open-ended question

Levels

The performance of a virtual team will be measured in concurrence to Key Performance Indicators (KPIs) accumulated to define the 4 levels of team performance: undefined, basic, advanced and mastery.

Level 0: Undefined

Some elements in one or more domains are implemented and can be measured. This level is the undefined level of team maturity. Virtual teams on this level can be successful. However, the success is based on individual strengths and charisma.

Many of the processes, tools or cultural elements are missing and most likely also unknown to the virtual team members, leaders and sponsors. Therefore, the virtual team does not know what to do to improve the performance of the virtual team.

KPIs

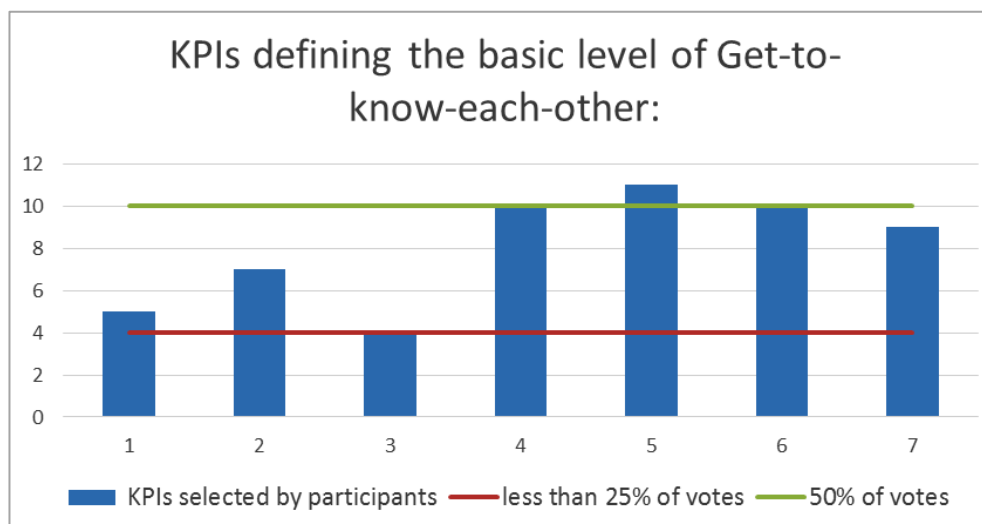
The absence of a majority of KPIs constitutes this level.

The undefined Level is not subject to this survey.

Level 1: Basic

At this level the team has awareness on what is required to increase the performance of the virtual team. All the quick wins have been implemented and the team performance increased, productivity increased, the level of conflict decreased and the team members develop trust and deepen their relationships.

The first round of Delphi Expert Survey showed the following results:

**KPIs**

- 1 All members have a social media profile such as LinkedIn or Facebook.
- 2 Team members celebrate their birthdays sometimes.
- 3 Team members sometimes celebrate all the bank holidays of the different nationalities.
- 4 Team members have pictures from each other, as profile picture.
- 5 Team members seldom chat with each other; sharing private information to learn more about each other.
- 6 Team members sometimes chat with each other; sharing private information to learn.
- 7 Team members know a bit about the family situation of the other team members.

KPIs that have not been chosen by 75% of the participants will no longer be listed (see less than 25% of votes).

50% and more of the participants have chosen the following KPIs:

- Team members have pictures from each other, as profile picture
- Team members seldom chat with each other; sharing private information to learn more about each other
- Team members sometimes chat with each other; sharing private information to learn

Do you agree to these KPIs indicating the basic level of the process of Organise Get-to-know-each-other?

- ☐ I agree
- ☐ I disagree, because...(give details).

The following KPIs were chosen by less than 50% of the participants.

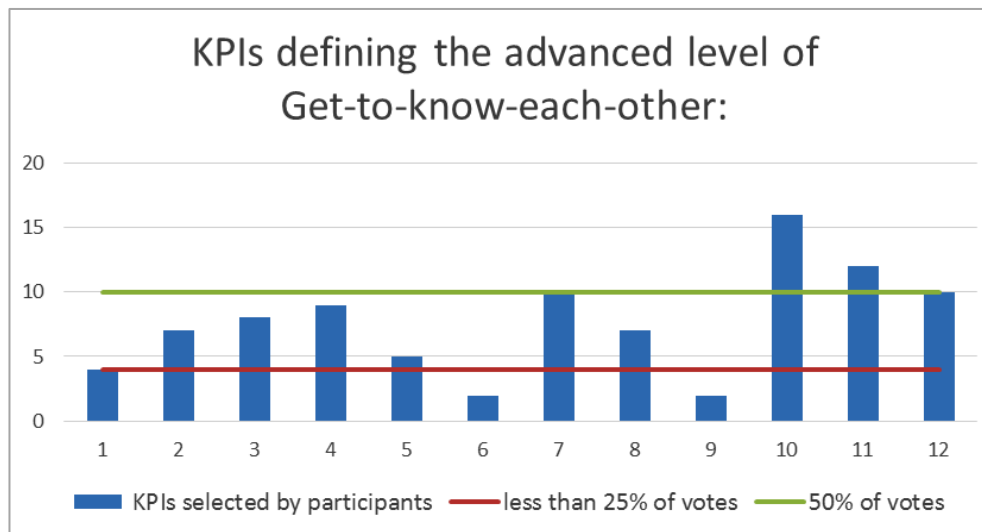
Do you want to include them as KPI to this level?

- ☐ All members have a social media profile such as LinkedIn or Facebook.
- ☐ Team members celebrate their birthdays sometimes
- ☐ Team members know a bit about the family situation of the other team members

Level 2: Advanced

At this level, all elements of the VTMM® are present. The virtual team has a positive culture, the different tools are used for different tasks and the virtual team processes are fully implemented or the decisions not implementing them have been well documented. The level of conflict is low and the performance is high. The team invests time into the relationship with other team members. Complex tasks are managed successfully and issues are tabled early and dealt with efficiently.

The first round of Delphi Expert Survey showed the following results:



KPIs

- 1 All members have a social media profile such as LinkedIn or Facebook.
- 2 All team members maintain their social media profiles and connect to each other
- 3 Team members celebrate their birthdays sometimes
- 4 Team members celebrate their birthdays informally
- 5 Team members sometimes celebrate all the bank holidays of the different
- 6 Team members informally and simple celebrate all their bank holidays.
- 7 Team members have pictures of each other, as profile picture
- 8 Team members have pictures of each other on their computer or desk, as team pictures
- 9 Team members seldom chat with each other; sharing private information
- 10 Team members sometimes chat with each other; sharing private information to learn more about each other
- 11 Team members know a bit about the family situation of the other team members
- 12 Team members know much about the family situation of the other team members

KPIs that have not been chosen by 75% of the participants will no longer be listed (see less than 25% of votes).

50% and more of the participants have chosen the following KPIs:

- Team members have pictures of each other, as profile picture
- Team members sometimes chat with each other; sharing private information to learn more about each other
- Team members know a bit about the family situation of the other team members
- Team members know much about the family situation of the other team members

Do you agree to these KPIs indicating the advanced level of the process of Organise Get-to-know-each-other?

- ☐ I agree
- ☐ I disagree, because...(give details).

The following KPIs were chosen by less than 50% of the participants.

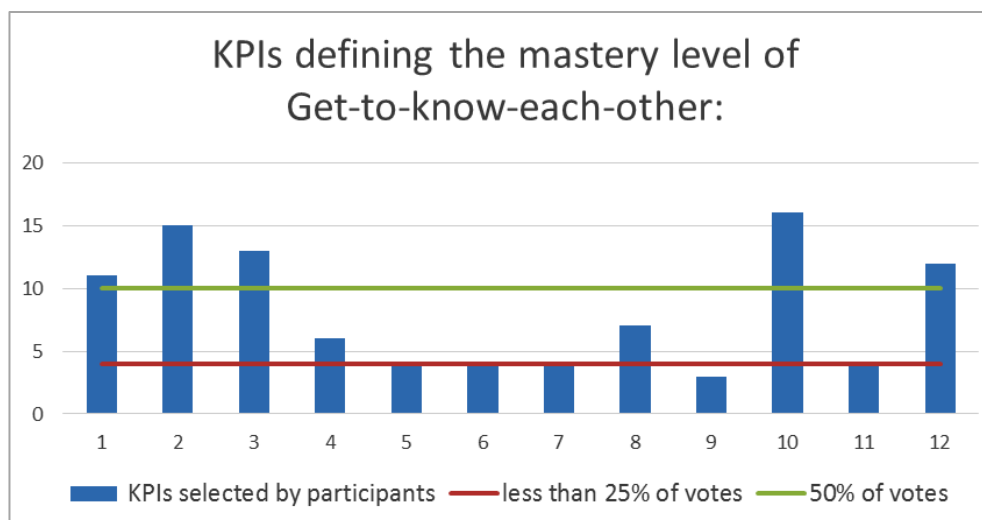
Do you want to include them as KPI to this level?

- ☐ All team members maintain their social media profiles and connect to each other
- ☐ Team members celebrate their birthdays sometimes
- ☐ Team members celebrate their birthdays informally
- ☐ Team members sometimes celebrate all the bank holidays of the different
- ☐ Team members have pictures of each other on their computer or desk, as team pictures

Level 3: Mastery

All elements are present to the needed levels. The team is in a state of “flow” and the performance is very high. The team has implemented knowledge management processes and works on the optimisation of the virtual team processes, the tools and its culture. Team members are enjoying being on the team and the project progresses according to schedule, budget and scope, including the right quality.

The first round of Delphi Expert Survey showed the following results:



KPIs

- 1 All team members maintain their social media profiles and connect to each other

- 2 All team members use the same platform and share information outside work
- 3 Team members celebrate their birthdays informally
- 4 Team members celebrate their birthdays formally
- 5 Team members informally and simple celebrate all their bank holidays.
- 6 Team members formally celebrate all their bank holidays.
- 7 Team members have pictures from each other on their computer or desk, as team pictures
- 8 Team members have many pictures from each other on their computer or desk, taken at different occasions
- 9 Team members sometimes chat with each other; sharing private information to learn more about each other
- 10 Team members frequently chat about everything with each other; sharing private information using individual and team chats
- 11 Team members much know about the family situation of the other team members
- 12 Team members know details about the family situation of the other team members

KPIs that have not been chosen by 75% of the participants will no longer be listed (see less than 25% of votes).

50% and more of the participants have chosen the following KPIs:

- All team members maintain their social media profiles and connect to each other
- All team members use the same platform and share information outside work
- Team members celebrate their birthdays informally
- Team members frequently chat about everything with each other; sharing private information using individual and team chats
- Team members know details about the family situation of the other team members

Do you agree to these KPIs indicating the mastery level of the process of Organise Get-to-know-each-other?

- ☐ I agree
- ☐ I disagree, because...(give details).

The following KPIs were chosen by less than 50% of the participants.

Do you want to include them as KPI to this level?

- ☐ Team members celebrate their birthdays formally
- ☐ Team members have many pictures from each other on their computer or desk, taken at different occasions

Please visualise the virtual team you are currently working with.

How present is the process of get-to know-each-other in your actual team?

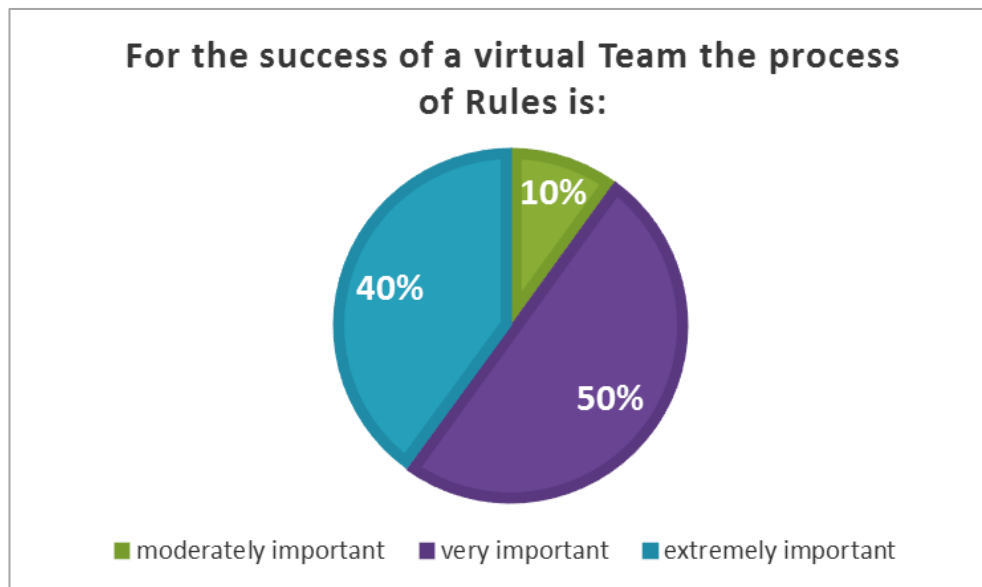
- ☐ Not present
- ☐ Slightly present: some team members know about it, but no one seeks to implement it.
- ☐ Moderately present: we know about it, but haven't implemented it yet.
- ☐ Very present: we all know about it and have implemented it in our daily work.
- ☐ Extremely present: everyone knows about the importance of it and we constantly work on its improvement.

What does prevent a virtual team from applying this process in day-to-day practice? (open-ended question))

D.2.2. Agree Rules

The process of Agree Rules provides the agreement for the virtual collaboration. It offers an orientation for new team members and serves as an arbitrary document in case the team gets into a conflict. It also allows the team members to operate within clearly defined boundaries.

The first round of Delphi Expert Survey showed the following results:



90% of the participants rated the process of Agree Rules as very or extremely relevant.

Do you agree to the process of Agree Rules being very or extremely relevant:

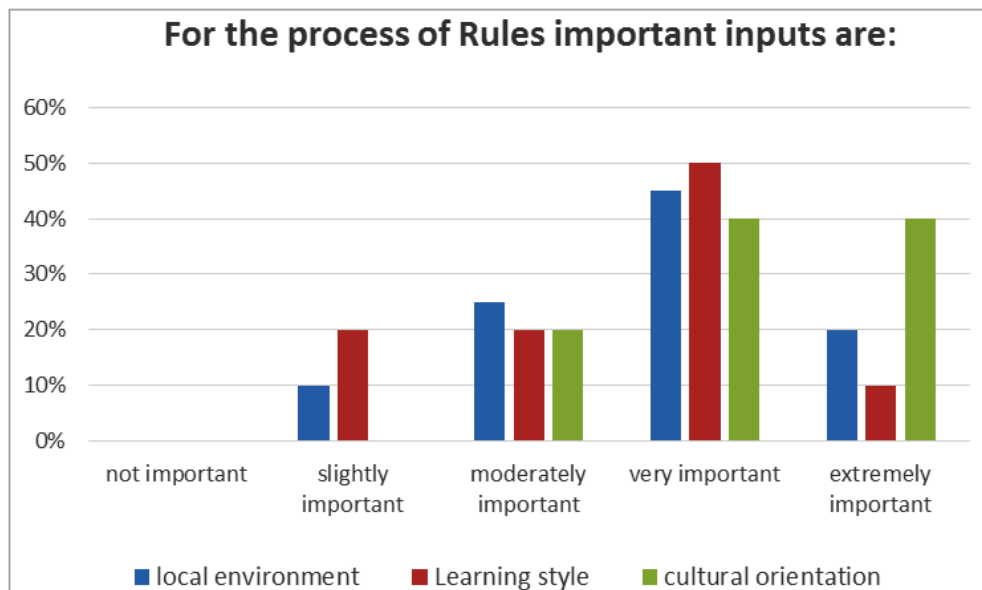
- ☐ I agree
- ☐ I disagree, because...(give details).

The processes are described in terms of inputs, methods and outputs.

Inputs

- Team member local environment is defined as the country where the team member lives in. It includes local food, regulations, traditions, religious holidays, working environment etc.
- Individual learning styles is defined as the learning style of the team member. This considers the different pattern of acquiring and processing information (visual, auditory, kinaesthetic) leading to individual ability to adapt to changes and learn new techniques.
- Cultural Orientations is defined as an inclination to think, feel or act in a way that is culturally determined. It affects areas of power and responsibility, time management, identity and purpose of life, organisational arrangements, communication patterns and so on. It is based on the Cultural Orientations Framework (COF) by Philippe Rosinski described in his book Coaching Across Cultures (2003).

The first round of Delphi Expert Survey showed the following results:



A majority, 65% of the participants rated the input of *Local Environment* as very or extremely important.

The input of *Local Environment* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

A Majority, 60% of the participants rated the input of *Learning Style* as very or extremely important.

The input of *Learning Style* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

A Majority, 80% of the participants rated the input of *Cultural Orientation* as very or extremely important.

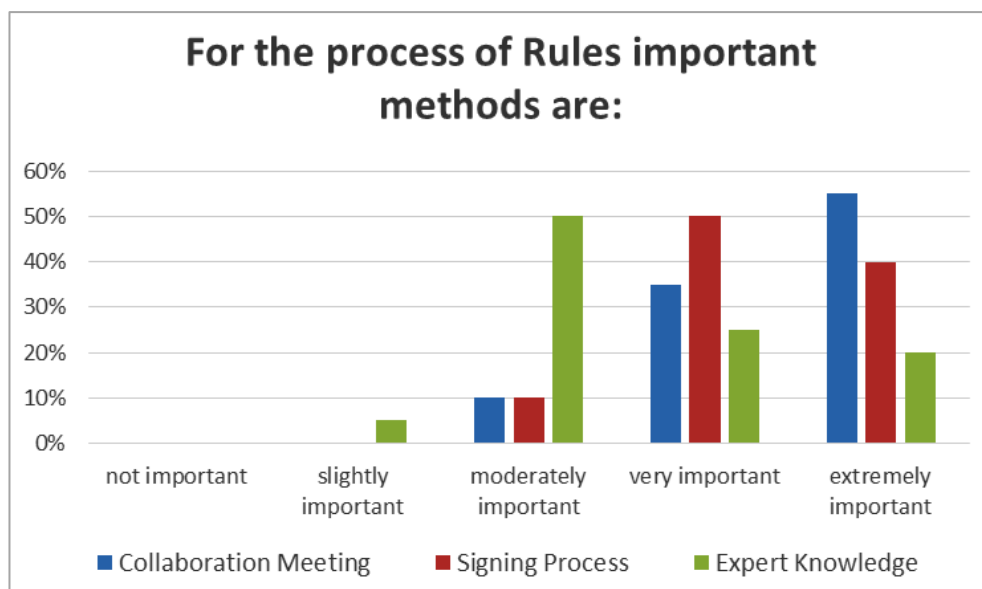
The input of *Cultural Orientation* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

Methods

- Collaboration meeting is a virtual meeting where the team members discuss how they want to work together. This meeting can be repeated through-out the project as a new project phase requires new Agree Rules of collaboration. As a first step the team charter should be discussed, then the leadership and finally the team constitution, stating what is important in the team and what is the spirit of collaboration.
- Signing process is a ritual where the team members commit to the team charter, leadership charter and team constitution.
- Expert knowledge is defined as the knowledge of the team leader and the team members about this process, enriched by a best practise or lessons learned database.
- It was suggested by 10% of the participants to include best practice and lessons learned to Expert Knowledge as a method for this process.

The first round of Delphi Expert Survey showed the following results:



A majority, 90% of the participants rated the method of *Collaboration Meeting* as very or extremely important.

The method of *Collaboration Meeting* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

A Majority, 90% of the participants rated the method of *Signing Process* as very or extremely important.

The method of *Signing Process* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

A Minority, 45% of the participants rated the method of *Expert Knowledge* as very or extremely important.

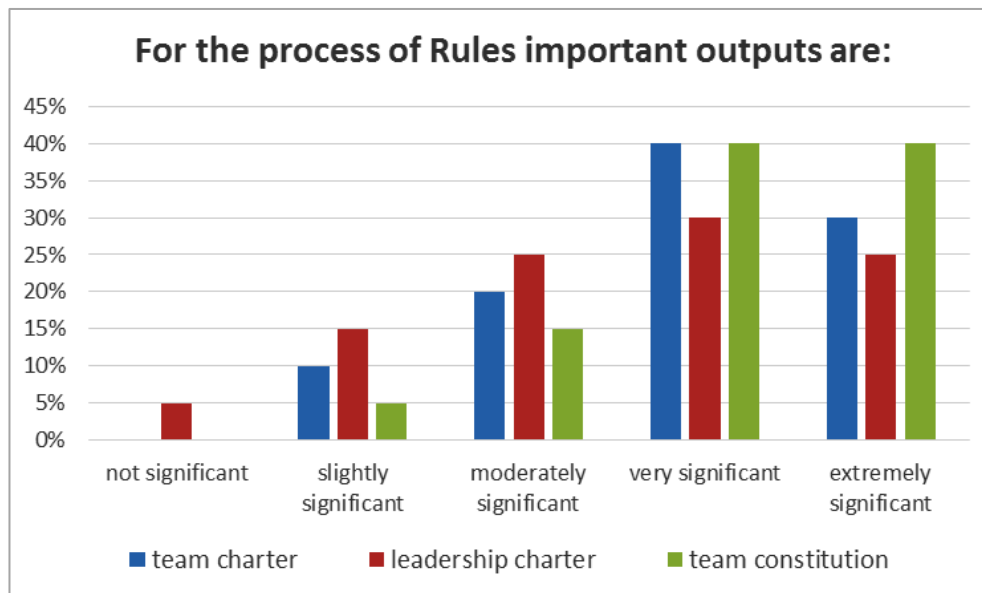
The method of *Expert Knowledge* is not very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

Outputs

- Team charter is defined as the document which defines the social aspects of the team. It illustrates the team's focus and directions while establishing boundaries. Do's and Don'ts of the team members working together.
- Leadership charter defines the leadership aspects of the team. What is the leader allowed to do, where do the leader need to involve the team and how does the leader organise his leadership?
- Team constitution is a formal document describing how the team wants to work together, what are the rights and responsibilities of each team member and how governance is defined on the team. How is the leadership selected and replaced? How does the team change its own policies, including this constitution?

The first round of Delphi Expert Survey showed the following results:



A majority, 70% of the participants rated the output of a *Team Charter* as very or extremely important.

The output of a *Team Charter* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

A Majority, 55% of the participants rated the output of a *Leadership Charter* as very or extremely important.

The output of a *Leadership Charter* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

A Minority, 80% of the participants rated the output of a *Team Constitution* as very or extremely important.

The output of a *Team Constitution* is very or extremely important:

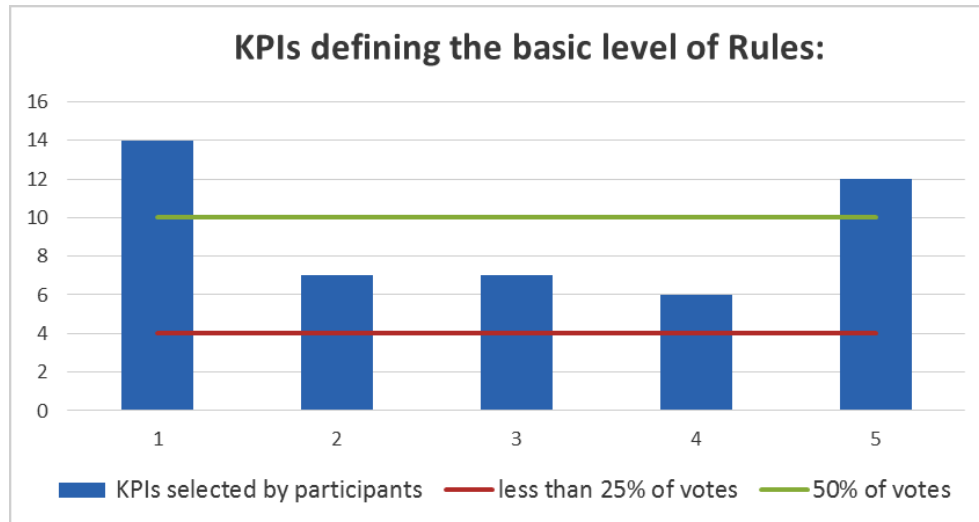
- ☐ I agree
- ☐ I disagree, because...(give details).

Level 1: Basic

At this level the team has awareness on what is required to increase the performance of the virtual team. All the quick wins have been implemented and the team performance

increased, productivity increased, the level of conflict decreased and the team members develop trust and deepen their relationships.

The first round of Delphi Expert Survey showed the following results:



KPIs

- 1 We have an informal team charter
- 2 We have no leadership charter
- 3 We have an informal leadership charter
- 4 We have no team constitution
- 5 We have an informal team constitution

KPIs that have not been chosen by 75% of the participants will no longer be listed (see less than 25% of votes).

50% and more of the participants have chosen the following KPIs:

- We have an informal team charter
- We have an informal team constitution

Do you agree to these KPIs indicating the basic level of the process of Agree Rules?

- ☐ I agree
- ☐ I disagree, because...(give details).

The following KPIs were chosen by less than 50% of the participants.

Do you want to include them as KPI to this level?

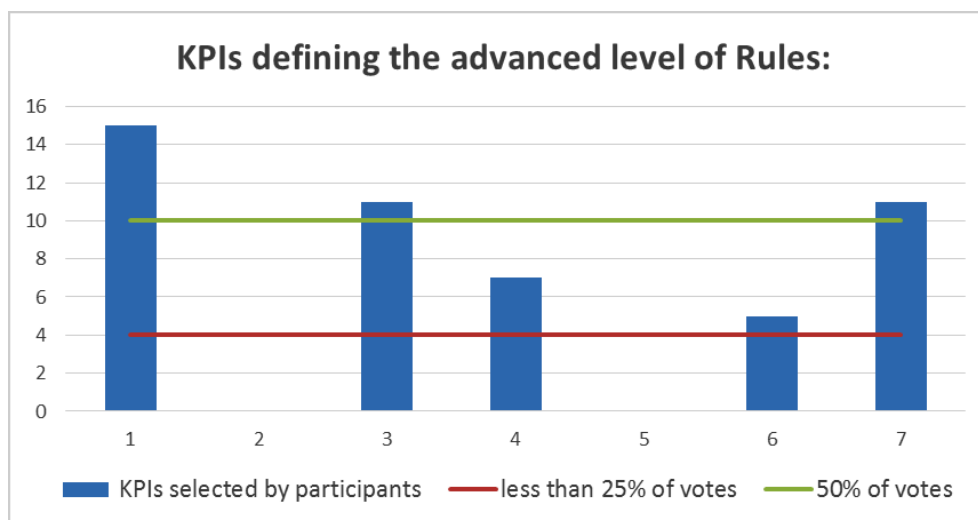
- ☐ We have no leadership charter
- ☐ We have an informal leadership charter

- ☐ We have no team constitution

Level 2: Advanced

At this level, all elements of the VTMM® are present. The virtual team has a positive culture, the different tools are used for different tasks and the virtual team processes are fully implemented or the decisions not implementing them have been well documented. The level of conflict is low and the performance is high. The team invests time into the relationship with other team members. Complex tasks are managed successfully and issues are tabled early and dealt with efficiently.

The first round of Delphi Expert Survey showed the following results:



KPIs

- 1 We have a formal team charter in defined template
- 2 We have no leadership charter
- 3 We have an informal leadership charter
- 4 We have a formal leadership charter in defined template
- 5 We have no team constitution
- 6 We have an informal team constitution
- 7 We have a formal team constitution in defined template

KPIs that have not been chosen by 75% of the participants will no longer be listed (see less than 25% of votes).

50% and more of the participants have chosen the following KPIs:

- We have a formal team charter in defined template
- We have an informal leadership charter

- We have a formal team constitution in defined template

Do you agree to these KPIs indicating the advanced level of the process of Agree Rules?

- ☐ I agree
- ☐ I disagree, because...(give details).

The following KPIs were chosen by less than 50% of the participants.

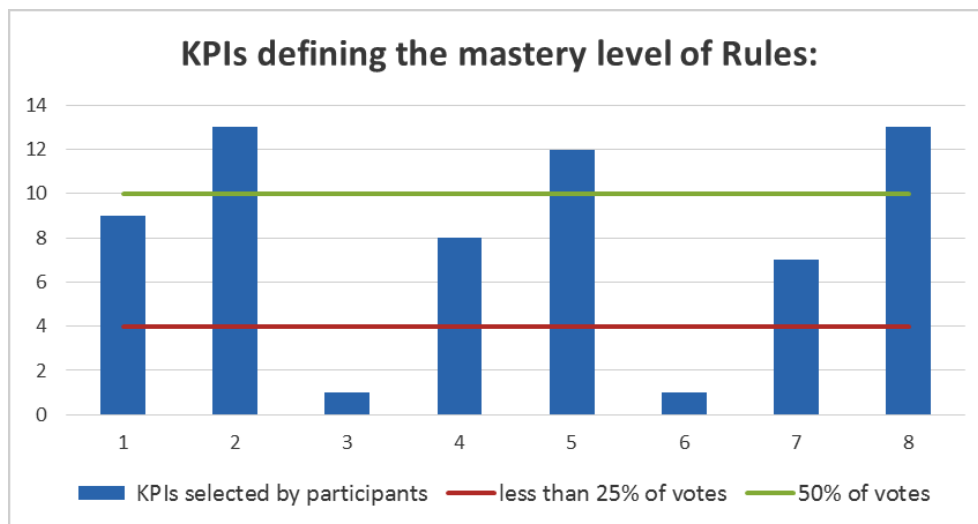
Do you want to include them as KPI to this level?

- ☐ We have a formal leadership charter in defined template
- ☐ We have an informal team constitution

Level 3: Mastery

All elements are present to the needed levels. The team is in a state of “flow” and the performance is very high. The team has implemented knowledge management processes and works on the optimisation of the virtual team processes, the tools and its culture. Team members are enjoying being on the team and the project progresses according to schedule, budget and scope, including the right quality.

The first round of Delphi Expert Survey showed the following results:



KPIs

- 1 We have a formal team charter in defined template
- 2 We have a formal team charter in defined template with archiving process
- 3 We have an informal leadership charter
- 4 We have a formal leadership charter in defined template
- 5 We have a formal leadership charter in defined template with archiving process

- 6 We have an informal team constitution
- 7 We have a formal team constitution in defined template
- 8 We have a formal team constitution in defined template with archiving process

KPIs that have not been chosen by 75% of the participants will no longer be listed (see less than 25% of votes).

50% and more of the participants have chosen the following KPIs:

- We have a formal team charter in defined template with archiving process
- We have a formal leadership charter in defined template with archiving process
- We have a formal team constitution in defined template with archiving process

Do you agree to these KPIs indicating the mastery level of the process of Agree Rules?

- ☐ I agree
- ☐ I disagree, because...(give details).

The following KPIs were chosen by less than 50% of the participants.

Do you want to include them as KPI to this level?

- ☐ We have a formal team charter in defined template
- ☐ We have a formal leadership charter in defined template
- ☐ We have a formal team constitution in defined template

Please visualise the virtual team you are currently working with.

How present is the process of Agree Rules in your actual team?

- ☐ Not present
- ☐ Slightly present: some team members know about it, but no one seeks to implement it.
- ☐ Moderately present: we know about it, but haven't implemented it yet.
- ☐ Very present: we all know about it and have implemented it in our daily work.
- ☐ Extremely present: everyone knows about the importance of it and we constantly work on its improvement.

What does prevent a virtual team from applying this process in day-to-day practice?
(open-ended question)

D.2.3. Set Goals

Virtual teams need a common purpose to develop the energy and motivation working together. Having clear goals is therefore essential to get the team development started.

The first round of Delphi Expert Survey showed the following results:



95% of the participants rated the process of Set Goals as very or extremely relevant.

Do you agree to the process of Set Goals being very or extremely relevant:

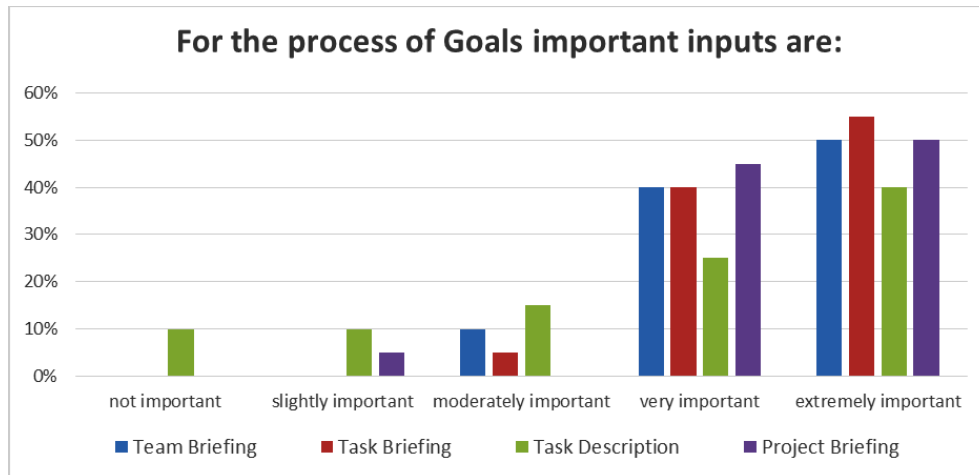
- ☐ I agree
- ☐ I disagree, because...(give details).

The processes are described in terms of inputs, methods and outputs.

Inputs

- Team briefing is a document describing who is on the team and what are the competencies of the team members.
- Task briefing is a document describing the tasks to be achieved by the team on a high-level
- Task descriptions is a document describing the tasks of the team on a detailed level
- Project briefings is a document describing the project on a high-level. A project charter can be used for this purpose as an example.

The first round of Delphi Expert Survey showed the following results:



A majority, 90% of the participants rated the input of *Team Briefing* as very or extremely important.

The input of *Team Briefing* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

A Majority, 95% of the participants rated the input of *Task Briefing* as very or extremely important.

The input of *Task Briefing* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

A Majority, 65% of the participants rated the input of *Task Description* as very or extremely important.

The input of *Task Description* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

A Majority, 95% of the participants rated the input of *Project Briefing* as very or extremely important.

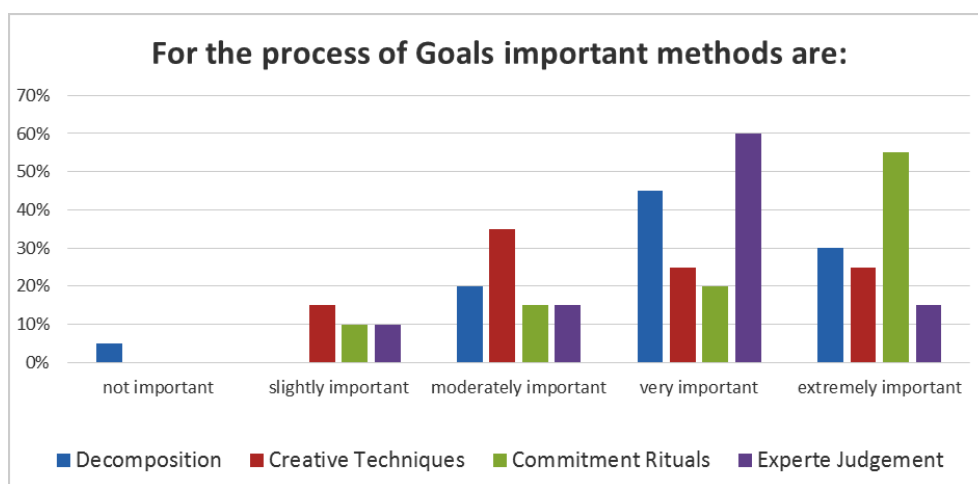
The input of *Project Briefing* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

Methods

- Decomposition is the process of transforming the team, task and project briefings and the task descriptions into a goal hierarchy. It is recommended to have goals in different domains, e.g. technical and social goals.
- Creative techniques are used to write clear goals and also a set of complete goals for the team and the task.
- Commitment rituals these are repeated small processes to create the momentum within the team to work towards the goals and to accept and integrate the goals fully.
- Expert judgement is used to develop meaningful, SMART (specific, measurable, agreed/ambitious, realistic and time-bound) goals.

The first round of Delphi Expert Survey showed the following results:



A majority, 75% of the participants rated the method of *Decomposition* as very or extremely important.

The method of *Decomposition* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

Half of the votes, 50% of the participants rated the method of *Creative Techniques* as very or extremely important.

The method of *Creative Techniques* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

A Majority, 55% of the participants rated the method of *Commitment Rituals* as very or extremely important.

The method of *Commitment Rituals* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

A Majority, 75% of the participants rated the method of *Expert Judgement* as very or extremely important.

The method of *Expert Judgement* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

Outputs

- Agreed team goals are committed and powered by the energy of the team.
- Committed team members are motivated to accept and achieve the goals.

The first round of Delphi Expert Survey showed the following results:



A majority, 85% of the participants rated the output of *Agreed Team Set Goals* as very or extremely important.

The output of *Agreed Team Set Goals* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

A Majority, 90% of the participants rated the output of *Committed Team Members* as very or extremely important.

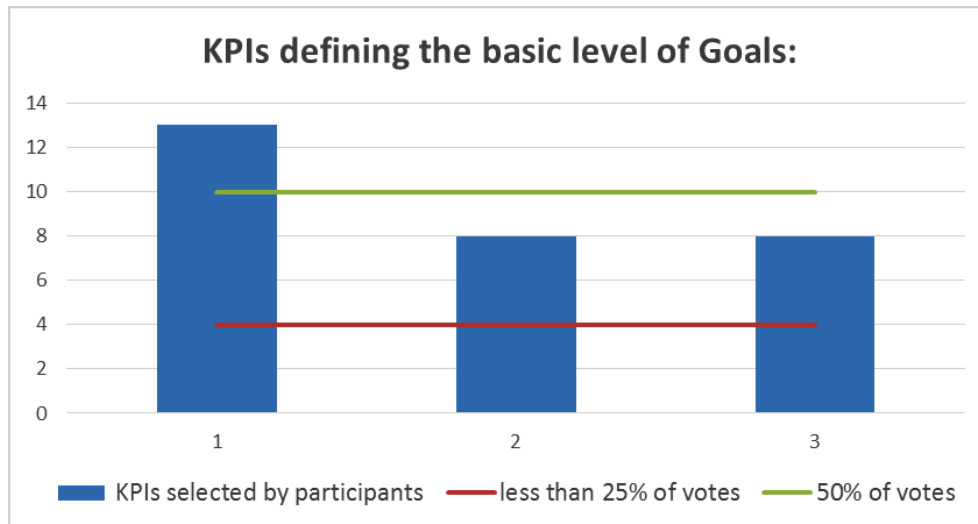
The output of *Committed Team Members* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

Level 1: Basic

At this level the team has awareness on what is required to increase the performance of the virtual team. All the quick wins have been implemented and the team performance increased, productivity increased, the level of conflict decreased and the team members develop trust and deepen their relationships.

The first round of Delphi Expert Survey showed the following results:

**KPIs**

- 1 Some team goals are defined informally
- 2 Some personal goals are defined informally
- 3 Some team and personal goals are discussed informally by peers

KPIs that have not been chosen by 75% of the participants will no longer be listed (see less than 25% of votes).

50% and more of the participants have chosen the following KPIs:

- Some team goals are defined informally

Do you agree to these KPIs indicating the basic level of the process of Set Goals?

- ☐ I agree
- ☐ I disagree, because...(give details).

The following KPIs were chosen by less than 50% of the participants.

Do you want to include them as KPI to this level?

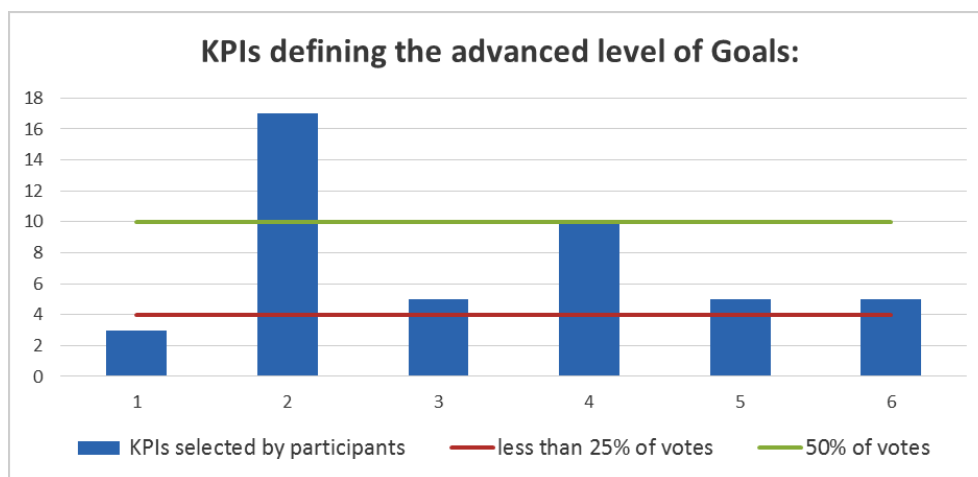
- ☐ Some personal goals are defined informally

- ☐ Some team and personal goals are discussed informally by peers

Level 2: Advanced

At this level, all elements of the VTMM® are present. The virtual team has a positive culture, the different tools are used for different tasks and the virtual team processes are fully implemented or the decisions not implementing them have been well documented. The level of conflict is low and the performance is high. The team invests time into the relationship with other team members. Complex tasks are managed successfully and issues are tabled early and dealt with efficiently.

The first round of Delphi Expert Survey showed the following results:



KPIs

- 1 Some team goals are defined informally
- 2 Some team goals are defined formally, agreed and committed by team members
- 3 Some personal goals are defined informally
- 4 Some personal goals supporting the team goals are agreed and committed formally
- 5 Some team and personal goals are discussed informally by peers
- 6 Some team and personal goals are monitored and optimised in a peer process

KPIs that have not been chosen by 75% of the participants will no longer be listed (see less than 25% of votes).

50% and more of the participants have chosen the following KPIs:

- Some team goals are defined formally, agreed and committed by team members
- Some personal goals supporting the team goals are agreed and committed formally

Do you agree to these KPIs indicating the advanced level of the process of Set Goals?

- ☐ I agree
- ☐ I disagree, because...(give details).

The following KPIs were chosen by less than 50% of the participants.

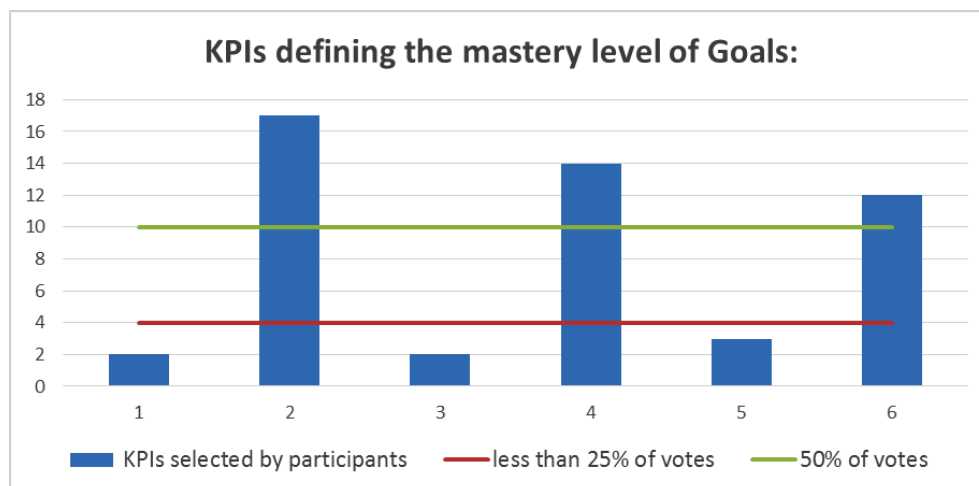
Do you want to include them as KPI to this level?

- ☐ Some personal goals are defined informally
- ☐ Some team and personal goals are discussed informally by peers
- ☐ Some team and personal goals are monitored and optimised in a peer process

Level 3: Mastery

All elements are present to the needed levels. The team is in a state of “flow” and the performance is very high. The team has implemented knowledge management processes and works on the optimisation of the virtual team processes, the tools and its culture. Team members are enjoying being on the team and the project progresses according to schedule, budget and scope, including the right quality.

The first round of Delphi Expert Survey showed the following results:



KPIs

- 1 Some team goals are defined formally, agreed and committed by team members
- 2 All team goals are defined formally, agreed and committed by team members
- 3 Some personal goals supporting the team goals are agreed and committed formally
- 4 All personal goals supporting the team goals are agreed and committed formally
- 5 Some team and personal goals are monitored and optimised in a peer process
- 6 All team and personal goals are monitored and optimised formally in a peer process

KPIs that have not been chosen by 75% of the participants will no longer be listed (see less than 25% of votes).

50% and more of the participants have chosen the following KPIs:

- All team goals are defined formally, agreed and committed by team members
- All personal goals supporting the team goals are agreed and committed formally
- All team and personal goals are monitored and optimised formally in a peer process

Do you agree to these KPIs indicating the mastery level of the process of Set Goals?

- ☐ I agree
- ☐ I disagree, because...(give details).

Please visualise the virtual team you are currently working with.

How present is the process of Set Goals in your actual team?

- ☐ Not present
- ☐ Slightly present: some team members know about it, but no one seeks to implement it.
- ☐ Moderately present: we know about it, but haven't implemented it yet.
- ☐ Very present: we all know about it and have implemented it in our daily work.
- ☐ Extremely present: everyone knows about the importance of it and we constantly work on its improvement.

What does prevent a virtual team from applying this process in day-to-day practice?
(open-ended question)

D.2.4. Perform Task Management

This process distributes and monitors the tasks to be done of the virtual team.

The first round of Delphi Expert Survey showed the following results:



95% of the participants rated the process of Perform Task Management as very or extremely relevant.

Do you agree to the process of Perform Task Management being very or extremely relevant:

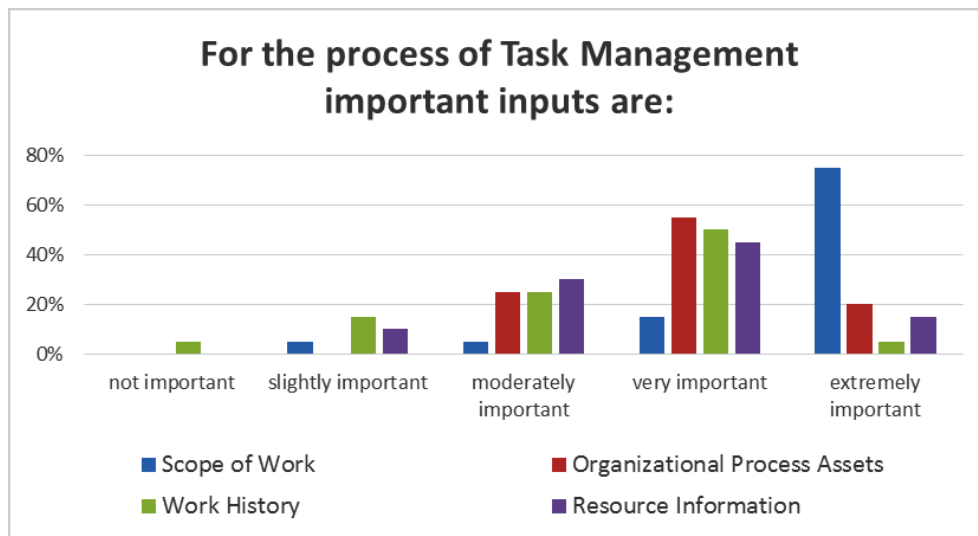
- ☐ I agree
- ☐ I disagree, because...(give details).

The processes are described in terms of inputs, methods and outputs.

Inputs

- Scope of Work includes documents that provide information about the work boundary, work elements, assumptions and constraints on them and relations between them. The work scope information can come from the contract, business case, requirement documents, Policies and Procedures, etc.
- OPA (Organisational Process Assets) is defined as all standards and templates that the virtual team collected and defined previously. Some pieces of the information may be defined by the clients as a part of the contract.
- Work History is defined as any information that is related to previous work experience of virtual team as a group or individually.
- Resource Information is defined as materials, services, staff, or other assets that are transformed to produce benefit and in the process may be consumed or made unavailable.

The first round of Delphi Expert Survey showed the following results:



A majority, 90% of the participants rated the input of *Scope of Work* as very or extremely important.

The input of *Scope of Work* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

A Majority, 75% of the participants rated the input of *Organisational Progress Assets* (OPA) as very or extremely important.

The input of *OPA* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

A Majority, 55% of the participants rated the input of *Work History* as very or extremely important.

The input of *Work History* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

A Majority, 60% of the participants rated the input of *Resource Information* as very or extremely important.

The input of *Resource Information* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

10% of the participants suggested to include *Task Schedule* with listed responsibilities, accountabilities and milestones as an input to Perform Task Management.

Task Schedule as part of the input to the process of Perform Task Management is

- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the description of this input is inadequate or incomplete (please, give details)? Open-ended question

From recent practical experience another input should be included:

Knowledge Requirements - the explicit or tacit requirements on the knowledge of a team member or several team members which they need to have or acquire before they can start the task successfully.

Knowledge Requirements as part of the input to the process of Perform Task Management is

- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

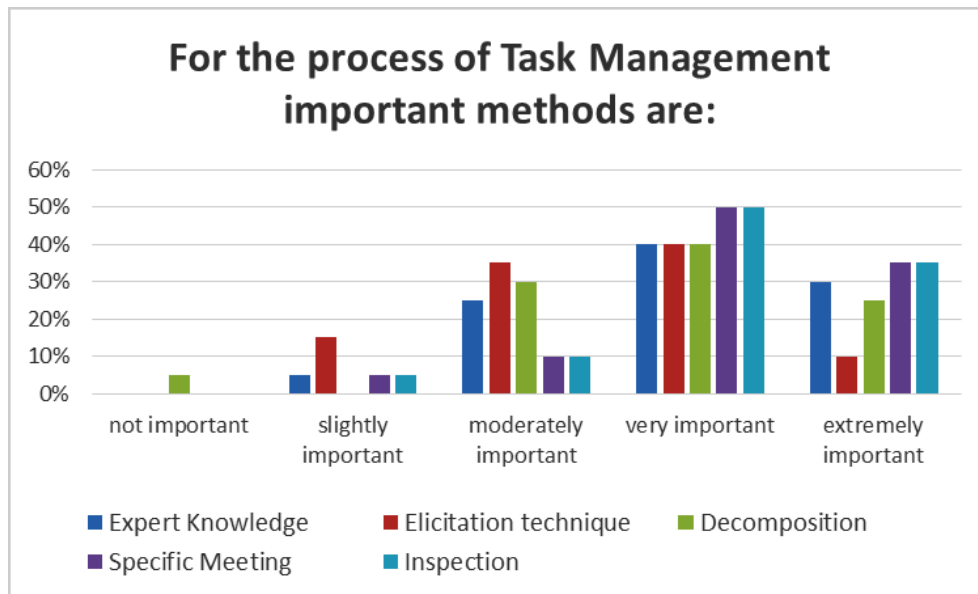
Do you think the description of this input is inadequate or incomplete (please, give details)? Open-ended question

Methods

- Expert Knowledge is defined as the knowledge of the team leader and the team members about this process.
- Elicitation Techniques is defines as all techniques that are possible to use by the virtual team to collect information about the work scope (e.g. observation, questionnaires, prototypes,...)
- Decomposition is defined as a technique to break down a task to sub-tasks and task parameters. In formal work/project, it is a useful technique to create WBS (work breakdown structure) and to identify phases, deliverables and work packages.

- Specific Meetings include all types of meeting that is possible to hold by a virtual team to figure out about the work scope, the work task, etc. It handles through the Conduct Meeting Management process.
- Inspection is defined as techniques/process to control and monitor the quality of executed tasks and the tasks progress.

The first round of Delphi Expert Survey showed the following results:



A majority, 70% of the participants rated the method of *Expert Knowledge* as very or extremely important.

The method of *Expert Knowledge* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

A Majority, 50% of the participants rated the method of *Elicitation Techniques* as very or extremely important.

The method of *Elicitation Techniques* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

A Majority, 65% of the participants rated the method of *Decomposition* as very or extremely important.

The method of *Decomposition* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

A Majority, 85% of the participants rated the method of *Specific Meetings* as very or extremely important.

The method of *Specific Meetings* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

A Majority, 85% of the participants rated the method of *Inspection* as very or extremely important.

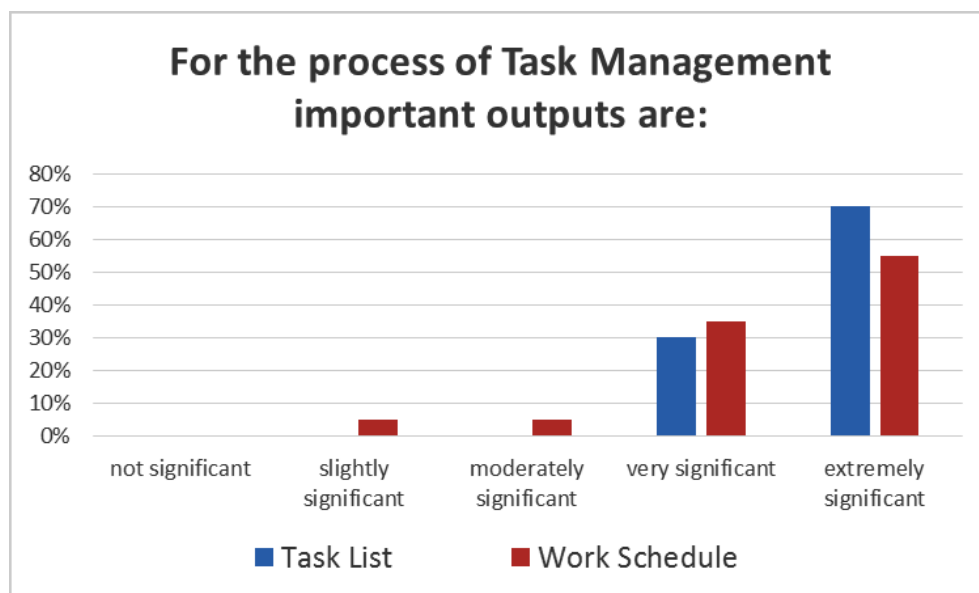
The method of *Inspection* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

Outputs

- Task List is defined as a list of all task parameters that a virtual team needs to work on to provide suitable results. It can be presented by WBS or a simple spread sheet.
- Work Schedule is defined as a document that includes task list, dependencies between tasks, assigned resources, task duration, etc.

The first round of Delphi Expert Survey showed the following results:



100% of the participants rated the output of *Task Lists* as very or extremely important.

The output of *Task Lists* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

A Majority, 90% of the participants rated the output of *Work Schedule* as very or extremely important.

The output of *Work Schedule* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

10% of the participants demanded to include *Progress Reports* as an output of the process of Perform Task Management.

To expect a *Progress Report* as an output in the process of Perform Task Management is

- ☐ extremely significant
- ☐ very significant
- ☐ moderately significant
- ☐ slightly significant
- ☐ not significant

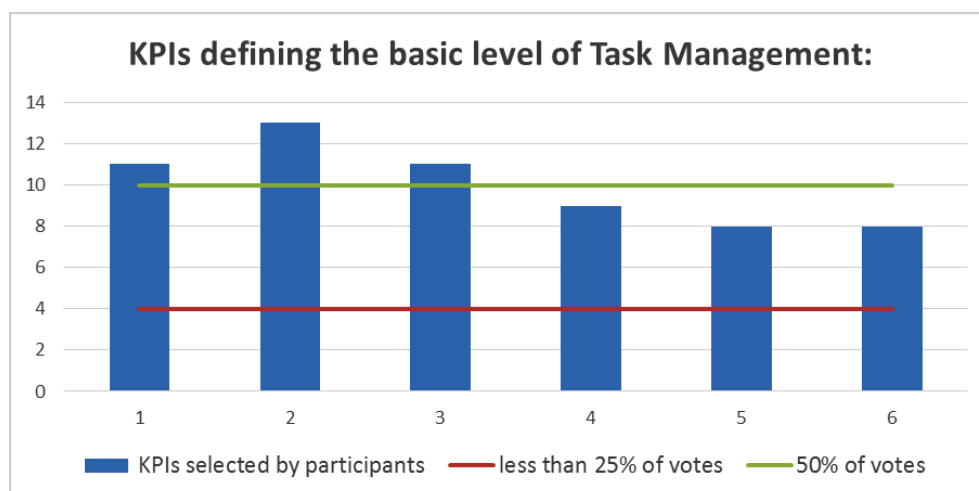
Do you think the meaning of this output is inadequate or incomplete (please, give details)?

Open-ended question

Level 1: Basic

At this level the team has awareness on what is required to increase the performance of the virtual team. All the quick wins have been implemented and the team performance increased, productivity increased, the level of conflict decreased and the team members develop trust and deepen their relationships.

The first round of Delphi Expert Survey showed the following results:



KPIs

- 1 We distribute tasks within the team and follow-up on them occasionally.
- 2 We use standard office tools to manage tasks, e.g. Outlook, Excel.
- 3 We use a standard office tool to manage work status reports.
- 4 We have an agreed format for our tasks defined. However, we use the format in a flexible manner.
- 5 We have a reactive task control process in our team. We react when critical tasks are overdue.
- 6 We estimate on some tasks the effort estimates.

KPIs that have not been chosen by 75% of the participants will no longer be listed (see less than 25% of votes).

50% and more of the participants have chosen the following KPIs:

- We distribute tasks within the team and follow-up on them occasionally.
- We use standard office tools to manage tasks, e.g. Outlook, Excel.
- We use a standard office tool to manage work status reports.

Do you agree to these KPIs indicating the basic level of the process of Perform Task Management?

- ☐ I agree
- ☐ I disagree, because...(give details).

The following KPIs were chosen by less than 50% of the participants.

Do you want to include them as KPI to this level?

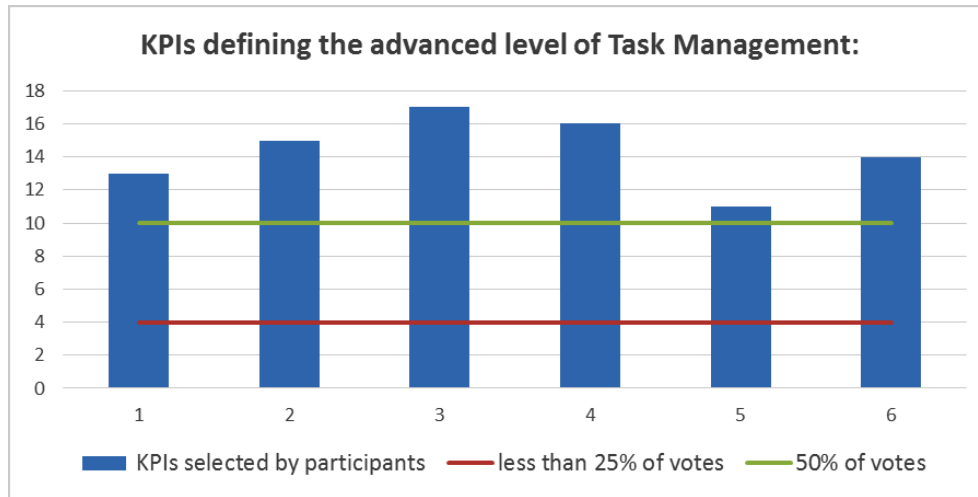
- ☐ We have an agreed format for our tasks defined. However, we use the format in a flexible manner.
- ☐ We have a reactive task control process in our team. We react when critical tasks are overdue.
- ☐ We estimate on some tasks the effort estimates.

Level 2: Advanced

At this level, all elements of the VTMM® are present. The virtual team has a positive culture, the different tools are used for different tasks and the virtual team processes are fully implemented or the decisions not implementing them have been well documented. The level of conflict is low and the performance is high. The team invests time into the

relationship with other team members. Complex tasks are managed successfully and issues are tabled early and dealt with efficiently.

The first round of Delphi Expert Survey showed the following results:



KPIs

- 1 We have a process defined. All tasks are recorded, assigned and followed-up in a structured manner.
- 2 We use one collaborative tool for task management so that everybody is on the same page.
- 3 We use one format and one tool for the work status reports. The report generation is done manually.
- 4 We have an agreed format for our tasks defined and the fields are enforced.
- 5 We have a proactive task control process in our team defined. This process gives advanced notices to tasks owners.
- 6 We estimate on all tasks the effort estimates.

KPIs that have not been chosen by 75% of the participants will no longer be listed (see less than 25% of votes).

50% and more of the participants have chosen the following KPIs:

- We have a process defined. All tasks are recorded, assigned and followed-up in a structured manner.
- We use one collaborative tool for task management so that everybody is on the same page.
- We use one format and one tool for the work status reports. The report generation is done manually.
- We have an agreed format for our tasks defined and the fields are enforced.

- We have a proactive task control process in our team defined. This process gives advanced notices to tasks owners.
- We estimate on all tasks the effort estimates.

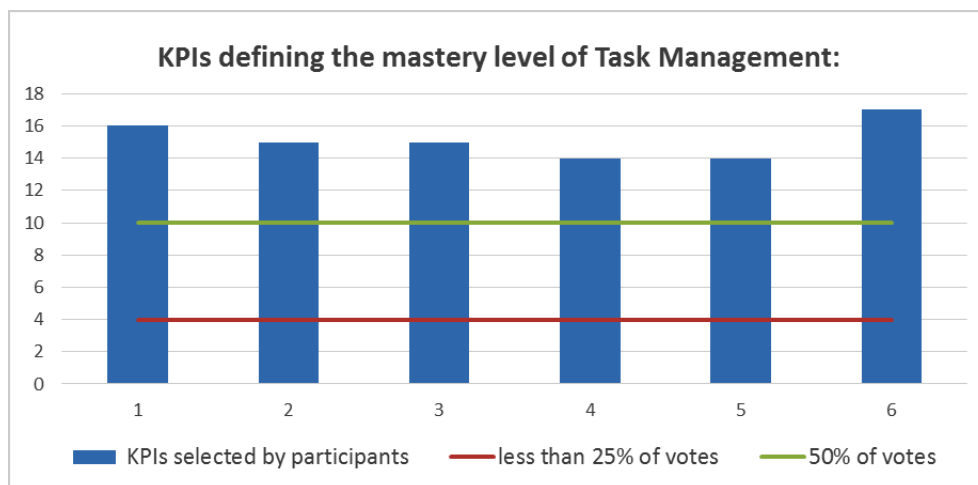
Do you agree to these KPIs indicating the advanced level of the process of Perform Task Management?

- ☐ I agree
- ☐ I disagree, because...(give details).

Level 3: Mastery

All elements are present to the needed levels. The team is in a state of “flow” and the performance is very high. The team has implemented knowledge management processes and works on the optimisation of the virtual team processes, the tools and its culture. Team members are enjoying being on the team and the project progresses according to schedule, budget and scope, including the right quality.

The first round of Delphi Expert Survey showed the following results:



KPIs

- 1 We have a process defined. All tasks are recorded, assigned and followed-up in a structured manner. We continuously seek to improve the process and reduce its complexity.
- 2 We use an integrative tool to combine task management with other team processes such as meeting management.
- 3 We use one tool which automatically generates work status reports. The reports are generated automatically.

- 4 We have an agreed format for our tasks defined and this format is supported by our task management tool.
- 5 We have an automated system for task control in our team and the team members complete tasks on or ahead of time.
- 6 We estimate and, if necessary correct the effort estimates following a defined process, on all tasks.

KPIs that have not been chosen by 75% of the participants will no longer be listed (see less than 25% of votes).

50% and more of the participants have chosen the following KPIs:

- We have a process defined. All tasks are recorded, assigned and followed-up in a structured manner. We continuously seek to improve the process and reduce its complexity.
- We use an integrative tool to combine task management with other team processes such as meeting management.
- We use one tool which automatically generates work status reports. The reports are generated automatically.
- We have an agreed format for our tasks defined and this format is supported by our task management tool.
- We have an automated system for task control in our team and the team members complete tasks on or ahead of time.
- We estimate and, if necessary correct the effort estimates following a defined process, on all tasks.

Do you agree to these KPIs indicating the basic level of the process of Perform Task Management?

- ☐ I agree
- ☐ I disagree, because...(give details).

Please visualise the virtual team you are currently working with.

How present is the process of Perform Task Management in your actual team?

- ☐ Not present
- ☐ Slightly present: some team members know about it, but no one seeks to implement it.
- ☐ Moderately present: we know about it, but haven't implemented it yet.
- ☐ Very present: we all know about it and have implemented it in our daily work.
- ☐ Extremely present: everyone knows about the importance of it and we constantly work on its improvement.

What does prevent a virtual team from applying this process in day-to-day practice?
(open-ended question)

D.2.5. Give & Receive Feedback

In a virtual team and due to its high degree of non-verbal communication, regular formal feedback is necessary for the leader and team members to develop a sense of where the team is and preventing conflict early enough. The feedback process is the early warning system.

The first round of Delphi Expert Survey showed the following results:



90% of the participants rated the process of Give & Receive Feedback as very or extremely relevant.

Do you agree to the process of Give & Receive Feedback being very or extremely relevant:

- ☐ I agree
- ☐ I disagree, because...(give details).

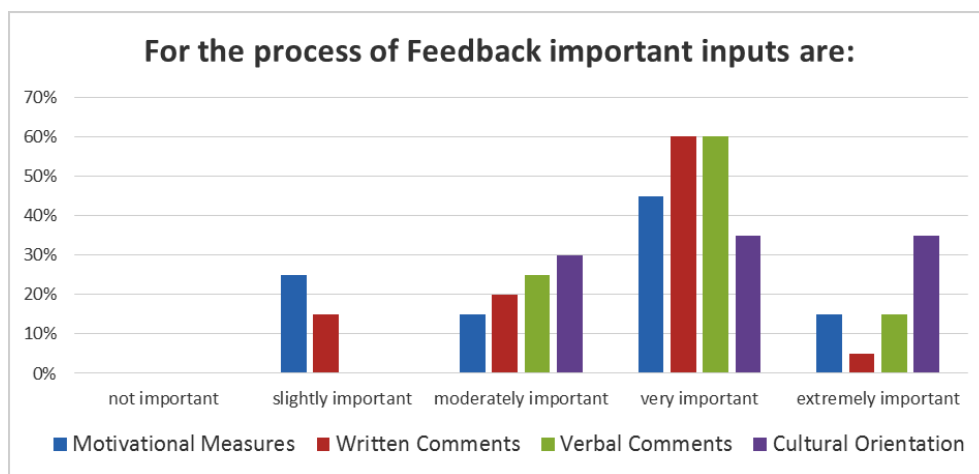
The processes are described in terms of inputs, methods and outputs.

Inputs

- Motivational measurements are recorded data on the motivation of the team members. An example of such a measurement application is Motivatoring, developed by the University of Delft. Repeatedly the motivation is measured by self-assessment and splayed in a personal data file.

- Written comments express observations of the different team members. They are submitted to the responsible person prior to the feedback meeting.
- Verbal comments express observations of the different team members. They are captured during meetings between feedback meetings or made as an input in the beginning of the meeting.
- Cultural orientations is defined as an inclination to think, feel or act in a way that is culturally determined. It affects areas of power and responsibility, time management, identity and purpose of life, organisational arrangements, communication patterns and so on. It is based on the Cultural Orientations Framework (COF) by Philippe Rosinski described in his book *Coaching Across Cultures* (2003).

The first round of Delphi Expert Survey showed the following results:



A majority, 60% of the participants rated the input of *Motivational Measures* as very or extremely important.

The input of *Motivational Measures* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

A Majority, 65% of the participants rated the input of *Written Comments* as very or extremely important.

The input of *Written Comments* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

A Majority, 75% of the participants rated the input of *Verbal Comments* as very or extremely important.

The input of *Verbal Comments* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

A Majority, 70% of the participants rated the input of *Cultural Orientation* as very or extremely important.

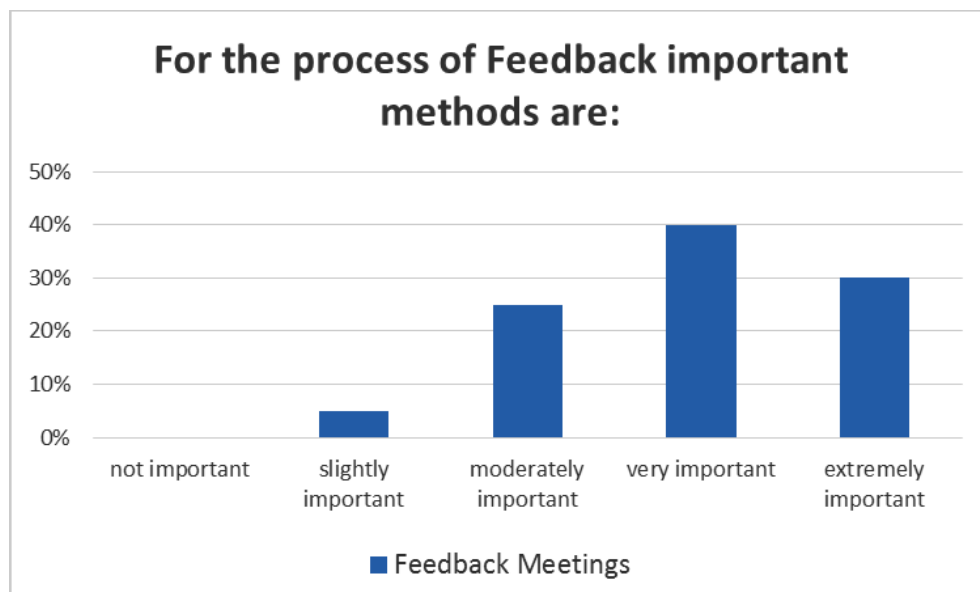
The input of *Cultural Orientation* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

Methods

- Give & Receive Feedback meetings are formally structured meetings to give and receive feedback. They have to follow a ritual so that nobody in team feels hurt and everybody can learn from it.

The first round of Delphi Expert Survey showed the following results:



A Majority, 70% of the participants rated the method of *Give & Receive Feedback Meetings* as very or extremely important.

The method of *Give & Receive Feedback Meetings* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

15% of the participants want to include *Written Give & Receive Feedback Surveys* as a method to the feedback process.

To use *Written Give & Receive Feedback Surveys* a method in the process of Give & Receive Feedback is

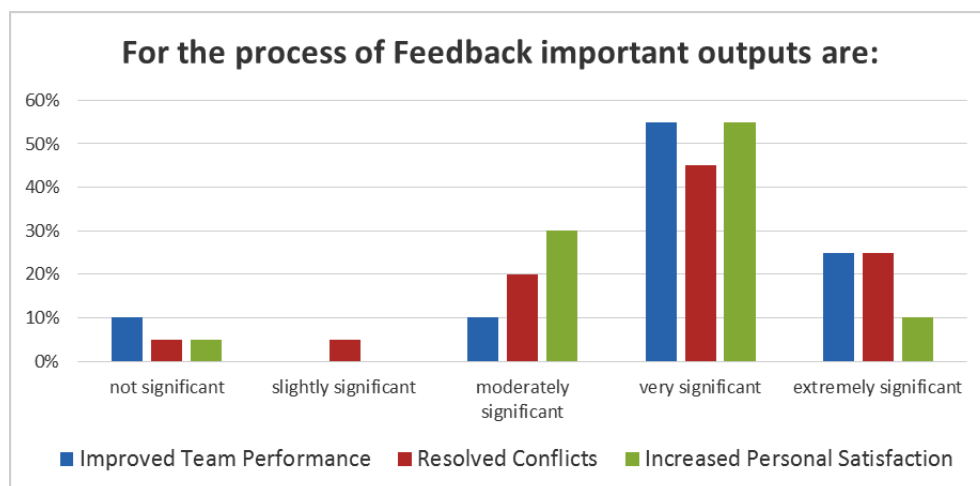
- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the explanation of this method is inadequate or incomplete (please, give details)? Open-ended question

Outputs

- Improved team performance is defined as higher motivation of the team members and better work results such as higher quality, compliance with schedule, lower costs, .
- Resolved conflicts are defined as mediated and accepted solutions to different opinions or attitudes of the team members.
- Increased personal satisfaction is defined as a more comfortable feeling of the team members in the team and a sense of purpose of the team members.

The first round of Delphi Expert Survey showed the following results:



A Majority, 80% of the participants rated the output of *Improved Team Performance* as very or extremely important.

The output of *Improved Team Performance* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

A Majority, 70% of the participants rated the output of *Resolved Conflicts* as very or extremely important.

The output of *Resolved Conflicts* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

A Majority, 65% of the participants rated the output of *Increased Personal Satisfaction* as very or extremely important.

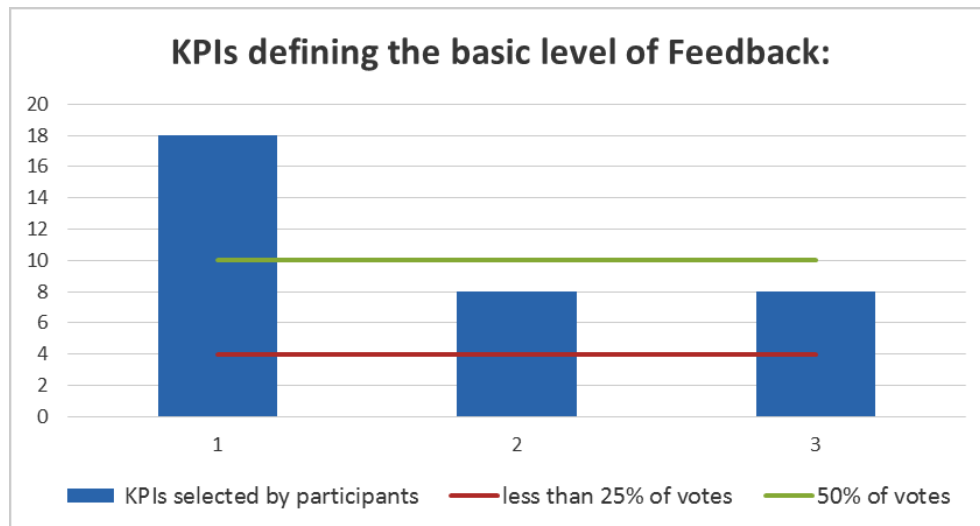
The output of *Increased Personal Satisfaction* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

Level 1: Basic

At this level the team has awareness on what is required to increase the performance of the virtual team. All the quick wins have been implemented and the team performance increased, productivity increased, the level of conflict decreased and the team members develop trust and deepen their relationships.

The first round of Delphi Expert Survey showed the following results:



KPIs

- 1 Sometimes feedback polls are taken at the end of virtual meetings
- 2 Sometimes records on numbers of formal team feedback sessions are taken
- 3 Sometimes records on numbers of informal individual and team feedback sessions are kept

KPIs that have not been chosen by 75% of the participants will no longer be listed (see less than 25% of votes).

50% and more of the participants have chosen the following KPI:

- Sometimes feedback polls are taken at the end of virtual meetings

Do you agree to these KPIs indicating the basic level of the process of Give & Receive Feedback?

- ☐ I agree
- ☐ I disagree, because...(give details).

The following KPIs were chosen by less than 50% of the participants.

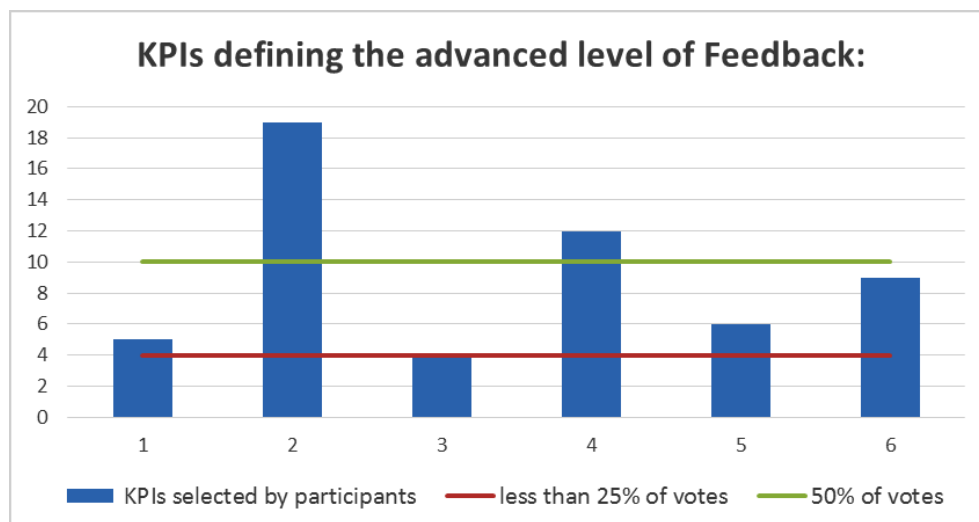
Do you want to include them as KPI to this level?

- ☐ Sometimes records on numbers of formal team feedback sessions are taken
- ☐ Sometimes records on numbers of informal individual and team feedback sessions are kept

Level 2: Advanced

At this level, all elements of the VTMM® are present. The virtual team has a positive culture, the different tools are used for different tasks and the virtual team processes are fully implemented or the decisions not implementing them have been well documented. The level of conflict is low and the performance is high. The team invests time into the relationship with other team members. Complex tasks are managed successfully and issues are tabled early and dealt with efficiently.

The first round of Delphi Expert Survey showed the following results:



KPIs

- 1 Sometimes feedback polls are taken at the end of virtual meetings
- 2 Periodically feedback polls are taken at the end of virtual meetings
- 3 Sometimes records on numbers of formal team feedback sessions are taken
- 4 Periodically records on numbers of formal team feedback sessions are taken
- 5 Sometimes records on numbers of informal individual and team feedback sessions are kept
- 6 Periodically records on numbers of informal individual and team feedback sessions are kept

KPIs that have not been chosen by 75% of the participants will no longer be listed (see less than 25% of votes).

50% and more of the participants have chosen the following KPI:

- Periodically feedback polls are taken at the end of virtual meetings
- Periodically records on numbers of formal team feedback sessions are taken

Do you agree to these KPIs indicating the advanced level of the process of Give & Receive Feedback?

- ☐ I agree
- ☐ I disagree, because...(give details).

The following KPIs were chosen by less than 50% of the participants.

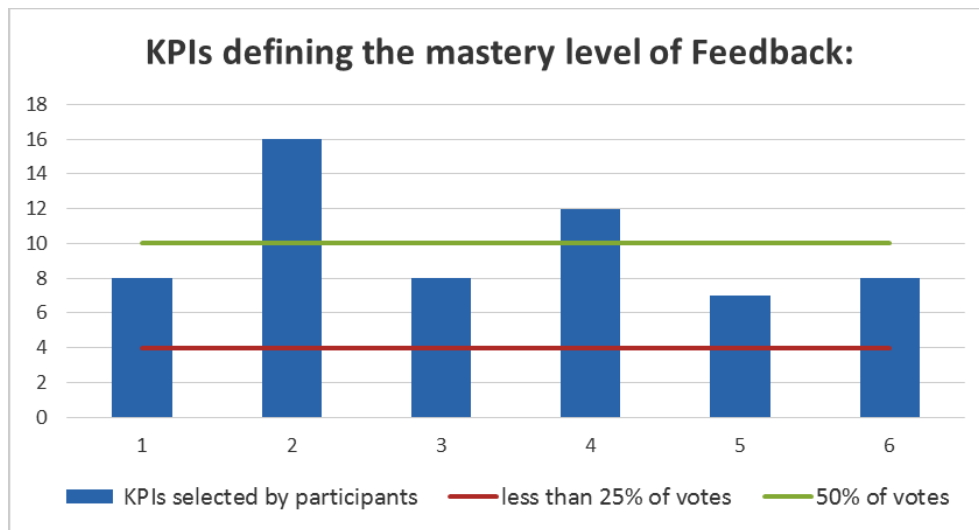
Do you want to include them as KPI to this level?

- ☐ Sometimes feedback polls are taken at the end of virtual meetings
- ☐ Periodically records on numbers of formal team feedback sessions are taken
- ☐ Periodically records on numbers of informal individual and team feedback sessions are kept

Level 3: Mastery

All elements are present to the needed levels. The team is in a state of “flow” and the performance is very high. The team has implemented knowledge management processes and works on the optimisation of the virtual team processes, the tools and its culture. Team members are enjoying being on the team and the project progresses according to schedule, budget and scope, including the right quality.

The first round of Delphi Expert Survey showed the following results:



KPIs

- 1 Periodically feedback polls are taken at the end of virtual meetings
- 2 Always feedback polls are taken at the end of virtual meetings
- 3 Periodically records on numbers of formal team feedback sessions are taken
- 4 Always records on numbers of formal team feedback sessions are taken
- 5 Periodically records on numbers of informal individual and team feedback sessions are kept
- 6 Always records on numbers of informal individual and team feedback sessions are kept

KPIs that have not been chosen by 75% of the participants will no longer be listed (see less than 25% of votes).

50% and more of the participants have chosen the following KPI:

- Always feedback polls are taken at the end of virtual meetings
- Always records on numbers of formal team feedback sessions are taken

Do you agree to these KPIs indicating the mastery level of the process of Give & Receive Feedback?

- ☐ I agree
- ☐ I disagree, because...(give details).

The following KPIs were chosen by less than 50% of the participants.

Do you want to include them as KPI to this level?

- ☐ Periodically feedback polls are taken at the end of virtual meetings
- ☐ Periodically records on numbers of formal team feedback sessions are taken
- ☐ Periodically records on numbers of informal individual and team feedback sessions are kept
- ☐ Always records on numbers of informal individual and team feedback sessions are kept

Please visualise the virtual team you are currently working with.

How present is the process of Give & Receive Feedback in your actual team?

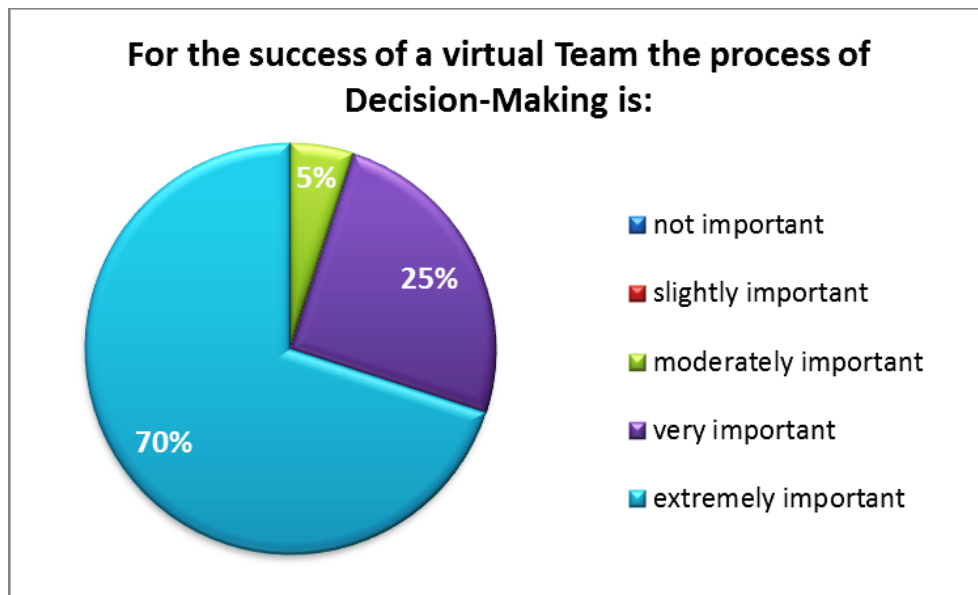
- ☐ Not present
- ☐ Slightly present: some team members know about it, but no one seeks to implement it.
- ☐ Moderately present: we know about it, but haven't implemented it yet.
- ☐ Very present: we all know about it and have implemented it in our daily work.
- ☐ Extremely present: everyone knows about the importance of it and we constantly work on its improvement.

What does prevent a virtual team from applying this process in day-to-day practice?
(open-ended question)

D.2.6. Organise Decision-Making

In a virtual team the Organise Decision-Making has to be transparent. Therefore, formal Organise Decision-Making is necessary so that all team members can follow the reasons for the decisions and the related majorities.

The first round of Delphi Expert Survey showed the following results:



90% of the participants rated the process of Organise Decision-Making as very or extremely relevant.

Do you agree to the process of Organise Decision-Making being very or extremely relevant:

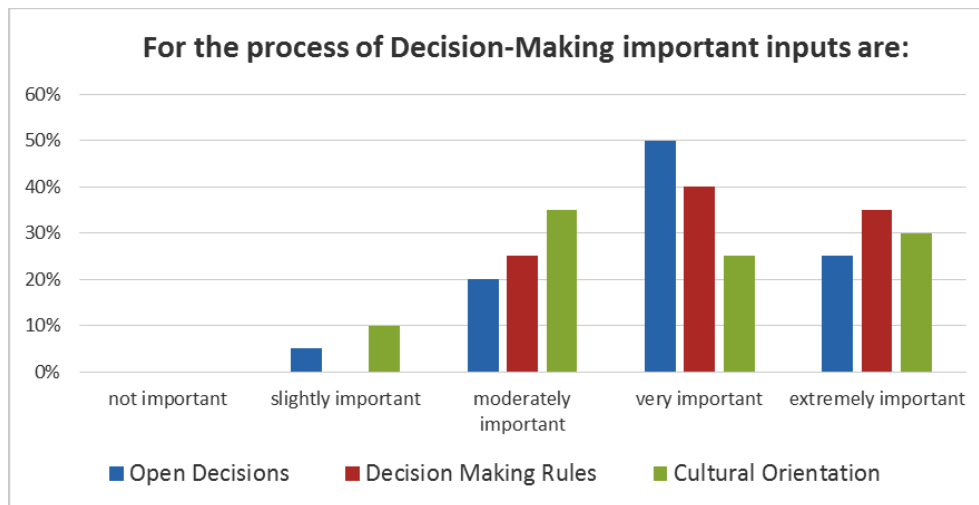
- ☐ I agree
- ☐ I disagree, because...(give details).

The processes are described in terms of inputs, methods and outputs.

Inputs

- Open decisions are defined as decisions and/or choices which have to be made. Postponed decisions are reversed to the status of open decisions for the next meeting.
- Organise Decision-Making Agree Rules are defined as Agree Rules for making decisions as stated in the leadership charter.
- Cultural orientations is defined as an inclination to think, feel or act in a way that is culturally determined. It affects areas of power and responsibility, time management, identity and purpose of life, organisational arrangements, communication patterns and so on. It is based on the Cultural Orientations Framework (COF) by Philippe Rosinski described in his book Coaching Across Cultures (2003).

The first round of Delphi Expert Survey showed the following results:



A majority, 75% of the participants rated the input of *Open Decisions* as very or extremely important.

The input of *Open Decisions* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

A Majority, 75% of the participants rated the input of *Organise Decision-Making Agree Rules* as very or extremely important.

The input of *Organise Decision-Making Agree Rules* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

A Majority, 75% of the participants rated the input of *Cultural Orientation* as very or extremely important.

The input of *Cultural Orientation* is very or extremely important:

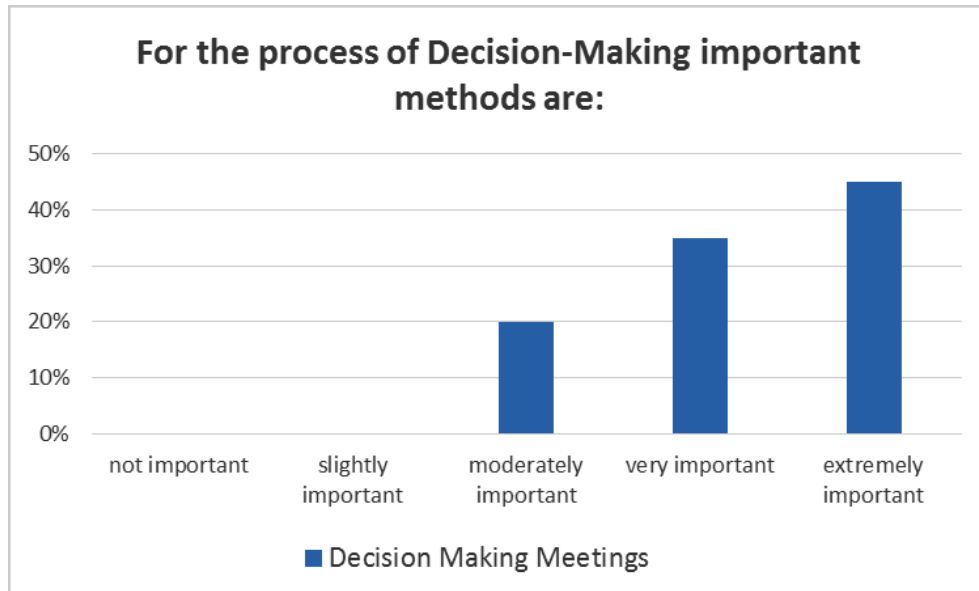
- ☐ I agree
- ☐ I disagree, because...(give details).

Methods

- Organise Decision-Making meetings are formally structured meetings to make decisions. The outcome can be:
- Decision made. The outcome can be anything between yes and no including implementation steps for the decision.

- Decision postponed. If the team cannot make a decision, then the decision can be postponed, including a date by when the decision has been made finally and also which facts need to be investigated to be able to make a decision.

The first round of Delphi Expert Survey showed the following results:



A Majority, 80% of the participants rated the method of *Organise Decision-Making Meetings* as very or extremely important.

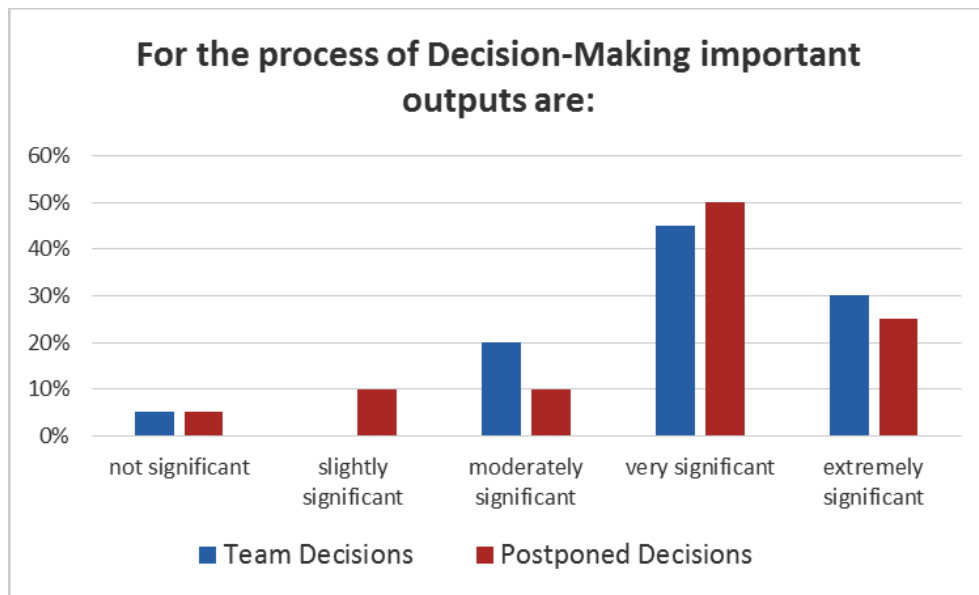
The method of *Organise Decision-Making Meetings* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

Outputs

- Team decisions are defined as documented decisions from a meeting.
- Postponed decisions are defined as decisions to be made at a later date with more information available.

The first round of Delphi Expert Survey showed the following results:



A Majority, 75% of the participants rated the output of *Team Decisions* as very or extremely important.

The output of *Team Decisions* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

A Majority, 75% of the participants rated the output of *Postponed Decisions* as very or extremely important.

The output of *Postponed Decisions* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

15% of the participants want to include *Escalated Decisions* as an output to the Organise Decision-Making process.

***Escalated Decisions* as an output in the process of Organise Decision-Making is**

- ☐ extremely significant
- ☐ very significant
- ☐ moderately significant
- ☐ slightly significant
- ☐ not significant

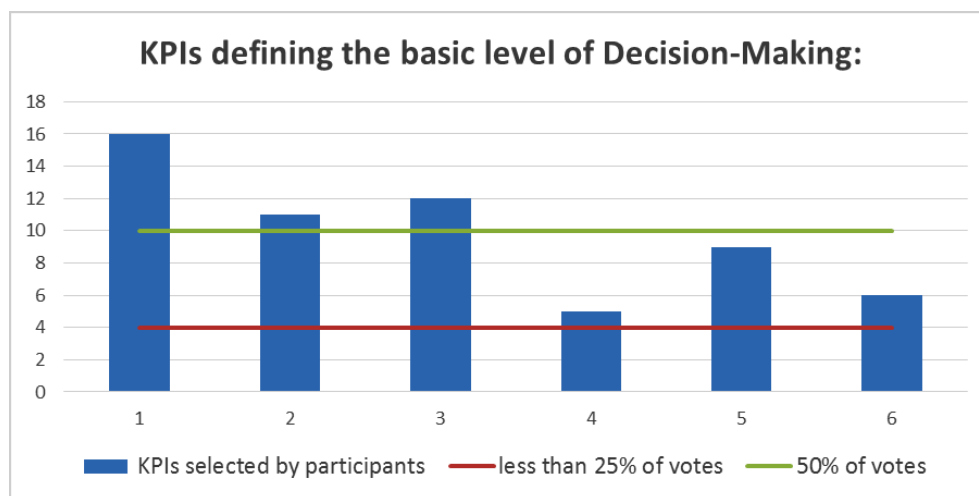
Do you think the meaning of this output is inadequate or incomplete (please, give details)?

Open-ended question

Level 1: Basic

At this level the team has awareness on what is required to increase the performance of the virtual team. All the quick wins have been implemented and the team performance increased, productivity increased, the level of conflict decreased and the team members develop trust and deepen their relationships.

The first round of Delphi Expert Survey showed the following results:



KPIs

- 1 We do not have a decision-making process
- 2 We sometimes record our decision
- 3 Not all team members have to participate formally in the Organise Decision-Making through poll
- 4 Not every team member can ask for a decision on any topic
- 5 Decisions are not taken within a defined time
- 6 No decisions are implemented as documented

KPIs that have not been chosen by 75% of the participants will no longer be listed (see less than 25% of votes).

50% and more of the participants have chosen the following KPI:

- We do not have a decision-making process
- We sometimes record our decision
- Not all team members have to participate formally in the Organise Decision-Making through poll

Do you agree to these KPIs indicating the basic level of the process of Organise Decision-Making?

- ☐ I agree
- ☐ I disagree, because...(give details).

The following KPIs were chosen by less than 50% of the participants.

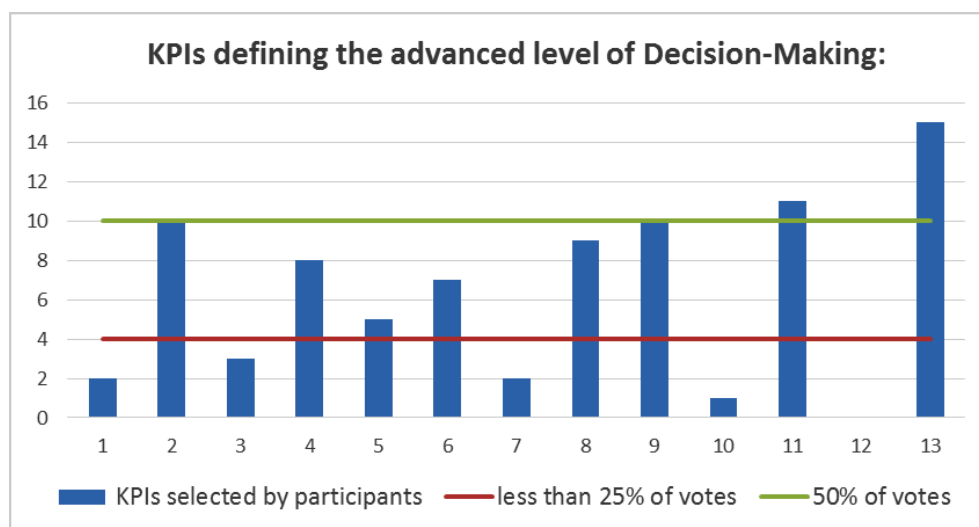
Do you want to include them as KPI to this level?

- ☐ Not every team member can ask for a decision on any topic
- ☐ Decisions are not taken within a defined time
- ☐ No decisions are implemented as documented

Level 2: Advanced

At this level, all elements of the VTMM® are present. The virtual team has a positive culture, the different tools are used for different tasks and the virtual team processes are fully implemented or the decisions not implementing them have been well documented. The level of conflict is low and the performance is high. The team invests time into the relationship with other team members. Complex tasks are managed successfully and issues are tabled early and dealt with efficiently.

The first round of Delphi Expert Survey showed the following results:



KPIs

- 1 We do not have a decision-making process
- 2 We have an informal decision-making process
- 3 We sometimes record our decision

- 4 We record our decision in informally
- 5 Not all team members have to participate formally in the Organise Decision-Making through poll
- 6 All team members have to participate informally in the Organise Decision-Making through poll
- 7 Not every team member can ask for a decision on any topic
- 8 Every team member can ask for a decision on any topic
- 9 Every team member can ask for a decision on any topic, but needs to be approved by team leader
- 10 Decisions are not taken within a defined time
- 11 Sometimes decisions are taken within a defined time
- 12 No decisions are implemented as documented
- 13 Decisions are implemented as documented via email

KPIs that have not been chosen by 75% of the participants will no longer be listed (see less than 25% of votes).

50% and more of the participants have chosen the following KPI:

- We have an informal decision-making process
- Every team member can ask for a decision on any topic, but needs to be approved by team leader
- Sometimes decisions are taken within a defined time
- Decisions are implemented as documented via email

Do you agree to these KPIs indicating the advanced level of the process of Organise Decision-Making?

- ☐ I agree
- ☐ I disagree, because...(give details).

The following KPIs were chosen by less than 50% of the participants.

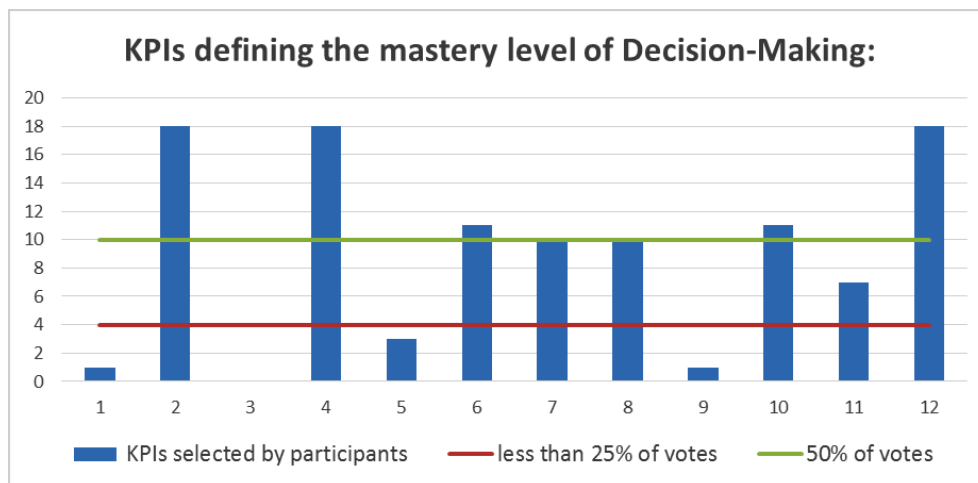
Do you want to include them as KPI to this level?

- ☐ We record our decision in informally
- ☐ Not all team members have to participate formally in the Organise Decision-Making through poll
- ☐ All team members have to participate informally in the Organise Decision-Making through poll
- ☐ Every team member can ask for a decision on any topic

Level 3: Mastery

All elements are present to the needed levels. The team is in a state of “flow” and the performance is very high. The team has implemented knowledge management processes and works on the optimisation of the virtual team processes, the tools and its culture. Team members are enjoying being on the team and the project progresses according to schedule, budget and scope, including the right quality.

The first round of Delphi Expert Survey showed the following results:

**KPIs**

- 1 We have an informal decision-making process
- 2 We have a formal decision-making process
- 3 We record our decision in informally
- 4 We record our decision formally
- 5 All team members have to participate informally in the Organise Decision-Making through poll
- 6 All team members have to participate formally in the Organise Decision-Making through poll
- 7 Every team member can ask for a decision on any topic
- 8 Every team member can ask for a decision on any topic, but needs to be approved by team leader
- 9 Sometimes decisions are taken within a defined time
- 10 Often decisions are taken within a defined time
- 11 Decisions are implemented as documented via email
- 12 Decisions are implemented as documented formally in a defined template

KPIs that have not been chosen by 75% of the participants will no longer be listed (see less than 25% of votes).

50% and more of the participants have chosen the following KPI:

- We have a formal decision-making process
- We record our decision formally
- All team members have to participate formally in the Organise Decision-Making through poll
- Every team member can ask for a decision on any topic
- Every team member can ask for a decision on any topic, but needs to be approved by team
- Often decisions are taken within a defined time
- Decisions are implemented as documented formally in a defined template

Do you agree to these KPIs indicating the mastery level of the process of Decision Management?

- ☐ I agree
- ☐ I disagree, because...(give details).

The following KPI was chosen by less than 50% of the participants.

Do you want to include it as KPI to this level?

- ☐ Decisions are implemented as documented via email

Please visualise the virtual team you are currently working with.

How present is the process of Organise Decision-Making in your actual team?

- ☐ Not present
- ☐ Slightly present: some team members know about it, but no one seeks to implement it.
- ☐ Moderately present: we know about it, but haven't implemented it yet.
- ☐ Very present: we all know about it and have implemented it in our daily work.
- ☐ Extremely present: everyone knows about the importance of it and we constantly work on its improvement.

What does prevent a virtual team from applying this process in day-to-day practice?
(open-ended question)

D.2.7. Conduct Meeting Management

Virtual team meetings have a significant impact on the motivation of the virtual team. Virtual team meetings have to be prepared, executed and followed-up correctly to keep the motivation up in the virtual team. A special meeting is the virtual kick-off meeting.

The first round of Delphi Expert Survey showed the following results:



95% of the participants rated the process of Conduct Meeting Management as very or extremely relevant.

Do you agree to the process of Conduct Meeting Management being very or extremely relevant:

- ☐ I agree
- ☐ I disagree, because...(give details).

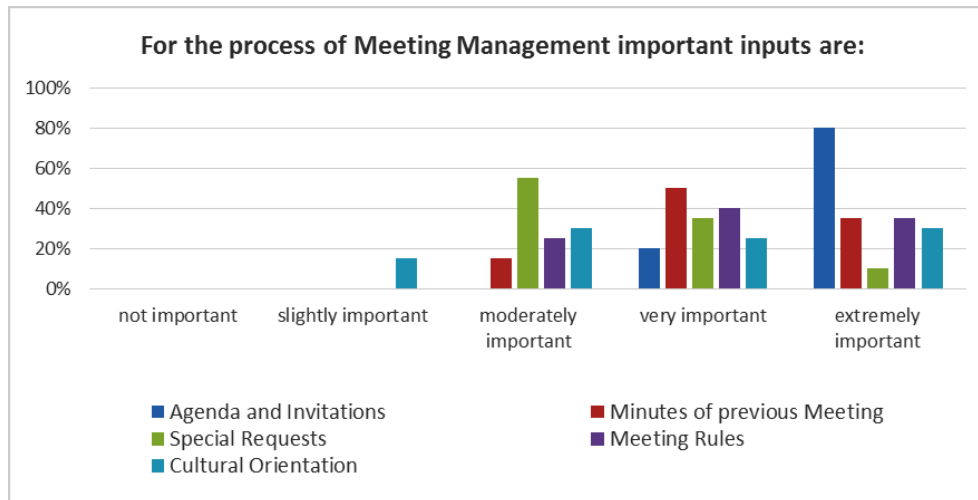
The processes are described in terms of inputs, methods and outputs.

Inputs

- Agenda and invitations includes written documentation which is made available to the team members before the meeting.
- Minutes of previous meetings includes written documentation which is made available to the team members before the meeting.
- Special requests is defined as any contributions to be made by team members outside the published agenda.
- Meeting Agree Rules is defined as the Agree Rules of conduct as stated in the team charter.
- Cultural orientations is defined as an inclination to think, feel or act in a way that is culturally determined. It affects areas of power and responsibility, time management,

identity and purpose of life, organisational arrangements, communication patterns and so on. It is based on the Cultural Orientations Framework (COF) by Philippe Rosinski described in his book *Coaching Across Cultures* (2003).

The first round of Delphi Expert Survey showed the following results:



A majority, 100% of the participants rated the input of *Agenda and Invitations* as very or extremely important.

The input of *Agenda and Invitations* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

A Majority, 85% of the participants rated the input of *Minutes of previous Meeting* as very or extremely important.

The input of *Minutes of previous Meeting* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

A Minority, 45% of the participants rated the input of *Special Requests* as very or extremely important.

The input of *Special Requests* is not very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

A Majority, 75% of the participants rated the input of *Meeting Agree Rules* as very or extremely important.

The input of *Meeting Agree Rules* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

A Majority, 55% of the participants rated the input of *Cultural Orientation* as very or extremely important.

The input of *Cultural Orientation* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

From recent practical experience another input should be included:

- Media competence is the ability to use the collaboration tools in an efficient manner to communicate successfully in virtual communication interactions.

Media competence as part of the input to the process of Conduct Meeting Management is

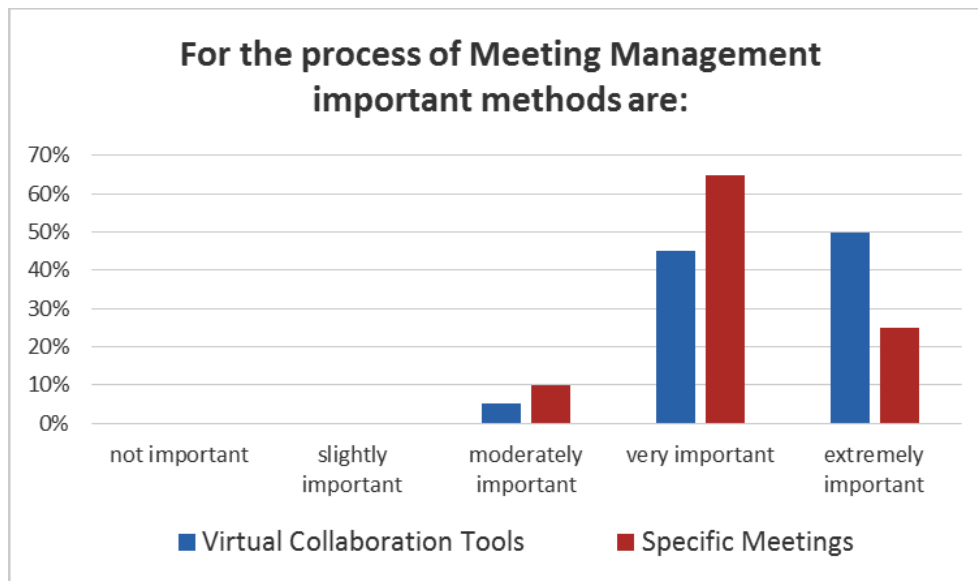
- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the explanation of this method is inadequate or incomplete (please, give details)? Open-ended question

Methods

- Virtual collaboration tools is defined as all the different tools available to the virtual to conduct the meeting.
- Meetings can have one or different purposes. Common meeting purposes are issue meetings, status meetings or problem-solving meetings.

The first round of Delphi Expert Survey showed the following results:



A Majority, 95% of the participants rated the method of *Virtual Collaboration Tools* as very or extremely important.

The method of *Virtual Collaboration Tools* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

A Majority, 90% of the participants rated the method of *Specific Meetings* as very or extremely important.

The method of *Specific Meetings* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

10% of the participants want to include *Virtual Facilitation Skills*, defined as a competency of the team leader to facilitate a virtual meeting, as a method to the feedback process.

Virtual Facilitation Skills and Competency as an method in the process of Conduct Meeting Management is

- ☐ extremely significant
- ☐ very significant
- ☐ moderately significant
- ☐ slightly significant

☐ not significant

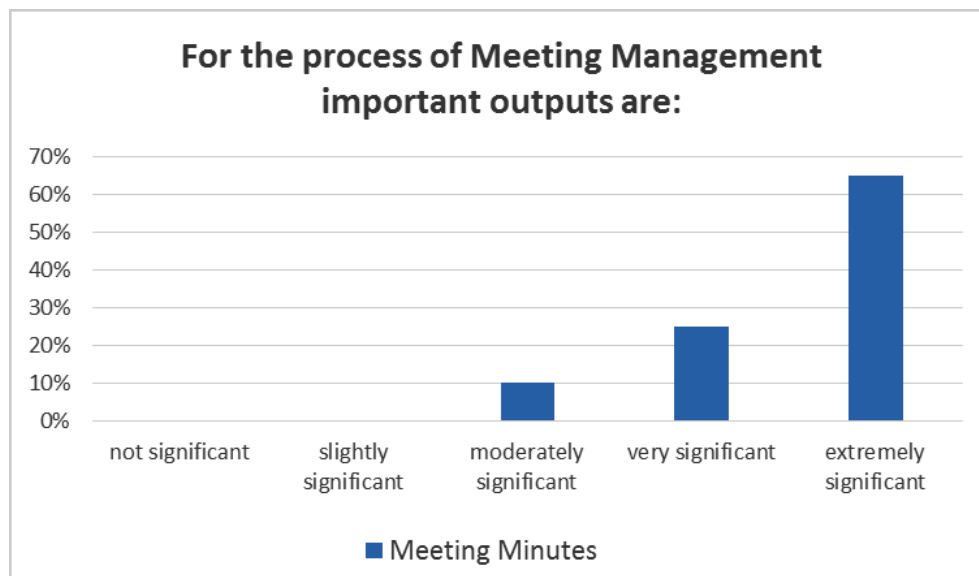
Do you think the meaning of this output is inadequate or incomplete (please, give details)?

Open-ended question

Outputs

- Meeting minutes is defined as a results protocol of the meeting. It includes action items, decisions and comments

The first round of Delphi Expert Survey showed the following results:



A Majority, 90% of the participants rated the output of *Meeting Minutes* as very or extremely important.

The output of *Meeting Minutes* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

30% of the participants want to include the following method to the feedback process.

- Update of related documents is defined as a formal recording of the meeting's decisions, adjustments to documents of Task and Decision Management, made available to all team members.

To expect *Update of related documents* as an output in the process of Conduct Meeting Management is

- ☐ extremely significant
- ☐ very significant
- ☐ moderately significant

- ☐ slightly significant
- ☐ not significant

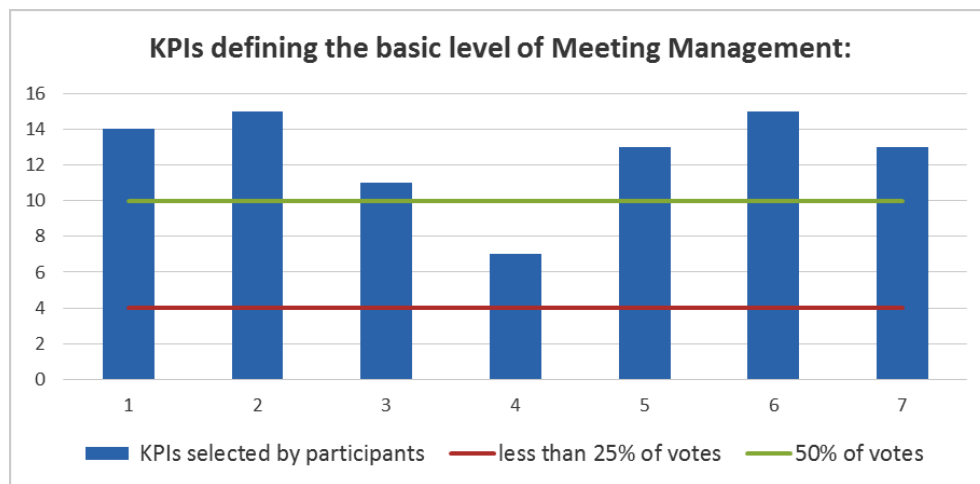
Do you think the meaning of this output is inadequate or incomplete (please, give details)?

Open-ended question

Level 1: Basic

At this level the team has awareness on what is required to increase the performance of the virtual team. All the quick wins have been implemented and the team performance increased, productivity increased, the level of conflict decreased and the team members develop trust and deepen their relationships.

The first round of Delphi Expert Survey showed the following results:



KPIs

- 1 We create an informal agenda at the beginning of the meeting
- 2 We have informal minutes
- 3 We have informal lead times
- 4 We have informal lag times
- 5 Team think about who can contribute and invite people
- 6 We have an informal time limitation
- 7 We have an informal process

KPIs that have not been chosen by 75% of the participants will no longer be listed (see less than 25% of votes).

50% and more of the participants have chosen the following KPI:

- We create an informal agenda at the beginning of the meeting

- We have informal minutes
- We have informal lead times
- Team think about who can contribute and invite people
- We have an informal time limitation
- We have an informal process

Do you agree to these KPIs indicating the basic level of the process of Conduct Meeting Management?

- ☐ I agree
- ☐ I disagree, because...(give details).

The following KPI was chosen by less than 50% of the participants.

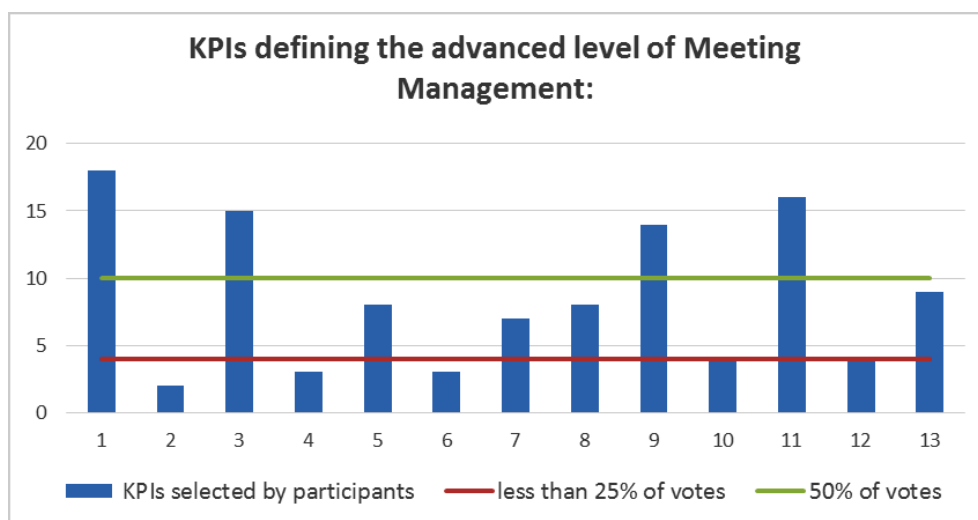
Do you want to include it as KPI to this level?

- ☐ We have informal lag times

Level 2: Advanced

At this level, all elements of the VTMM[®] are present. The virtual team has a positive culture, the different tools are used for different tasks and the virtual team processes are fully implemented or the decisions not implementing them have been well documented. The level of conflict is low and the performance is high. The team invests time into the relationship with other team members. Complex tasks are managed successfully and issues are tabled early and dealt with efficiently.

The first round of Delphi Expert Survey showed the following results:



KPIs

- 1 We create a formal agenda when we plan the meeting
- 2 We have informal minutes
- 3 We have formal minutes
- 4 We have informal lead times
- 5 We have formal lead times
- 6 We have informal lag times
- 7 We have formal lag times
- 8 Team think about who can contribute and invite people
- 9 Team invites people and asks feedback from participants
- 10 We have an informal time limitation
- 11 We have a formal time limitation
- 12 We have an informal process
- 13 We have a formal process

KPIs that have not been chosen by 75% of the participants will no longer be listed (see less than 25% of votes).

50% and more of the participants have chosen the following KPI:

- We create a formal agenda when we plan the meeting
- We have formal minutes
- Team invites people and asks feedback from participants
- We have a formal time limitation

Do you agree to these KPIs indicating the advanced level of the process of Conduct Meeting Management?

- ☐ I agree
- ☐ I disagree, because...(give details).

The following KPIs were chosen by less than 50% of the participants.

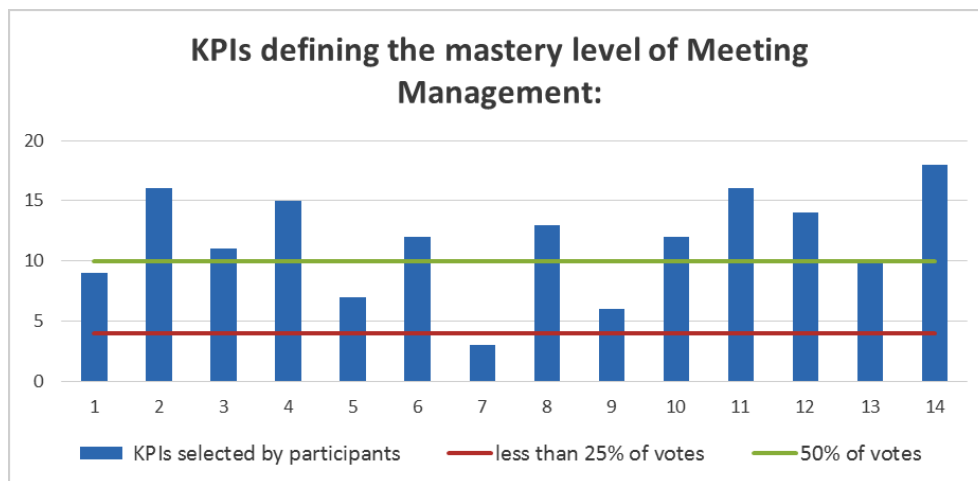
Do you want to include them as KPI to this level?

- ☐ We have formal lead times
- ☐ We have formal lag times
- ☐ Team think about who can contribute and invite people
- ☐ We have a formal process

Level 3: Mastery

All elements are present to the needed levels. The team is in a state of “flow” and the performance is very high. The team has implemented knowledge management processes and works on the optimisation of the virtual team processes, the tools and its culture. Team members are enjoying being on the team and the project progresses according to schedule, budget and scope, including the right quality.

The first round of Delphi Expert Survey showed the following results:

**KPIs**

- 1 We create a formal agenda when we plan the meeting
- 2 We create formal agenda when we plan the meeting and get approve before meetings
- 3 We have formal minutes
- 4 We have formal minutes with approval process
- 5 We have formal lead times
- 6 We have formal lead times with approval process
- 7 We have formal lag times
- 8 We have formal lag times with approval process
- 9 Team invites people and asks feedback from participants
- 10 Team invites people and ask feedback from participants for improvement of process
- 11 We have a formal time limitation
- 12 We continuously work on the reduction time limit
- 13 We have a formal process
- 14 We have a formal process and work on its improvement

KPIs that have not been chosen by 75% of the participants will no longer be listed (see less than 25% of votes).

50% and more of the participants have chosen the following KPI:

- We create formal agenda when we plan the meeting and get approve before meetings
- We have formal minutes
- We have formal minutes with approval process
- We have formal lead times with approval process
- We have formal lag times with approval process
- Team invites people and ask feedback from participants for improvement of process
- We have a formal time limitation
- We continuously work on the reduction time limit
- We have a formal process
- We have a formal process and work on its improvement

Do you agree to these KPIs indicating the mastery level of the process of Conduct Meeting Management?

- ☐ I agree
- ☐ I disagree, because...(give details).

The following KPIs were chosen by less than 50% of the participants.

Do you want to include them as KPI to this level?

- ☐ We create formal agenda when we plan the meeting and get approve before meetings
- ☐ We have formal minutes
- ☐ We have formal minutes with approval process
- ☐ We have formal lead times with approval process
- ☐ We have formal lag times with approval process
- ☐ Team invites people and ask feedback from participants for improvement of process
- ☐ We have a formal time limitation
- ☐ We continuously work on the reduction time limit
- ☐ We have a formal process and work on its improvement

Please visualise the virtual team you are currently working with.

How present is the process of Conduct Meeting Management in your actual team?

- ☐ Not present

- ☐ Slightly present: some team members know about it, but no one seeks to implement it.
- ☐ Moderately present: we know about it, but haven't implemented it yet.
- ☐ Very present: we all know about it and have implemented it in our daily work.
- ☐ Extremely present: everyone knows about the importance of it and we constantly work on its improvement.

What does prevent a virtual team from applying this process in day-to-day practice?
(open-ended question)

D.2.8. Engage in Trust-Building

This process compensates for the missing face-to-face interaction such as coffee breaks during meetings or meeting in the kitchen where important communications take place.

The first round of Delphi Expert Survey showed the following results:



70% of the participants rated the process of Conduct Meeting Management as very or extremely relevant.

Interestingly, a correlation could be found, showing that the more experience in virtual teams and team management participants have, the higher they rate the process of socialising.

Do you agree to the process of Engage in Trust-Building being very or extremely relevant:

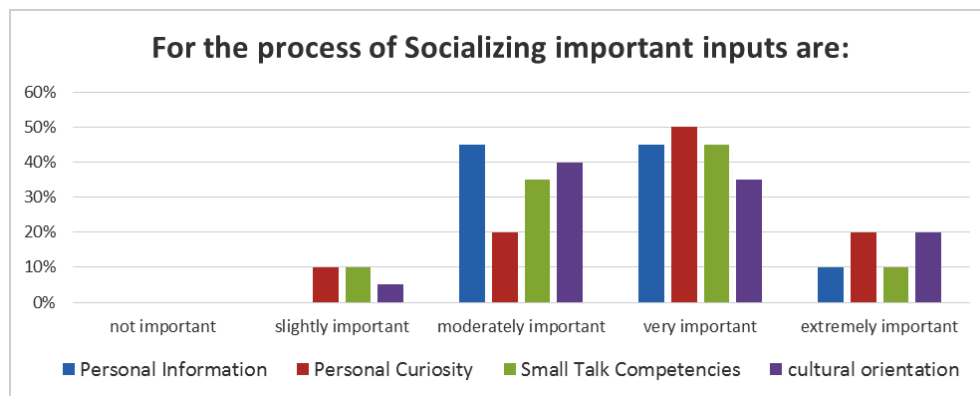
- ☐ I agree
- ☐ I disagree, because...(give details).

The processes are described in terms of inputs, methods and outputs.

Inputs

- Personal information is defined as information known to the individual.
- Personal curiosity is defined as the attitude and mindset to learn more from other team members
- Small talk competencies is defined as the ability to do small talk in a virtual environment
- Cultural orientations is defined as an inclination to think, feel or act in a way that is culturally determined. It affects areas of power and responsibility, time management, identity and purpose of life, organisational arrangements, communication patterns and so on. It is based on the Cultural Orientations Framework (COF) by Philippe Rosinski described in his book *Coaching Across Cultures* (2003).

The first round of Delphi Expert Survey showed the following results:



A majority, 55% of the participants rated the input of *Personal Information* as very or extremely important.

The input of *Personal Information* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

A Majority, 70% of the participants rated the input of *Personal Curiosity* as very or extremely important.

The input of *Personal Curiosity* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details)

A Majority, 55% of the participants rated the input of *Small Talk Competencies* as very or extremely important.

15% of the participants suggested to describe this input as

- Informal communication skills is defined as the ability to make contact and do small talk in a virtual environment and exchange consent, consideration and information informally.

The input of *Informal Communication Skills* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

A Majority, 55% of the participants rated the input of *Cultural Orientation* as very or extremely important.

The input of *Cultural Orientation* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

From recent practical experience, another input should be included:

- Media competence is the ability to use the collaboration tools in an efficient manner to communicate successfully in virtual communication interactions.

Media competence as part of the input to the process of Engage in Trust-Building is

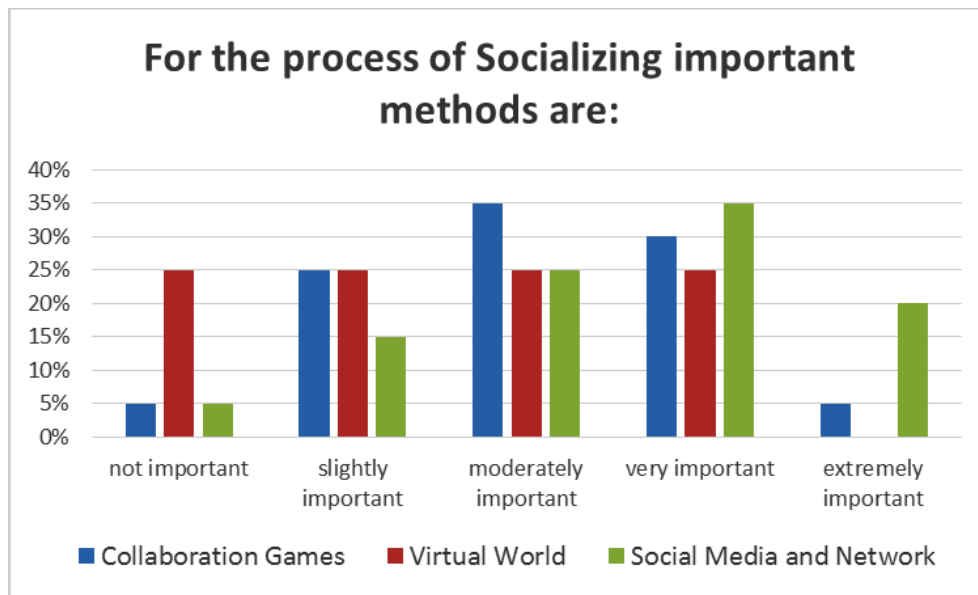
- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the description of this input is inadequate or incomplete (please, give details)? Open-ended question

Methods

- Collaborative games is defined as all the games the team members can play together in a virtual environment (such as virtual team building tasks, distributed brain gymnastics, ...).
- Virtual worlds is defined as a simulated world where people communicate through avatars (such as second life, S-cube, 3-D Simulation, ...).
- Social media and networks can include large public social media networks (such as Facebook, LinkedIn, XING, Yammer and others or company-specific who-is-who installations). Apart from its motivational effect, this informal and interdisciplinary exchange helps in making expertise visible, setting up and maintaining low cost “weak ties” networks and making opportunities to collaborate more closely visible.

The first round of Delphi Expert Survey showed the following results:



A Minority, 35% of the participants rated the method of *Collaboration Games* as very or extremely important.

The method of *Collaboration Games* is not very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

A Minority, 25% of the participants rated the method of *Virtual World* as very or extremely important.

The method of *Virtual World* is not very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

A Majority, 55% of the participants rated the method of *Social Media and Network* as very or extremely important.

The method of *Social Media and Network* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

20% of the participants noted the inadequate definitions of the methods of collaborative games and virtual worlds. We would like to include as a method to the process of Engage in Trust-Building:

- Virtual teambuilding defined as team building tasks offered through e.g. collaborative games (such as distributed brain gymnastics, coaching games, ...) or virtual simulation tools, where people communicate through avatars (such as second life, S-cube,...) used for reflective learning and change of perspective.

Virtual Teambuilding as part of the method to the process of Engage in Trust-Building is

- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the description of this input is inadequate or incomplete (please, give details)? Open-ended question

We would like to include as a method to the process of Engage in Trust-Building:

Virtual Social Activities defined as activities using any virtual platform to have a little fun, get to know the colleagues better and celebrate the hard work. They take the place of e.g. celebrations for end of fiscal-year, Christmas or after work gatherings.

Virtual Social Activities as part of the method to the process of Engage in Trust-Building is

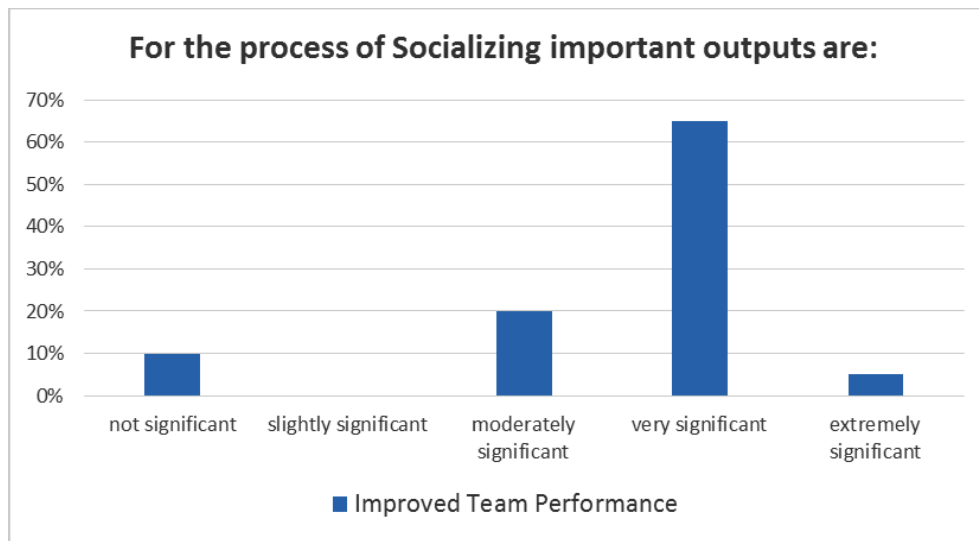
- ☐ extremely important
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the description of this input is inadequate or incomplete (please, give details)? Open-ended question

Outputs

- Improved team performance is defined as higher motivation of the team members and better work results such as higher quality, compliance with schedule, lower costs, ...

The first round of Delphi Expert Survey showed the following results:



A Majority, 55% of the participants rated the output of *Improved Team Performance* as very or extremely important.

The output of *Improved Team Performance* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

15% of participants suggested to include the following output to the process of socialising

- Higher team maturity defined as earlier and more complete transition into performing state, resulting in higher innovativeness and ability to react to problems, and much lower administrative effort to steer tasks and communication.

To expect *Higher Team Maturity* as an output in the process of Engage in Trust-Building is

- ☐ extremely significant
- ☐ very significant
- ☐ moderately significant
- ☐ slightly significant
- ☐ not significant

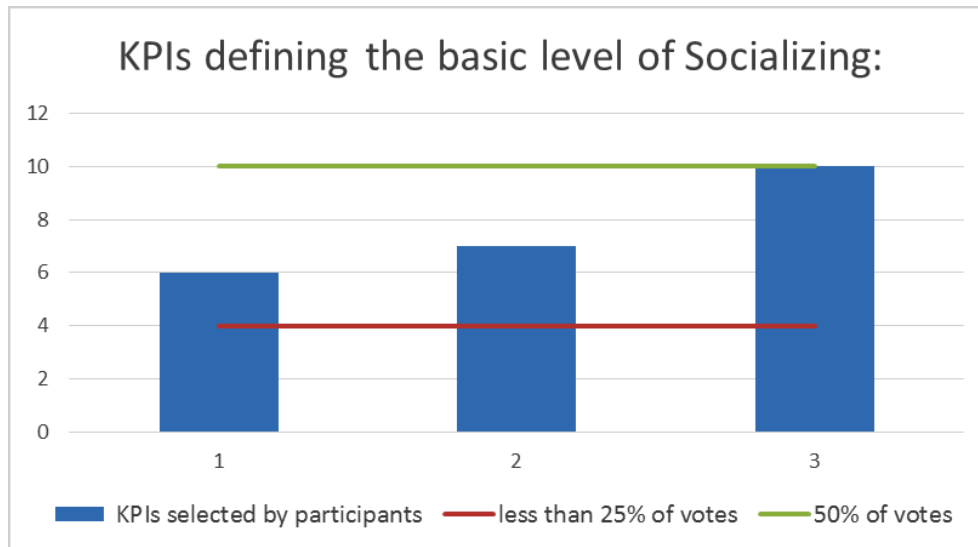
Do you think the meaning of this output is inadequate or incomplete (please, give details)?

Open-ended question

Level 1: Basic

At this level the team has awareness on what is required to increase the performance of the virtual team. All the quick wins have been implemented and the team performance increased, productivity increased, the level of conflict decreased and the team members develop trust and deepen their relationships.

The first round of Delphi Expert Survey showed the following results:

**KPIs**

- 1 Sometimes we keep records on regular social activities, that are repetitive in nature and style
- 2 We keep some records on time spent for each team member and number of team members attending social activities
- 3 We once recorded how the variety of social activities match the team culture

KPIs that have not been chosen by 75% of the participants will no longer be listed (see less than 25% of votes).

50% and more of the participants have chosen the following KPI:

- We once recorded how the variety of social activities match the team culture

Do you agree to this KPI indicating the basic level of the process of Engage in Trust-Building?

- ☐ I agree
- ☐ I disagree, because...(give details)

The following KPIs were chosen by less than 50% of the participants.

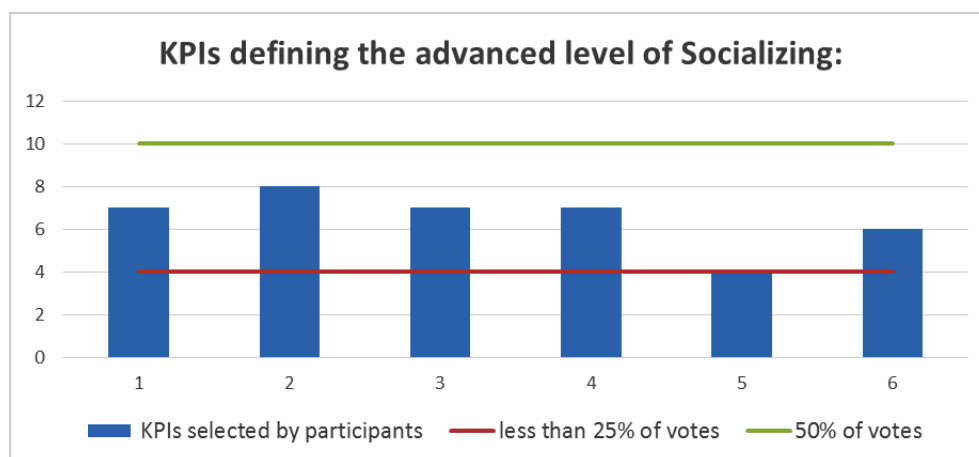
Do you want to include them as KPI to this level?

- ☐ Sometimes we keep records on regular social activities, that are repetitive in nature and style
- ☐ We keep some records on time spent for each team member and number of team members attending social activities

Level 2: Advanced

At this level, all elements of the VTMM® are present. The virtual team has a positive culture, the different tools are used for different tasks and the virtual team processes are fully implemented or the decisions not implementing them have been well documented. The level of conflict is low and the performance is high. The team invests time into the relationship with other team members. Complex tasks are managed successfully and issues are tabled early and dealt with efficiently.

The first round of Delphi Expert Survey showed the following results:



KPIs

- 1 Sometimes we keep records on regular social activities, that are repetitive in nature and style
- 2 Often we keep records on regular social activities
- 3 We keep some records on time spent for each team member and number of team members attending social activities
- 4 We mostly keep records on time spent for each team member and number of team members attending social activities
- 5 We once recorded how the variety of social activities match the team culture
- 6 We sometimes record how the variety of social activities match the team culture

KPIs that have not been chosen by 75% of the participants will no longer be listed (see less than 25% of votes).

The following KPIs were chosen by less than 50% of the participants.

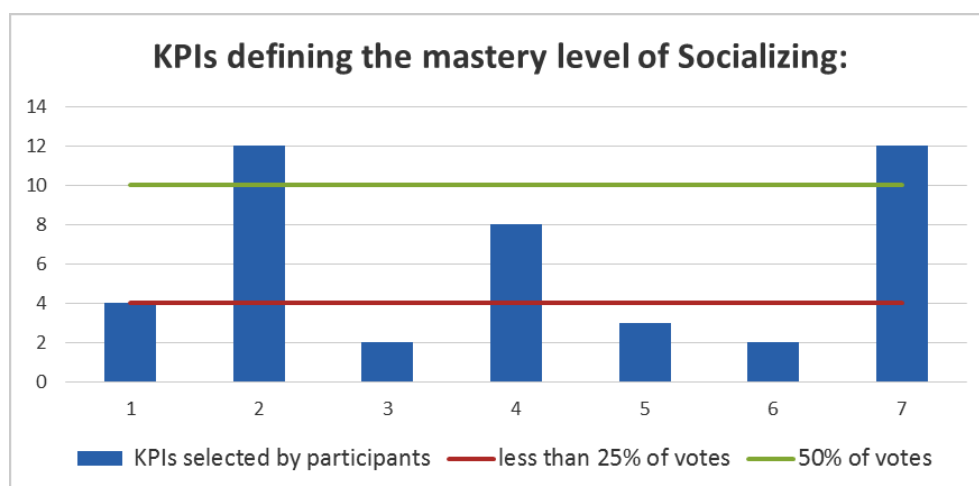
Do you want to include them as KPI to this level?

- ☐ Sometimes we keep records on regular social activities, that are repetitive in nature and style
- ☐ Often we keep records on regular social activities
- ☐ We keep some records on time spent for each team member and number of team members attending social activities
- ☐ We mostly keep records on time spent for each team member and number of team members attending social activities
- ☐ We sometimes record how the variety of social activities match the team culture

Level 3: Mastery

All elements are present to the needed levels. The team is in a state of “flow” and the performance is very high. The team has implemented knowledge management processes and works on the optimisation of the virtual team processes, the tools and its culture. Team members are enjoying being on the team and the project progresses according to schedule, budget and scope, including the right quality.

The first round of Delphi Expert Survey showed the following results:



KPIs

- 1 Often we keep records on regular social activities
- 2 We always keep records on regular, repetitive social activities
- 3 We mostly keep records on time spent for each team member and number of team members attending social activities
- 4 We keep all records on time spent for each team member and number of team members attending social activities
- 5 We once recorded how the variety of social activities match the team culture
- 6 We sometimes record how the variety of social activities match the team culture
- 7 We always record how the diversity of social activities match the team culture

KPIs that have not been chosen by 75% of the participants will no longer be listed (see less than 25% of votes).

50% and more of the participants have chosen the following KPI:

- We always keep records on regular, repetitive social activities
- We always record how the diversity of social activities match the team culture

Do you agree to these KPIs indicating the mastery level of the process of Engage in Trust-Building?

- ☐ I agree
- ☐ I disagree, because...(give details).

The following KPI was chosen by less than 50% of the participants.

Do you want to include it as KPI to this level?

- ☐ We keep all records on time spent for each team member and number of team members attending social activities

Please visualise the virtual team you are currently working with.

How present is the process of Engage in Trust-Building in your actual team?

- ☐ Not present
- ☐ Slightly present: some team members know about it, but no one seeks to implement it.
- ☐ Moderately present: we know about it, but haven't implemented it yet.
- ☐ Very present: we all know about it and have implemented it in our daily work.

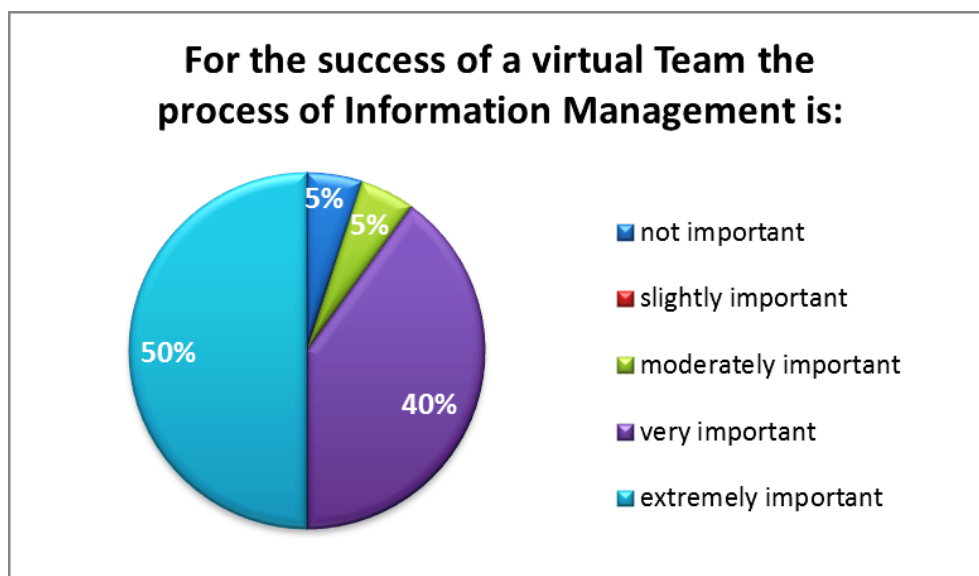
- ☐ Extremely present: everyone knows about the importance of it and we constantly work on its improvement.

What does prevent a virtual team from applying this process in day-to-day practice?
(open-ended question))

D.2.9. Define Information Management

The management of information is important to keep a clear understanding about the task, the decisions, the action items and the versioning of the documents.

The first round of Delphi Expert Survey showed the following results:



90% of the participants rated the process of Define Information Management as very or extremely relevant.

Do you agree to the process of Define Information Management being very or extremely relevant:

- ☐ I agree
- ☐ I disagree, because...(give details).

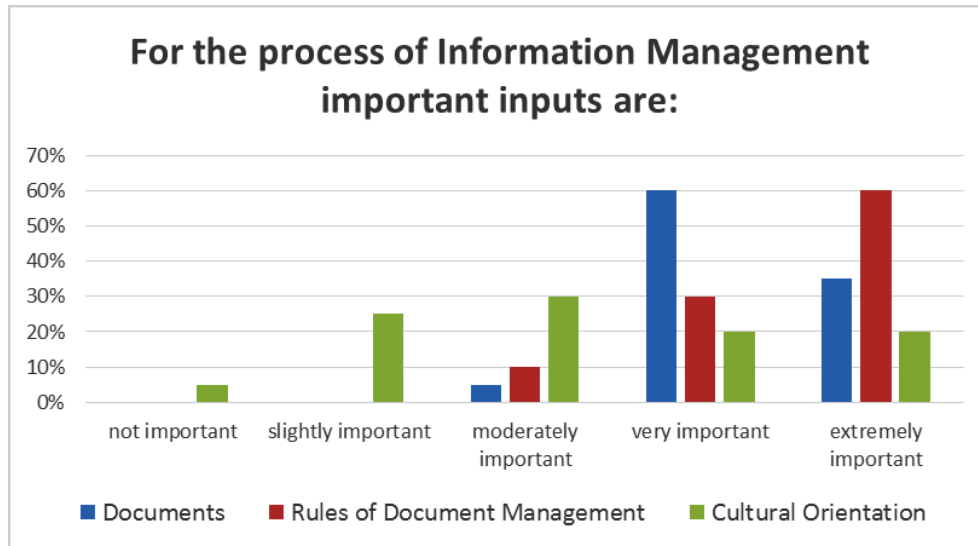
The processes are described in terms of inputs, methods and outputs.

Inputs

- Documents is defined as any generated piece of information available in electronic media
- Agree Rules of document management is defined as how the team will manage the information. This can be naming conventions, storage locations, work flows, distributions Agree Rules, also as defined in the team charter.

- Cultural orientations is defined as an inclination to think, feel or act in a way that is culturally determined. It affects areas of power and responsibility, time management, identity and purpose of life, organisational arrangements, communication patterns and so on. It is based on the Cultural Orientations Framework (COF) by Philippe Rosinski described in his book *Coaching Across Cultures* (2003).

The first round of Delphi Expert Survey showed the following results:



A majority, 95% of the participants rated the input of *Documents* as very or extremely important.

The input of *Documents* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

A Majority, 70% of the participants rated the input of *Agree Rules of Document Management* as very or extremely important.

The input of *Agree Rules of Document Management* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

A Minority, 40% of the participants rated the input of *Cultural Orientation* as very or extremely important.

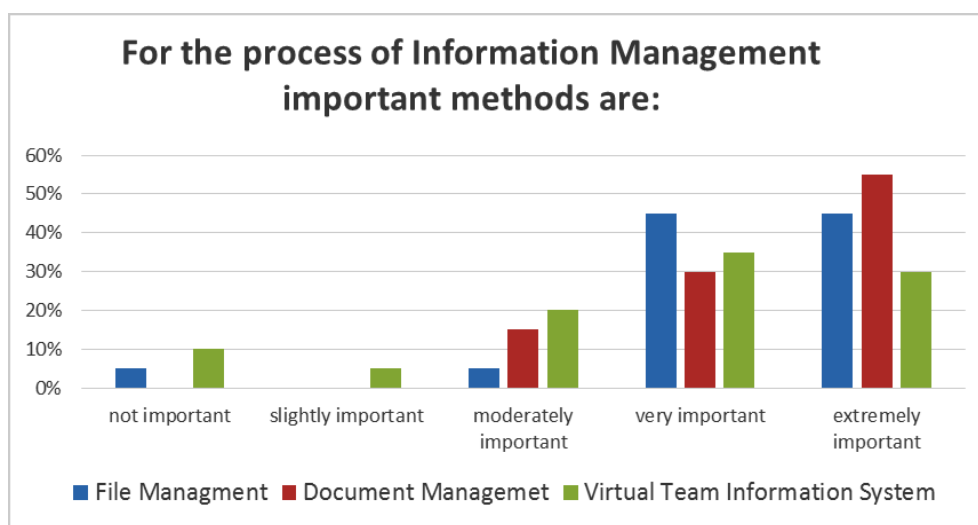
The input of *Cultural Orientation* is not very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

Methods

- File management systems is defined as the system which distributed files and links to documents (such as Share Point, Project Wiki, Librarian Role, Taxonomy...).
- Document management systems is defined as database-supported management of the documents (including storage, versioning, metadata, security, as well as indexing and retrieval capabilities).
- Virtual team information system can be any information system supporting the management of information, collaboration and creativity of the team (such as collaboration systems, mind management software, online creativity application, idea clouds...).

The first round of Delphi Expert Survey showed the following results:



A majority, 90% of the participants rated the method of *File Management* as very or extremely important.

The method of *File Management* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

A Majority, 85% of the participants rated the method of *Document Management* as very or extremely important.

The method of *Document Management* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

A Majority, 65% of the participants rated the method of *Virtual Team Information System* as very or extremely important.

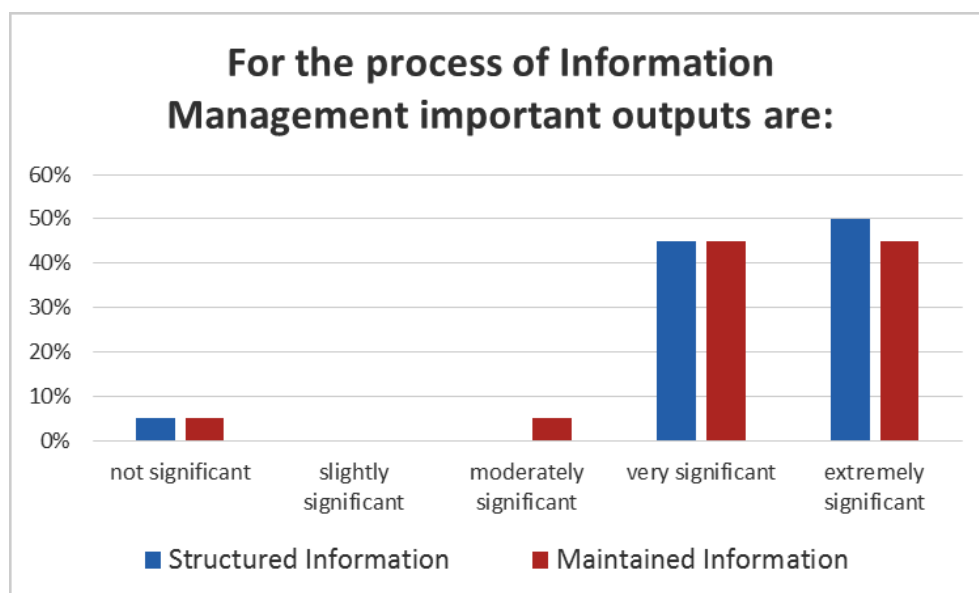
The method of *Virtual Team Information System* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

Outputs

- Structured and accessible information is defined as easy research and quick access to required information and/or documents
- Maintained information is defined as up-to-date information on the team (accuracy, transparency and consistency of documents). Information management also processes the outputs of the processes of Set Goals, Perform Task Management, Organise Decision-Making and Conduct Meeting Management.

The first round of Delphi Expert Survey showed the following results:



A majority, 95% of the participants rated the output of *Structured Information* as very or extremely important.

The output of *Structured Information* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

A Majority, 90% of the participants rated the output of *Maintained Information* as very or extremely important.

The output of *Maintained Information* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

15% of the participants want to include the following output to the process of Define Information Management:

- Improved Team Performance defined as higher motivation, satisfied team members, reduced costs, working on schedule when not wasting time searching for documents and/or working with inaccurate information.

To expect *Improved Team Performance* as an output in the process of Define Information Management is

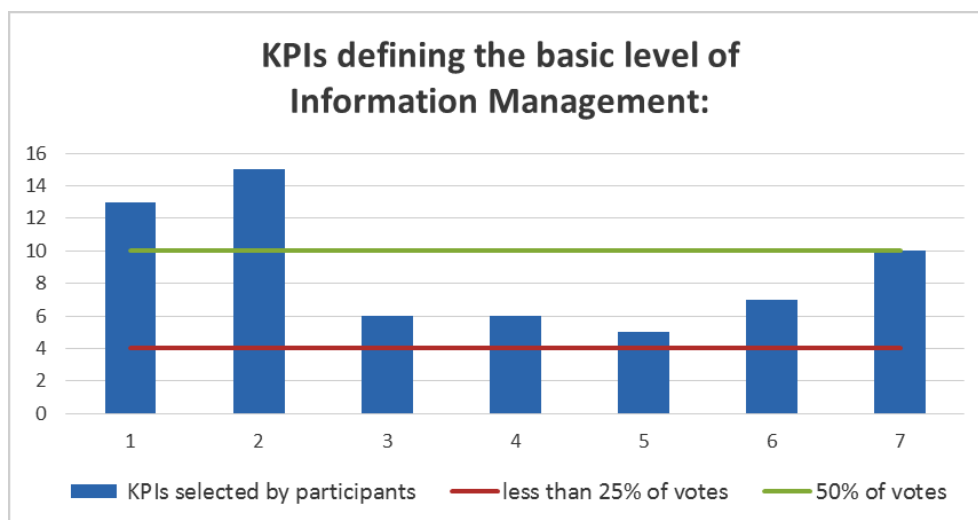
- ☐ extremely significant
- ☐ very significant
- ☐ moderately significant
- ☐ slightly significant
- ☐ not significant

Do you think the meaning of this output is inadequate or incomplete (please, give details)?
Open-ended question

Level 1: Basic

At this level the team has awareness on what is required to increase the performance of the virtual team. All the quick wins have been implemented and the team performance increased, productivity increased, the level of conflict decreased and the team members develop trust and deepen their relationships.

The first round of Delphi Expert Survey showed the following results:



KPIs

- 1 We have an agreed information distribution process and users using a filing system like share storage
- 2 We use a share folder to upload documents and share within our team google drive
- 3 Team members follow the information distribution process
- 4 Team members follow the document control process
- 5 We keep the number of change requests in the log history of documents
- 6 Just the authorised team members have access to documents
- 7 We informally track variations from our document control processes

KPIs that have not been chosen by 75% of the participants will no longer be listed (see less than 25% of votes).

50% and more of the participants have chosen the following KPI:

- We have an agreed information distribution process and users using a filing system like share storage
- We use a share folder to upload documents and share within our team google drive
- We informally track variations from our document control processes

Do you agree to these KPIs indicating the basic level of the process of Define Information Management?

- ☐ I agree
- ☐ I disagree, because...(give details).

The following KPI was chosen by less than 50% of the participants.

Do you want to include them as KPI to this level?

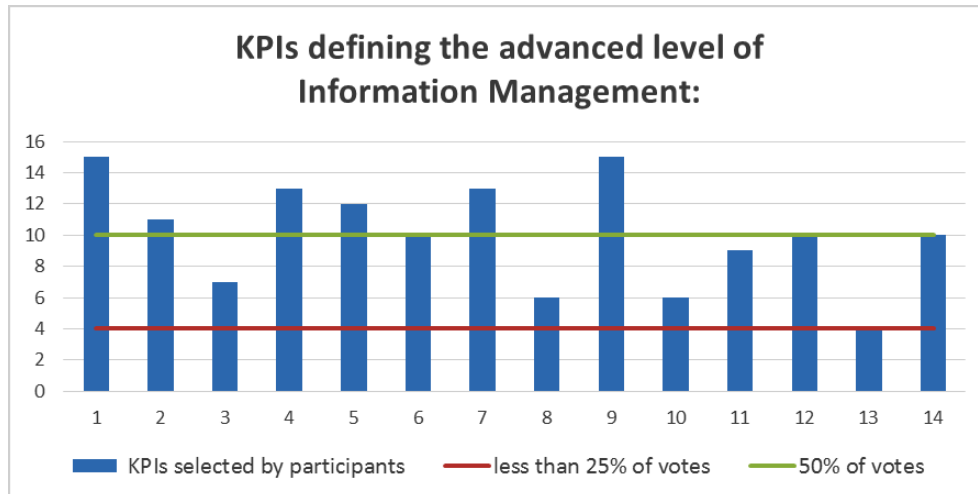
- ☐ We use a share folder to upload documents and share within our team google drive
- ☐ Team members follow the information distribution process
- ☐ Team members follow the document control process
- ☐ We keep the number of change requests in the log history of documents
- ☐ Just the authorised team members have access to documents

Level 2: Advanced

At this level, all elements of the VTMM® are present. The virtual team has a positive culture, the different tools are used for different tasks and the virtual team processes are

fully implemented or the decisions not implementing them have been well documented. The level of conflict is low and the performance is high. The team invests time into the relationship with other team members. Complex tasks are managed successfully and issues are tabled early and dealt with efficiently.

The first round of Delphi Expert Survey showed the following results:



KPIs

- 1 We have an agreed information distribution process and users using a filing system like share storage
- 2 We have an agreed process with more controlled share + collaboration functionality such as share point or google drive
- 3 We use a share folder to upload documents and share within our team google drive
- 4 We use a tool to control versions of documents like share point
- 5 Team members follow the information distribution process
- 6 Team members follow and improve the information distribution process
- 7 Team members follow the document control process
- 8 Team members follow and improve the document control process
- 9 We keep the number of change requests in the log history of documents
- 10 We use a tool to record number of change request on our baseline documentation
- 11 Just the authorised team members have access to documents
- 12 We have different storage for keeping documents and stakeholder have access to documents based on their permissions
- 13 We informally track variations from our document control processes
- 14 We track variations from our document control processes using standardised templates

KPIs that have not been chosen by 75% of the participants will no longer be listed (see less than 25% of votes).

50% and more of the participants have chosen the following KPI:

- We have an agreed information distribution process and users using a filing system like share storage
- We have an agreed process with more controlled share + collaboration functionality such as share point or google drive
- We use a tool to control versions of documents like share point
- Team members follow the information distribution process
- Team members follow and improve the information distribution process
- Team members follow the document control process
- We keep the number of change requests in the log history of documents
- We have different storage for keeping documents and stakeholder have access to documents based on their permissions
- We track variations from our document control processes using standardised templates

Do you agree to these KPIs indicating the advanced level of the process of Define Information Management?

- ☐ I agree
- ☐ I disagree, because...(give details).

The following KPI was chosen by less than 50% of the participants.

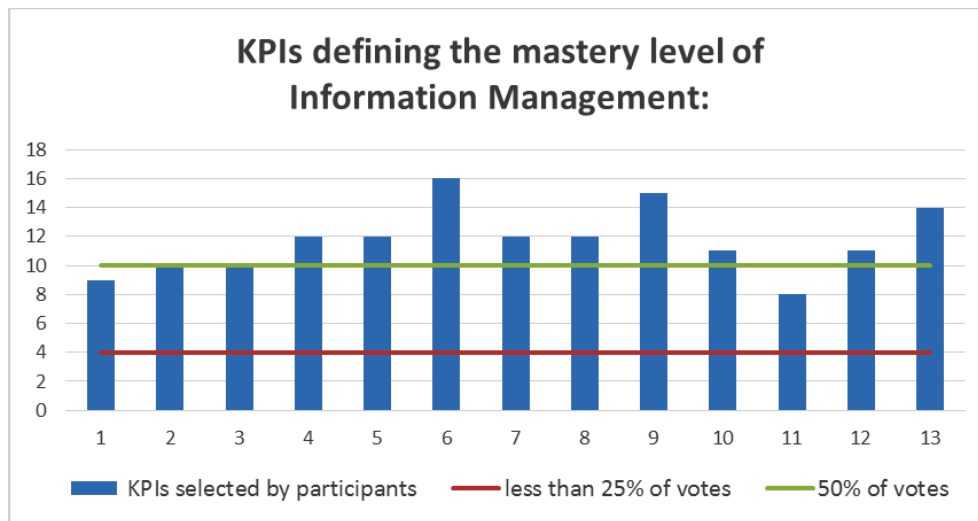
Do you want to include them as KPI to this level?

- ☐ We use a share folder to upload documents and share within our team google drive
- ☐ Team members follow and improve the document control process
- ☐ We use a tool to record number of change request on our baseline documentation
- ☐ Just the authorised team members have access to documents
- ☐ We informally track variations from our document control processes

Level 3: Mastery

All elements are present to the needed levels. The team is in a state of „flow“ and the performance is very high. The team has implemented knowledge management processes and works on the optimisation of the virtual team processes, the tools and its culture. Team members are enjoying being on the team and the project progresses according to schedule, budget and scope, including the right quality.

The first round of Delphi Expert Survey showed the following results:



KPIs

- 1 We have an agreed process with more controlled share + collaboration functionality such as share point or google drive
- 2 We have an agreed process with more controlled share + collaboration functionality such as DMS
- 3 We use a tool to control versions of documents like share point
- 4 We use an integrated tool to control versions of documents
- 5 Team members follow and improve the information distribution process
- 6 Team members are trained to follow and improve the information distribution process
- 7 Team members follow and improve the document control process
- 8 Team members are trained to follow and improve the document control process
- 9 We use a tool to record number of change request on our baseline documentation
- 10 We use a DMS to keep all of changes on our information
- 11 We have different storage for keeping documents and stakeholder have access to documents based on their permissions
- 12 We use an integrated tool to control all aspects of documents such DMS tools
- 13 We use a tool to track variations from our document control processes

KPIs that have not been chosen by 75% of the participants will no longer be listed (see less than 25% of votes).

50% and more of the participants have chosen the following KPI:

- We have an agreed process with more controlled share + collaboration functionality such as DMS

- We use a tool to control versions of documents like share point
- We use an integrated tool to control versions of documents
- Team members follow and improve the information distribution process
- Team members are trained to follow and improve the information distribution process
- Team members follow and improve the document control process
- Team members are trained to follow and improve the document control process
- We use a tool to record number of change request on our baseline documentation
- We use a DMS to keep all of changes on our information
- We use an integrated tool to control all aspects of documents such DMS tools
- We use a tool to track variations from our document control processes

Do you agree to these KPIs indicating the mastery level of the process of Define Information Management?

- ☐ I agree
- ☐ I disagree, because...(give details).

The following KPI was chosen by less than 50% of the participants.

Do you want to include them as KPI to this level?

- ☐ We have an agreed process with more controlled share + collaboration functionality such as share point or google drive
- ☐ We have different storage for keeping documents and stakeholder have access to documents based on their permissions

Please visualise the virtual team you are currently working with.

How present is the process of Define Information Management in your actual team?

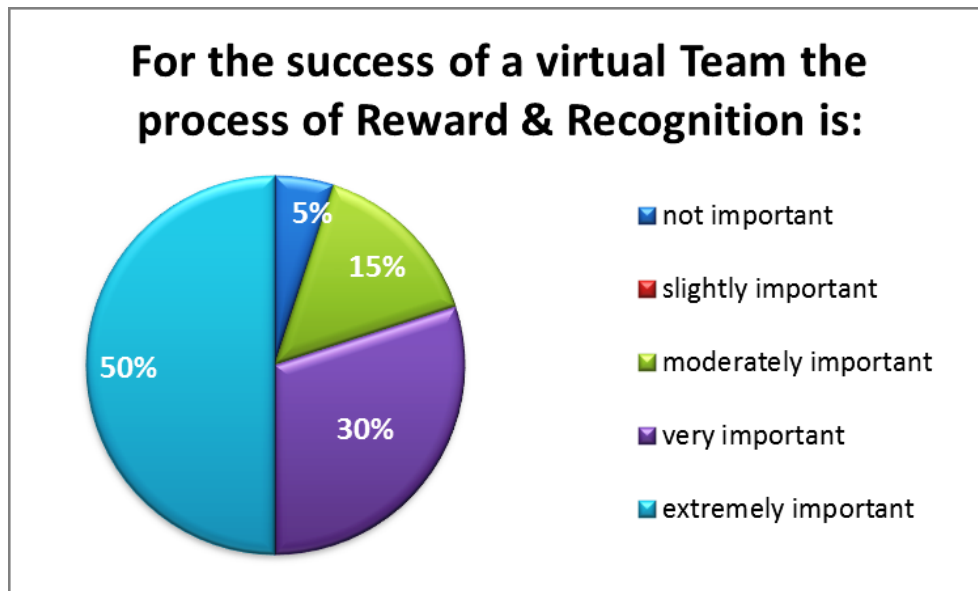
- ☐ Not present
- ☐ Slightly present: some team members know about it, but no one seeks to implement it.
- ☐ Moderately present: we know about it, but haven't implemented it yet.
- ☐ Very present: we all know about it and have implemented it in our daily work.
- ☐ Extremely present: everyone knows about the importance of it and we constantly work on its improvement.

What does prevent a virtual team from applying this process in day-to-day practice?
(open-ended question)

D.2.10. Give Rewards & Recognitions

This process appraises positive behaviour and discourages undesired behaviour. It is important to support the team culture.

The first round of Delphi Expert Survey showed the following results:



80% of the participants rated the process of Give Rewards & Recognitions as very or extremely relevant.

Do you agree to the process of Give Rewards & Recognitions being very or extremely relevant:

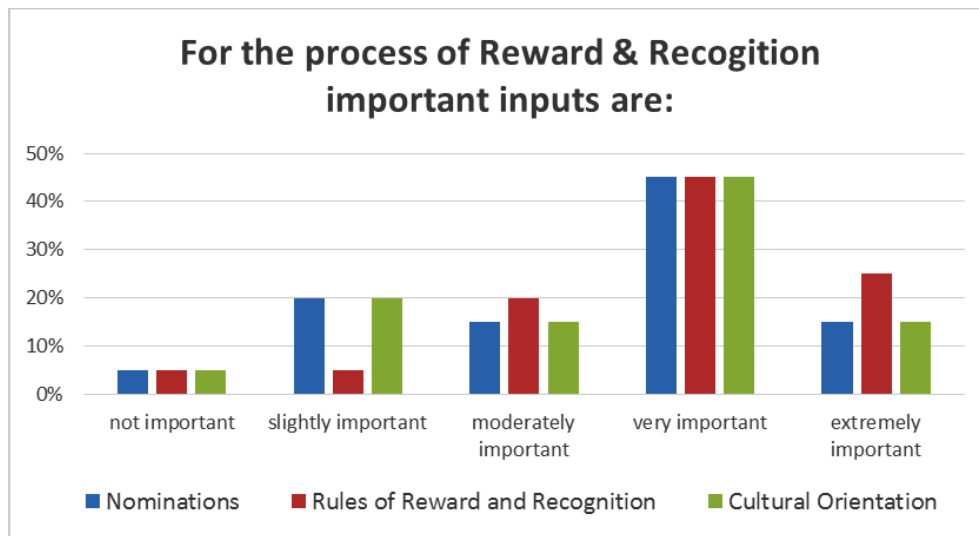
- ☐ I agree
- ☐ I disagree, because...(give details).

The processes are described in terms of inputs, methods and outputs.

Inputs

- Nominations is defined as candidates for individual or team recognitions
- Agree Rules of rewards & recognition is defined as who is qualifying for which reward & recognition as defined in the team charter.
- Cultural orientations is defined as an inclination to think, feel or act in a way that is culturally determined. It affects areas of power and responsibility, time management, identity and purpose of life, organisational arrangements, communication patterns and so on. It is based on the Cultural Orientations Framework (COF) by Philippe Rosinski described in his book Coaching Across Cultures (2003).

The first round of Delphi Expert Survey showed the following results:



A majority, 60% of the participants rated the input of *Nominations* as very or extremely important.

The input of *Nominations* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

A majority, 70% of the participants rated the input of *Agree Rules of Give Rewards & Recognitions* as very or extremely important.

The input of *Agree Rules of Give Rewards & Recognitions* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

A majority, 60% of the participants rated the input of *Cultural Orientation* as very or extremely important.

The input of *Cultural Orientation* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

From recent practical experience, another input should be included:

- Media competence is the ability to use the collaboration tools in an efficient manner to communicate successfully in virtual communication interactions.

***Media competence* as part of the input to the process of Give Rewards & Recognitions is**

- ☐ extremely important

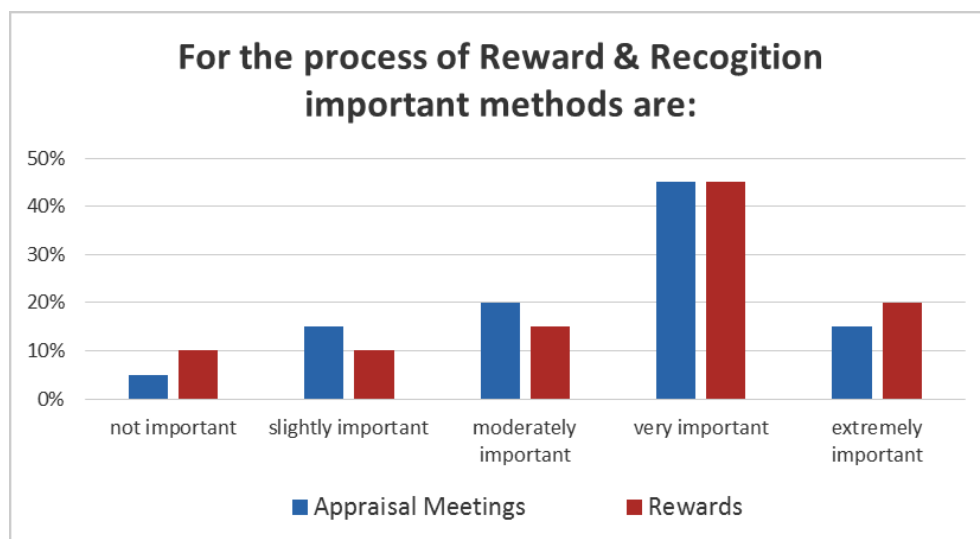
- ☐ very important
- ☐ moderately important
- ☐ slightly important
- ☐ not important

Do you think the explanation of this method is inadequate or incomplete (please, give details)? Open-ended question

Methods

- Appraisal meetings is defined as the special meeting where the periodic rewards and recognitions
- Awards are meaningful symbols and incentives adapted to the cultural orientation of the candidate.

The first round of Delphi Expert Survey showed the following results:



A majority, 60% of the participants rated the method of *Appraisal Meetings* as very or extremely important.

The method of *Appraisal Meetings* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

A Majority, 65% of the participants rated the method of *Rewards* as very or extremely important.

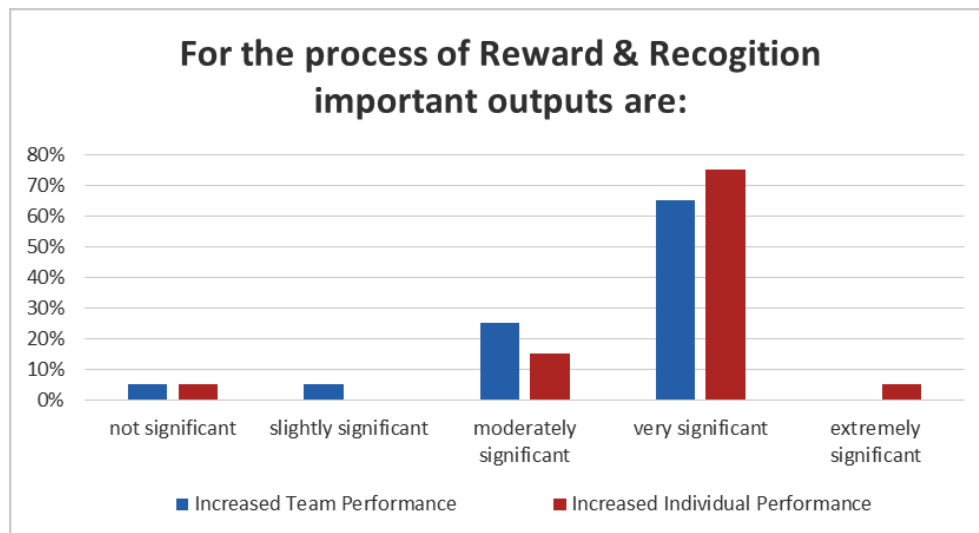
The method of *Rewards* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

Outputs

- Increased team performance is defined in the Give & Receive Feedback process
- Increased individual performance is a higher commitment and identification of the team member with the team and the purpose of the team.

The first round of Delphi Expert Survey showed the following results:



A majority, 65% of the participants rated the output of *Increased Team Performance* as very or extremely important.

The output of Increased Team Performance is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

A Majority, 80% of the participants rated the output of *Increased Individual Performance* as very or extremely important.

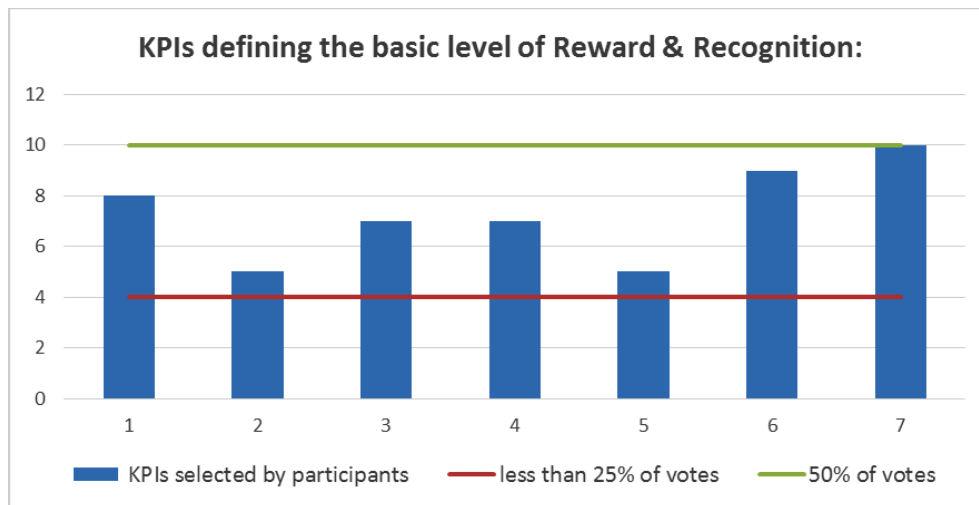
The output of Increased Individual Performance is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

Level 1: Basic

At this level the team has awareness on what is required to increase the performance of the virtual team. All the quick wins have been implemented and the team performance increased, productivity increased, the level of conflict decreased and the team members develop trust and deepen their relationships.

The first round of Delphi Expert Survey showed the following results:



KPIs

- 1 We sometimes apply the rewards & recognitions available within your company
- 2 We have some virtual team specifics rewards & recognitions for individual performance defined
- 3 These rewards & recognitions are sometimes appreciated by the virtual team members
- 4 We have simple team rewards & recognitions defined
- 5 We have informally planned targets for individual rewards & recognitions
- 6 We have informally planned targets for team rewards & recognitions
- 7 We have ad hoc rewards & recognitions for different project phases

KPIs that have not been chosen by 75% of the participants will no longer be listed (see less than 25% of votes).

50% and more of the participants have chosen the following KPI:

- We sometimes apply the rewards & recognitions available within your company

Do you agree to these KPIs indicating the basic level of the process of Reward & recognition?

- ☐ I agree
- ☐ I disagree, because...(give details).

The following KPIs were chosen by less than 50% of the participants.

Do you want to include them as KPI to this level?

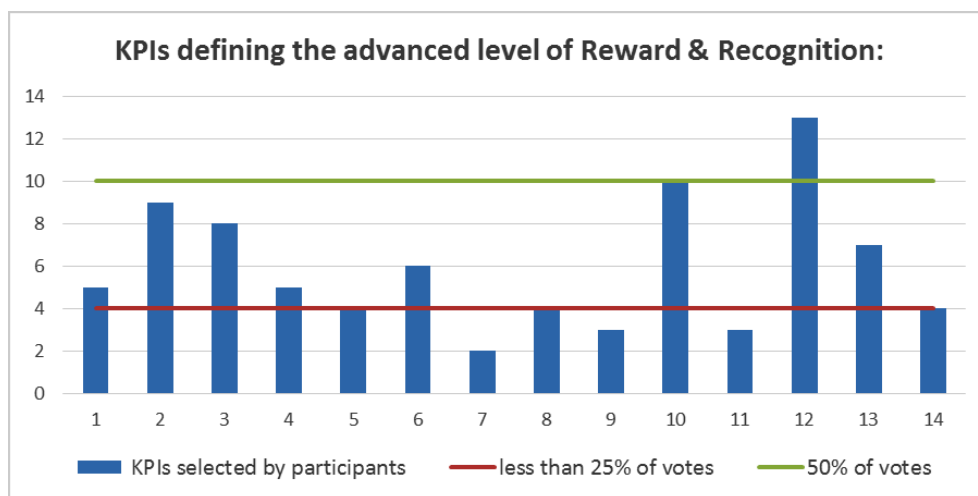
- ☐ We sometimes apply the rewards & recognitions available within your company

- ☐ We have some virtual team specifics rewards & recognitions for individual performance defined
- ☐ These rewards & recognitions are sometimes appreciated by the virtual team members
- ☐ We have simple team rewards & recognitions defined
- ☐ We have informally planned targets for individual rewards & recognitions
- ☐ We have informally planned targets for team rewards & recognitions

Level 2: Advanced

At this level, all elements of the VTMM® are present. The virtual team has a positive culture, the different tools are used for different tasks and the virtual team processes are fully implemented or the decisions not implementing them have been well documented. The level of conflict is low and the performance is high. The team invests time into the relationship with other team members. Complex tasks are managed successfully and issues are tabled early and dealt with efficiently.

The first round of Delphi Expert Survey showed the following results:



KPIs

- 1 We sometimes apply the rewards & recognitions available within your company
- 2 We often apply the rewards & recognitions available within your company
- 3 We have some virtual team specifics rewards & recognitions for individual performance defined
- 4 We have many virtual team specifics rewards & recognitions for individual performance defined
- 5 These rewards & recognitions are sometimes appreciated by the virtual team members

- 6 These rewards & recognitions are often appreciated by the virtual team members
- 7 We have simple team rewards & recognitions
- 8 We have some ad hoc team rewards & recognitions defined
- 9 We have informally planned targets for individual rewards & recognitions
- 10 We have formally planned targets for individual rewards & recognitions
- 11 We have informally planned targets for team rewards & recognitions
- 12 We have formally planned targets for team rewards & recognitions
- 13 We have ad hoc rewards & recognitions for different project phases
- 14 We have informal rewards & recognitions for different project phases

KPIs that have not been chosen by 75% of the participants will no longer be listed (see less than 25% of votes).

50% and more of the participants have chosen the following KPI:

- We have formally planned targets for individual rewards & recognitions
- We have formally planned targets for team rewards & recognitions

Do you agree to these KPIs indicating the advanced level of the process of Give Rewards & Recognitions?

- ☐ I agree
- ☐ I disagree, because...(give details).

The following KPIs were chosen by less than 50% of the participants.

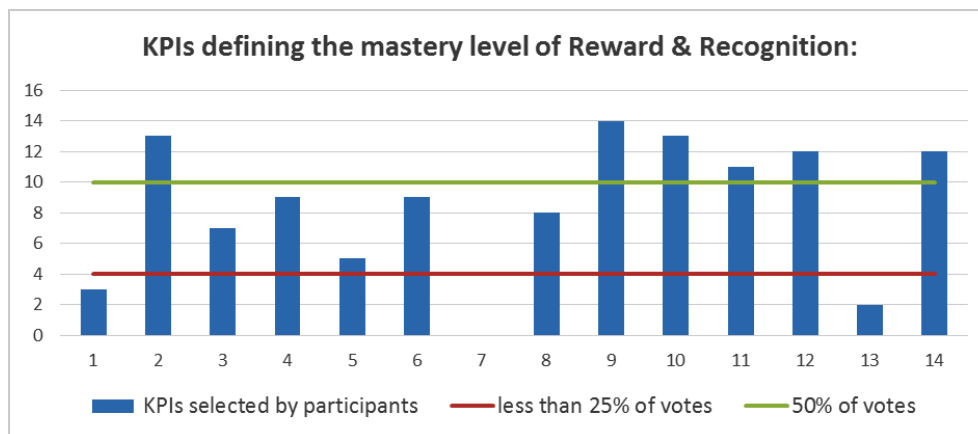
Do you want to include them as KPI to this level?

- ☐ We sometimes apply the rewards & recognitions available within your company
- ☐ We often apply the rewards & recognitions available within your company
- ☐ We have some virtual team specifics rewards & recognitions for individual performance defined
- ☐ We have many virtual team specifics rewards & recognitions for individual performance defined
- ☐ These rewards & recognitions are often appreciated by the virtual team members
- ☐ We have formally planned targets for individual rewards & recognitions
- ☐ We have ad hoc rewards & recognitions for different project phases

Level 3: Mastery

All elements are present to the needed levels. The team is in a state of “flow” and the performance is very high. The team has implemented knowledge management processes and works on the optimisation of the virtual team processes, the tools and its culture. Team members are enjoying being on the team and the project progresses according to schedule, budget and scope, including the right quality.

The first round of Delphi Expert Survey showed the following results:

**KPIs**

- 1 We often apply the rewards & recognitions available within your company
- 2 We always apply the rewards & recognitions available within your company
- 3 We have many virtual team specifics rewards & recognitions for individual performance defined
- 4 We have many virtual team specifics rewards & recognitions for individual performance defined and apply them always
- 5 These rewards & recognitions are often appreciated by the virtual team members
- 6 These rewards & recognitions are very much appreciated by the virtual team members
- 7 We have some ad hoc rewards & recognitions defined
- 8 We have specific rewards & recognitions defined
- 9 We have formally planned targets for team rewards & recognitions
- 10 We have formally planned targets for team rewards & recognitions open for improvement
- 11 We have formally planned targets for individual rewards & recognition
- 12 We have formally planned targets for individual rewards & recognitions open for improvement
- 13 We have informal different rewards & recognitions for different project phases

14 We have different rewards & recognitions for different project phases planned

KPIs that have not been chosen by 75% of the participants will no longer be listed (see less than 25% of votes).

50% and more of the participants have chosen the following KPI:

- We always apply the rewards & recognitions available within your company
- We have formally planned targets for team rewards & recognitions
- We have formally planned targets for team rewards & recognitions open for improvement
- We have formally planned targets for individual rewards & recognition
- We have formally planned targets for individual rewards & recognitions open for improvement
- We have different rewards & recognitions for different project phases planned

Do you agree to these KPIs indicating the advanced level of the process of Give Rewards & Recognitions?

- ☐ I agree
- ☐ I disagree, because...(give details).

The following KPIs were chosen by less than 50% of the participants.

Do you want to include them as KPI to this level?

- ☐ We have many virtual team specifics rewards & recognitions for individual performance defined
- ☐ We have many virtual team specifics rewards & recognitions for individual performance defined and apply them always
- ☐ These rewards & recognitions are often appreciated by the virtual team members
- ☐ These rewards & recognitions are very much appreciated by the virtual team members
- ☐ We have specific rewards & recognitions defined

Please visualise the virtual team you are currently working with.

How present is the process of Give Rewards & Recognitions in your actual team?

- ☐ Not present
- ☐ Slightly present: some team members know about it, but no one seeks to implement it.
- ☐ Moderately present: we know about it, but haven't implemented it yet.
- ☐ Very present: we all know about it and have implemented it in our daily work.

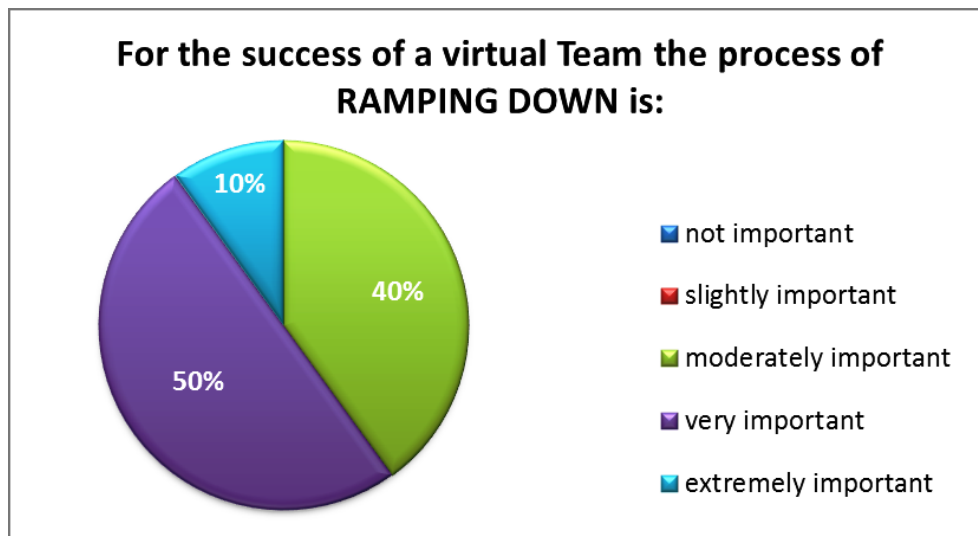
- ☐ Extremely present: everyone knows about the importance of it and we constantly work on its improvement.

What does prevent a virtual team from applying this process in day-to-day practice?
(open-ended question)

D.2.11. Arrange Ramping-Down

This process manages the how the virtual team is dissolved.

The first round of Delphi Expert Survey showed the following results:



60% of the participants rated the process of Ramping Down as very or extremely relevant.

Do you agree to the process of Ramping Down being very or extremely relevant:

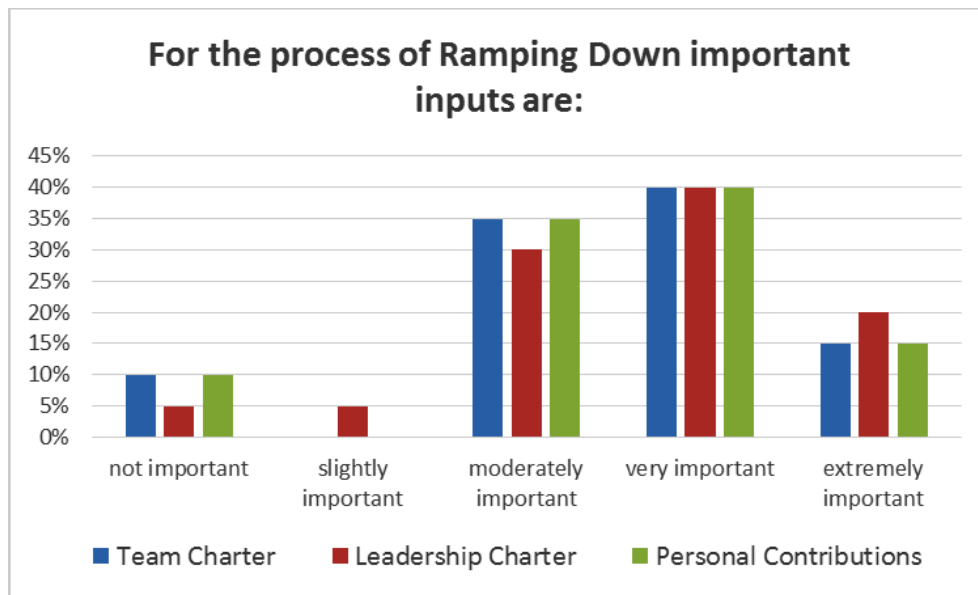
- ☐ I agree
- ☐ I disagree, because...(give details).

The processes are described in terms of inputs, methods and outputs.

Inputs

- *Team Charter* is defined in the Organise Get-to-know-each-other-process
- *Leadership charter* is defined in the Organise Get-to-know-each-other-process
- *Personal contribution* is defined as anything team members want to share with the other team members.

The first round of Delphi Expert Survey showed the following results:



A majority, 55% of the participants rated the input of a *Team Charter* as very or extremely important.

The input of a *Team Charter* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

A Majority, 60% of the participants rated the input of a *Leadership Charter* as very or extremely important.

The input of a *Leadership Charter* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

A Majority, 55% of the participants rated the input of *Personal Contributions* as very or extremely important.

The input of *Personal Contributions* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

20% of the participants want to include the following input to the process of Ramping Down:

- *Team Success* defined as the teams' performance, accomplished tasks, action items, risks and experiences.

To include *Team Success* as an input in the process of Ramping Down is

- ☐ extremely significant
- ☐ very significant
- ☐ moderately significant
- ☐ slightly significant
- ☐ not significant

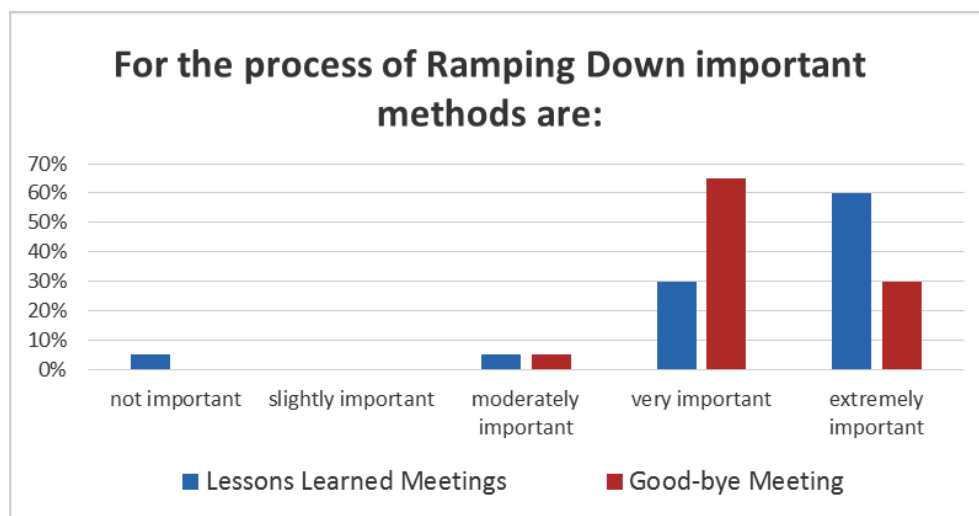
Do you think the meaning of this input is inadequate or incomplete (please, give details)?

Open-ended question

Methods

- *Lessons learned meeting* is defined as a structured run-through of the project with a focus on the performance of the team.
- *Good-bye meeting* is defined as the last meeting of the team to close the team formally.

The first round of Delphi Expert Survey showed the following results:



A majority, 90% of the participants rated the method of *Lessons Learned Meetings* as very or extremely important.

The method of *Lessons Learned Meeting* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

A Majority, 95% of the participants rated the method of *Good-bye Meeting* as very or extremely important.

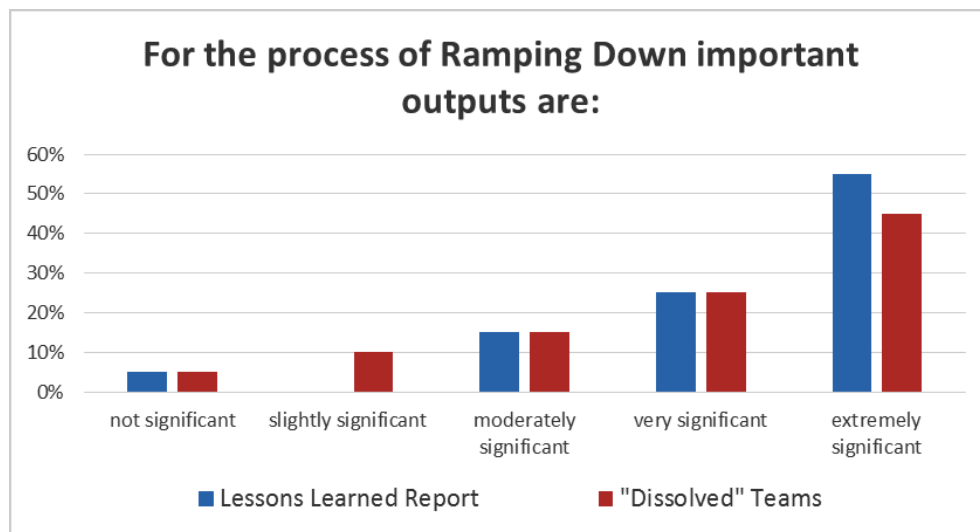
The method of *Good-bye Meeting* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

Outputs

- *Lessons learned report* is a document which captures all aspects of the virtual team performance, organisational processes, concepts, methods and experiences.
- „*Dissolved*“ team is defined as the formal end of the team.

The first round of Delphi Expert Survey showed the following results:



A majority, 80% of the participants rated the output of *Lessons Learned Report* as very or extremely important.

The output of *Lessons Learned Report* is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

A Majority, 70% of the participants rated the output of “*Dissolved*” Teams as very or extremely important.

The output of “*Dissolved*” Teams is very or extremely important:

- ☐ I agree
- ☐ I disagree, because...(give details).

From recent practical experience, another output should be included:

- *Improved Virtual Team Skills* defined as competencies and personal experience gained from recent virtual team experience. It includes expert knowledge as well as soft skill development.

To expect *Improved Virtual Team Skills* as an output in the process of Ramping Down is

- ☐ extremely significant
- ☐ very significant
- ☐ moderately significant
- ☐ slightly significant
- ☐ not significant

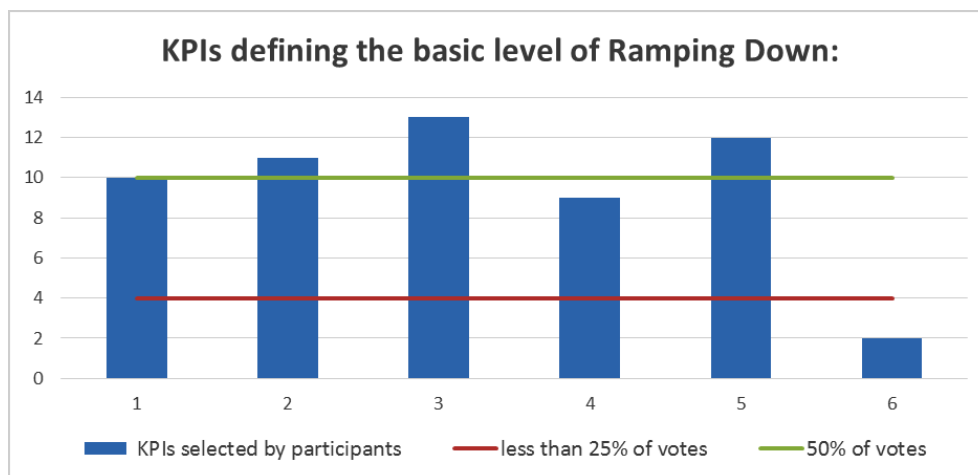
Do you think the meaning of this input is inadequate or incomplete (please, give details)?

Open-ended question

Level 1: Basic

At this level the team has awareness on what is required to increase the performance of the virtual team. All the quick wins have been implemented and the team performance increased, productivity increased, the level of conflict decreased and the team members develop trust and deepen their relationships.

The first round of Delphi Expert Survey showed the following results:



KPIs

- 1 We have an informal kick-out meeting at the end of the project
- 2 We have an informal lessons learned process at the end of a project phase or at the end of the project
- 3 We celebrate the completion of a project phase with your team simple and informally

- 4 We sometimes stay in contact with your virtual team members after the end of a project
- 5 We have a simple and informal farewell celebration when a team member leaves the virtual team
- 6 We do not honour the contributions of a team member leaving the virtual team

KPIs that have not been chosen by 75% of the participants will no longer be listed (see less than 25% of votes).

50% and more of the participants have chosen the following KPI:

- We have an informal kick-out meeting at the end of the project
- We have an informal lessons learned process at the end of a project phase or at the end of the project
- We celebrate the completion of a project phase with your team simple and informally
- We have a simple and informal farewell celebration when a team member leaves the virtual team

Do you agree to these KPIs indicating the basic level of the process of Ramping Down?

- ☐ I agree
- ☐ I disagree, because...(give details).

The following KPI was chosen by less than 50% of the participants.

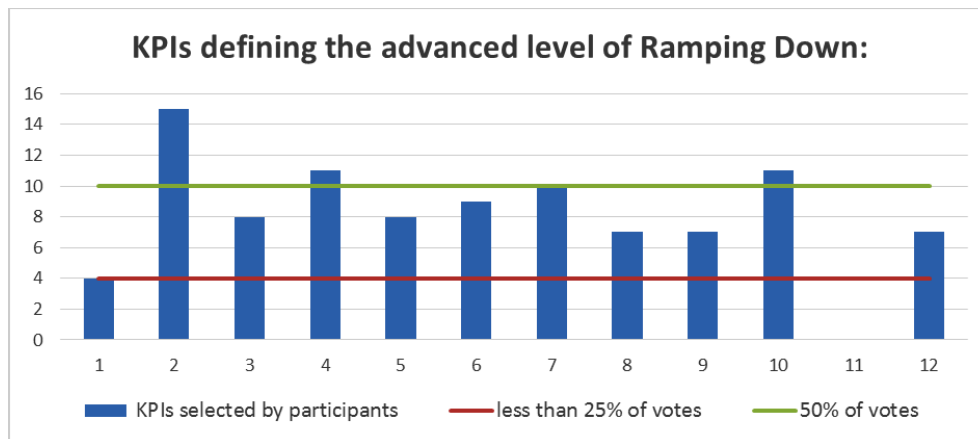
Do you want to include it as KPI to this level?

- ☐ We sometimes stay in contact with your virtual team members after the end of a project

Level 2: Advanced

At this level, all elements of the VTMM® are present. The virtual team has a positive culture, the different tools are used for different tasks and the virtual team processes are fully implemented or the decisions not implementing them have been well documented. The level of conflict is low and the performance is high. The team invests time into the relationship with other team members. Complex tasks are managed successfully and issues are tabled early and dealt with efficiently.

The first round of Delphi Expert Survey showed the following results:



KPIs

- 1 We have an informal kick-out meeting at the end of the project
- 2 We have a formal kick-out meeting at the end of the project
- 3 We have an informal lessons learned process at the end of a project phase or at the end of the project
- 4 We have a formal lessons learned process at the end of a project phase or at the end of the project
- 5 We celebrate the completion of a project phase with your team simple and informally
- 6 We celebrate the completion of a project phase with your team simple and formally
- 7 We sometimes stay in contact with your virtual team members after the end of a project
- 8 We often stay in contact with your virtual team members after the end of a project
- 9 We have a simple and informal farewell celebration when a team member leaves the virtual team
- 10 We have a simple and formal farewell celebration when a team member leaves the virtual team
- 11 We do not honour the contributions of a team member leaving the virtual team
- 12 We sometimes honour the contributions of a team member leaving the virtual team

KPIs that have not been chosen by 75% of the participants will no longer be listed (see less than 25% of votes).

50% and more of the participants have chosen the following KPI:

- We have a formal kick-out meeting at the end of the project
- We have a formal lessons learned process at the end of a project phase or at the end of the project

- We sometimes stay in contact with your virtual team members after the end of a project
- We have a simple and formal farewell celebration when a team member leaves the virtual team

Do you agree to these KPIs indicating the advanced level of the process of Ramping Down?

- ☐ I agree
- ☐ I disagree, because...(give details).

The following KPIs were chosen by less than 50% of the participants.

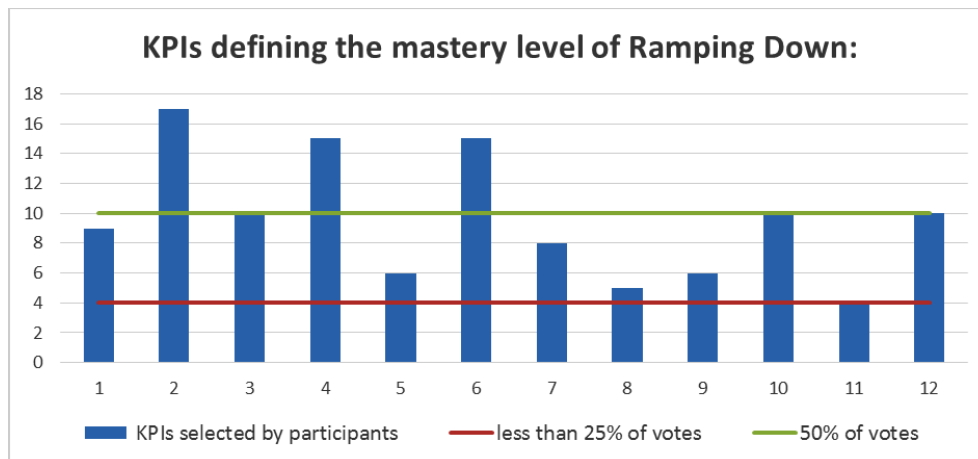
Do you want to include them as KPI to this level?

- ☐ We have an informal lessons learned process at the end of a project phase or at the end of the project
- ☐ We celebrate the completion of a project phase with your team simple and informally
- ☐ We celebrate the completion of a project phase with your team simple and formally
- ☐ We often stay in contact with your virtual team members after the end of a project
- ☐ We have a simple and informal farewell celebration when a team member leaves the virtual team
- ☐ We sometimes honour the contributions of a team member leaving the virtual team

Level 3: Mastery

All elements are present to the needed levels. The team is in a state of “flow” and the performance is very high. The team has implemented knowledge management processes and works on the optimisation of the virtual team processes, the tools and its culture. Team members are enjoying being on the team and the project progresses according to schedule, budget and scope, including the right quality.

The first round of Delphi Expert Survey showed the following results:



KPIs

- 1 We have a formal kick-out meeting at the end of the project
- 2 We have a formal kick-out meeting at the end of the project with approval process
- 3 We have a formal lessons learned process at the end of a project phase or at the end of the project
- 4 We have a formal lessons learned process at the end of a project phase or at the end of the project with approval process
- 5 We celebrate the completion of a project phase with our team simple and formally
- 6 We celebrate the completion of a project phase with our team formally with approval process for next phases
- 7 We often stay in contact with your virtual team members after the end of a project
- 8 We always stay in contact with your virtual team members after the end of a project
- 9 We have a simple and formal farewell celebration when a team member leaves the virtual team
- 10 We have a formal farewell celebration when a team member leaves the virtual team
- 11 We sometimes honour the contributions of a team member leaving the virtual team
- 12 We always honour the contributions of a team member leaving the virtual team

KPIs that have not been chosen by 75% of the participants will no longer be listed (see less than 25% of votes).

50% and more of the participants have chosen the following KPIs:

- We have a formal kick-out meeting at the end of the project with approval process
- We have a formal lessons learned process at the end of a project phase or at the end of the project

- We have a formal lessons learned process at the end of a project phase or at the end of the project with approval process
- We celebrate the completion of a project phase with our team formally with approval process for next phases
- We have a formal farewell celebration when a team member leaves the virtual team
- We always honour the contributions of a team member leaving the virtual team

Do you agree to these KPIs indicating the mastery level of the process of Ramping Down?

- ☐ I agree
- ☐ I disagree, because...(give details).

The following KPIs were chosen by less than 50% of the participants.

Do you want to include them as KPI to this level?

- ☐ We have a formal kick-out meeting at the end of the project
- ☐ We celebrate the completion of a project phase with our team simple and formally
- ☐ We often stay in contact with your virtual team members after the end of a project
- ☐ We always stay in contact with your virtual team members after the end of a project
- ☐ We have a simple and formal farewell celebration when a team member leaves the virtual team

Please visualise the virtual team you are currently working with.

How present is the process of Ramping Down in your actual team?

- ☐ Not present
- ☐ Slightly present: some team members know about it, but no one seeks to implement it.
- ☐ Moderately present: we know about it, but haven't implemented it yet.
- ☐ Very present: we all know about it and have implemented it in our daily work.
- ☐ Extremely present: everyone knows about the importance of it and we constantly work on its improvement.

What does prevent a virtual team from applying this process in day-to-day practice?
(open-ended question)

D.3. EXPERT SURVEY using the DELPHI-METHOD to validate VTMM® Processes 3rd round

Finding from the last round:

The second round of the Delphi Method Survey was completed by over 60 project managers (m/f) with medium to long-term experience in project management, working in bilateral to multilateral teams of different sizes.

Implementation of processes in practice

Among the findings, it becomes obvious, that while the importance of the 11 different processes were commonly agreed upon, there is not much evidence of their implementation in actual projects.

Only instrumental organisational processes such as Perform Task Management, Conduct Meeting Management and Define Information Management were implemented in over 50% of the survey's participants' actual projects.

Interestingly the most frequent explanation for not having implemented an acknowledged process in the actual project was the declared lack of a formal process and corresponding leadership. Next to this, it was unknown to many participants just why a previously recognised process was not implemented.

The special challenges of a virtual working environment and cultural diversity were held responsible for the absence of a process by less than 4% of the participants.

However, particular reason for not implementing processes in practice will be subject to further investigation in this round.

The process of Engage in Trust-Building

While 97% of the participants considered the process of socialising as *very to extremely important* only 18% of the participants had it implemented in the daily work of their actual project. Among the reasons to hesitate in implementing such a process 20% of the participants blamed personal and organisational cultural differences as well as the lack of personal interest and communication skills.

In search of virtual tools for socialising the playful environment of virtual worlds is brushed aside as pastime and considered unsuitable for serious business environments. Nevertheless 92% of the participants agreed on the importance of social media and

networks as a method to socialise in virtual teams. A narrow majority admitted that virtual team building was very important but voiced their concern on implementing it via collaboration games. Among the critics, most demanded face-to-face activities for socialising.

Therefore, this round will include a section on participants experience with successful face-to-face teambuilding and their demands on virtual teambuilding.

What shall be confirmed?

Delphi method aims to reach convergence among the answers.

First rounds recommendations on additional inputs, methods and outputs, as well as more detailed definitions were incorporated and validated.

The answers of second round were accumulated to see if agreement could be reached about votes falling within the two highest categories (extremely important, very important).

Seeking confirmation about the KPIs chosen to define a certain level of maturity, we have gathered KPIs, which were chosen by more than 75% of the participants. KPIs that have not been chosen by 75% of the participants have no longer been considered.

In this round, participants again are asked to validate these findings.

D.3.1. Organise Get-to-know-each-other

The second round of Delphi Expert Survey showed the following results:

All (100%) of the participants rated the process of Organise Get-to-know-each-other as very or extremely relevant.

Do you agree to the process of Organise Get-to-know-each-other being very or extremely relevant:

- ☐ I agree
- ☐ I disagree

The processes are described in terms of inputs, methods and outputs.

Inputs

- *Team member local environment* is defined as the country where the team member lives in. It includes local food, regulations, traditions, religious holidays, working environment etc.
- *Individual learning styles* is defined as the learning style of the team member. This considers the different pattern of acquiring and processing information, leading to individual ability to adapt to changes and learn new techniques.
- *Cultural Orientations* is defined as an inclination to think, feel or act in a way that is culturally determined. It affects areas of power and responsibility, time management, identity and purpose of life, organisational arrangements, communication patterns and so on. It is based on the *Cultural Orientations Framework (COF)* by Philippe Rosinski described in his book *Coaching Across Cultures* (2003).
- *Personal experience and position* is defined as the professional background and work experience as well as each team members function within the team and/or organisation.
- *Media competence* is the ability to use the collaboration tools in an efficient manner to communicate successfully in virtual communication interactions.

The second round of Delphi Expert Survey showed the following results:

Rated as	Input	Method	Output
very to extremely important (Part of VTMM®)	Team members local environment	Personal Introduction	Team Culture
	Cultural Orientations	Expert Knowledge	
	Personal Experience		
	Media Competence		
Not very or extremely important	Individual Learning Styles	Social Media	Social Media Profiles
			Birthday Lists
			Frequent Personal Communication
			Event Lists

A majority, 90% of the participants rated the input of *Local Environment* as very or extremely important.

The input of *Local environment* is very or extremely important:

- ☐ I agree
- ☐ I disagree

A Minority, 23% of the participants rated the input of *Learning Style* as very or extremely important.

The input of *Learning Style* is not very or extremely important:

- ☐ I agree
- ☐ I disagree

A Majority, 97% of the participants rated the input of *Cultural Orientation* as very or extremely important.

The input of *Cultural Orientation* is very or extremely important:

- ☐ I agree
- ☐ I disagree

A Majority, 70% of the participants rated the input of *Personal experience and position* as very or extremely important.

The input of *Personal experience and position* is very or extremely important:

- ☐ I agree
- ☐ I disagree

A Majority, 75% of the participants rated the input of *Media competence* as very or extremely important.

The input of *Media competence* is very or extremely important:

- ☐ I agree
- ☐ I disagree

Methods

- *Social media and networks* can include large public social media networks such as Facebook, LinkedIn, XING and others or company-specific who-is-who installations.
- *Personal introductions* are defined as the number of information team members are willing to share with each other.
- *Expert knowledge* is defined as the knowledge of the team leader and the team members about this process.

A minority, 25% of the participants rated the method of *Social Media* as very or extremely important.

The method of *Social Media* is not very or extremely important:

- ☐ I agree

☐ I disagree

A majority, 97% of the participants rated the method of *Personal introduction* as very or extremely important.

The method of *Personal introduction* is very or extremely important:

☐ I agree

☐ I disagree

A majority, 98% of the participants rated the method of *Expert Knowledge* as very or extremely important.

The method of *Expert Knowledge* is very or extremely important:

☐ I agree

☐ I disagree

Outputs

- *Social Media Profile* contains personal information and is accessible through the internet. Typical platforms are LinkedIn, XING, Google+ or Facebook.
- *Birthday list* has all the birthdays of all team members listed. The team also decided how the birthdays will be celebrated virtually.
- *Number of personal communications* measures how frequently the team members communicate about other things than work and performance using instant messaging tools such as Skype.
- *Initial team culture* defines the emergent culture of this particular team. It can be positive or negative based on the results of the Organise Get-to-know-each-other process.
- *Event Lists*, which include birthdays as well as important holidays and local customs.

A minority, 15% of the participants rated the outputs of *Social Media profiles* as very or extremely significant.

The output of *Social Media Profiles* is not very or extremely important:

☐ I agree

☐ I disagree

A minority, 13% of the participants rated the outputs of *Birthday Lists* as very or extremely significant.

The output of *Birthday Lists* is not very or extremely important:

- ☐ I agree
- ☐ I disagree

A minority, 26% of the participants rated the outputs of *Frequent Personal Communication* as very or extremely significant.

The output of *Frequent Personal Communication* is not very or extremely important:

- ☐ I agree
- ☐ I disagree

A majority, 97% of the participants rated the outputs of *Initial Team Culture* as very or extremely significant.

The output of an *Initial Team Culture* is very or extremely important:

- ☐ I agree
- ☐ I disagree

A minority, 43% of the participants rated the outputs of *Event Lists* as very or extremely significant.

The output of *Event Lists* is not very or extremely important:

- ☐ I agree
- ☐ I disagree

Levels

The performance of a virtual team will be measured in concurrence to Key Performance Indicators (KPIs) accumulated to define the 4 levels of team performance: undefined, basic, advanced and mastery.

Level 0: Undefined

Some elements in one or more domains are implemented and can be measured. This level is the undefined level of team maturity. Virtual teams on this level can be successful. However the success is based on individual strengths and charisma.

Many of the processes, tools or cultural elements are missing and most likely also unknown to the virtual team members, leaders and sponsors. Therefore the virtual team does not know what to do to improve the performance of the virtual team.

KPIs

The absence of a majority of KPIs constitutes this level.

The undefined Level is not subject to this survey.

Level 1: Basic

At this level the team has awareness on what is required to increase the performance of the virtual team. All the quick wins have been implemented and the team performance increased, productivity increased, the level of conflict decreased and the team members develop trust and deepen their relationships.

The second round of Delphi Expert Survey showed the following results:

Key Performance Indicators	Basic Level	Advanced Level	Mastery Level
<i>chosen by majority of participants</i>	Team members have pictures from each other, as profile picture	Team members have pictures of each other, as profile picture	All team members maintain their social media profiles and connect to each other
	Team members seldom chat with each other; sharing private information to learn more about each other	Team members sometimes chat with each other; sharing private information to learn more about each other	All team members use the same platform and share information outside work
	Team members sometimes chat with each other; sharing private information to learn	Team members know a bit about the family situation of the other team members	Team members celebrate their birthdays informally
		Team members know much about the family situation of the other team members	Team members frequently chat about everything with each other; sharing private information using individual and team chats
			Team members know details about the family situation of the other team members
<i>chosen by less than 50% of the participants</i>	All members have a social media profile such as LinkedIn or Facebook.	All team members maintain their social media profiles and connect to each other	
	Team members know a bit about the family situation of the other team members		

KPIs chosen by less than 25% of the participants are no longer listed.

A Majority of 95% of the participants have chosen the following KPIs:

- Team members have pictures from each other, as profile picture
- Team members seldom chat with each other; sharing private information to learn more about each other
- Team members sometimes chat with each other; sharing private information to learn

Do you agree to these KPIs indicating the basic level of the process of Organise Get-to-know-each-other?

- ☐ I agree
- ☐ I disagree

The following KPIs were chosen by less than 36% of the participants.

Do you want to include them as KPI to this level?

- ☐ All members have a social media profile such as LinkedIn or Facebook.
- ☐ Team members know a bit about the family situation of the other team members

Level 2: Advanced

At this level, all elements of the VTMM® are present. The virtual team has a positive culture, the different tools are used for different tasks and the virtual team processes are fully implemented or the decisions not implementing them have been well documented. The level of conflict is low and the performance is high. The team invests time into the relationship with other team members. Complex tasks are managed successfully and issues are tabled early and dealt with efficiently.

A Majority of 79% of the participants have chosen the following KPIs:

- Team members have pictures of each other, as profile picture
- Team members sometimes chat with each other; sharing private information to learn more about each other
- Team members know a bit about the family situation of the other team members
- Team members know much about the family situation of the other team members

Do you agree to these KPIs indicating the advanced level of the process of Organise Get-to-know-each-other?

- ☐ I agree
- ☐ I disagree

The following KPI was chosen by 26% of the participants.

Do you want to include them as KPI to this level?

- ☐ All team members maintain their social media profiles and connect to each other

Level 3: Mastery

All elements are present to the needed levels. The team is in a state of „flow“ and the performance is very high. The team has implemented knowledge management processes and works on the optimisation of the virtual team processes, the tools and its culture. Team members are enjoying being on the team and the project progresses according to schedule, budget and scope, including the right quality.

A majority of 80% of the participants have chosen the following KPIs:

- All team members maintain their social media profiles and connect to each other
- All team members use the same platform and share information outside work
- Team members celebrate their birthdays informally
- Team members frequently chat about everything with each other; sharing private information using individual and team chats
- Team members know details about the family situation of the other team members

Do you agree to these KPIs indicating the mastery level of the process of Organise Get-to-know-each-other?

- ☐ I agree
- ☐ I disagree

While 100% of the participants considered the process of get-to know-each-other very to extremely important, only 28% of the participants found it equally present in their actual team.

What does prevent a virtual team from applying this process in day-to-day practice?
(Multiple responses)

- ☐ no need
- ☐ time, workload
- ☐ budget, expenses
- ☐ lack of formal process and leadership, stick to old procedure
- ☐ no technology / method for VIRTUAL teams
- ☐ no personal interest / engagement, lack of soft skill, communication
- ☐ process + benefits not understood
- ☐ cultural difficulties (personal, organisational)

- ☐ laziness, aversion of paperwork
- ☐ nothing, don't know
- ☐ we have it

D.3.2. Agree Rules

The process of Agree Rules provides the agreement for the virtual collaboration. It offers an orientation for new team members and serves as an arbitrary document in case the team gets into a conflict. It also allows the team members to operate within clearly defined boundaries.

The second round of Delphi Expert Survey showed the following results:

98% of the participants rated the process of Agree Rules as very or extremely relevant.

Do you agree to the process of Agree Rules being very or extremely relevant:

- ☐ I agree
- ☐ I disagree

The processes are described in terms of inputs, methods and outputs.

Inputs

- *Team member local environment* is defined as the country where the team member lives in. It includes local food, regulations, traditions, religious holidays, working environment etc.
- *Individual learning styles* is defined as the learning style of the team member. This considers the different pattern of acquiring and processing information (visual, auditory, kinaesthetic) leading to individual ability to adapt to changes and learn new techniques.
- *Cultural Orientations* is defined as an inclination to think, feel or act in a way that is culturally determined. It affects areas of power and responsibility, time management, identity and purpose of life, organisational arrangements, communication patterns and so on. It is based on the *Cultural Orientations Framework (COF)* by Philippe Rosinski described in his book *Coaching Across Cultures* (2003).

The second round of Delphi Expert Survey showed the following results:

Rated as	Input	Method	Output
<i>very to extremely important (Part of VTMM®)</i>	Team members' local environment	Collaboration Meetings	Team Charter
	Individual Learning Styles	Signing Process	Leadership Charter
	Cultural Orientations		Team Constitution
<i>Not very or extremely important</i>		Expert Knowledge	

A majority, 92% of the participants rated the input of *Local Environment* as very or extremely important.

The input of Local Environment is very or extremely important:

- ☐ I agree
- ☐ I disagree

A Majority, 89% of the participants rated the input of *Learning Style* as very or extremely important.

The input of Learning Style is very or extremely important:

- ☐ I agree
- ☐ I disagree

A Majority, 98% of the participants rated the input of *Cultural Orientation* as very or extremely important.

The input of Cultural Orientation is very or extremely important:

- ☐ I agree
- ☐ I disagree

Methods

- *Collaboration meeting* is a virtual meeting where the team members discuss how they want to work together. This meeting can be repeated through-out the project as a new project phase requires new Agree Rules of collaboration. As a first step the team charter should be discussed, then the leadership and finally the team constitution, stating what is important in the team and what is the spirit of collaboration.

- *Signing process* is a ritual where the team members commit to the team charter, leadership charter and team constitution.
- *Expert knowledge* is defined as the knowledge of the team leader and the team members about this process, enriched by a best practice or lessons learned database.

It was suggested by 10% of the participants to include *best practice and lessons learned* to Expert Knowledge as a method for this process.

All (100%) of the participants rated the method of *Collaboration Meeting* as very or extremely important.

The method of *Collaboration Meeting* is very or extremely important:

- ☐ I agree
- ☐ I disagree

A Majority, 95% of the participants rated the method of *Signing Process* as very or extremely important.

The method of *Signing Process* is very or extremely important:

- ☐ I agree
- ☐ I disagree

A Minority, 26% of the participants rated the method of *Expert Knowledge* as very or extremely important.

The method of *Expert Knowledge* is not very or extremely important:

- ☐ I agree
- ☐ I disagree

Outputs

- *Team charter* is defined as the document which defines the social aspects of the team. It illustrates the team's focus and directions while establishing boundaries. Do's and Don'ts of the team members working together.
- *Leadership charter* defines the leadership aspects of the team. What is the leader allowed to do, where do the leader need to involve the team and how does the leader organise his leadership.
- *Team constitution* is a formal document describing how the team wants to work together, what are the rights and responsibilities of each team member and how governance is defined on the team. How is the leadership selected and replaced? How does the team change its own policies, including this constitution?

A majority, 98% of the participants rated the output of a *Team Charter* as very or extremely important.

The output of a *Team Charter* is very or extremely important:

- ☐ I agree
- ☐ I disagree

A Majority, 92% of the participants rated the output of a *Leadership Charter* as very or extremely important.

The output of a *Leadership Charter* is very or extremely important:

- ☐ I agree
- ☐ I disagree

A Majority, 92% of the participants rated the output of a *Team Constitution* as very or extremely important.

The output of a *Team Constitution* is very or extremely important:

- ☐ I agree
- ☐ I disagree

Level 1: Basic

At this level the team has awareness on what is required to increase the performance of the virtual team. All the quick wins have been implemented and the team performance increased, productivity increased, the level of conflict decreased and the team members develop trust and deepen their relationships.

The second round of Delphi Expert Survey showed the following results:

Key Performance Indicators	Basic Level	Advanced Level	Mastery Level
chosen by majority of participants	We have an informal team charter	We have a formal team charter in defined template	We have a formal team charter in defined template with archiving process
	We have an informal team constitution	We have an informal leadership charter	We have a formal leadership charter in defined template with archiving process
		We have a formal team constitution in defined template	We have a formal team constitution in defined template with archiving process

Key Performance Indicators	Basic Level	Advanced Level	Mastery Level
chosen by less than 50% of the participants	We have an informal leadership charter	We have a formal leadership charter in defined template	We have a formal team charter in defined template
		We have an informal team constitution	We have a formal leadership charter in defined template
			We have a formal team constitution in defined template

KPIs chosen by less than 25% of the participants are no longer listed.

93% of the participants have chosen the following KPIs:

- We have an informal team charter
- We have an informal team constitution

Do you agree to these KPIs indicating the basic level of the process of Agree Rules?

- ☐ I agree
- ☐ I disagree

The following KPI was chosen by 34% of the participants.

Do you want to include them as KPI to this level?

- ☐ We have an informal leadership charter

Level 2: Advanced

At this level, all elements of the VTMM® are present. The virtual team has a positive culture, the different tools are used for different tasks and the virtual team processes are fully implemented or the decisions not implementing them have been well documented. The level of conflict is low and the performance is high. The team invests time into the relationship with other team members. Complex tasks are managed successfully and issues are tabled early and dealt with efficiently.

95% of the participants have chosen the following KPIs:

- We have a formal team charter in defined template
- We have an informal leadership charter
- We have a formal team constitution in defined template

Do you agree to these KPIs indicating the advanced level of the process of Agree Rules?

- ☐ I agree
- ☐ I disagree

The following KPIs were chosen by less than 30% of the participants.

Do you want to include them as KPI to this level?

- ☐ We have a formal leadership charter in defined template
- ☐ We have an informal team constitution

Level 3: Mastery

All elements are present to the needed levels. The team is in a state of „flow“ and the performance is very high. The team has implemented knowledge management processes and works on the optimisation of the virtual team processes, the tools and its culture. Team members are enjoying being on the team and the project progresses according to schedule, budget and scope, including the right quality.

90% of the participants have chosen the following KPIs:

- We have a formal team charter in defined template with archiving process
- We have a formal leadership charter in defined template with archiving process
- We have a formal team constitution in defined template with archiving process

Do you agree to these KPIs indicating the mastery level of the process of Agree Rules?

- ☐ I agree
- ☐ I disagree

The following KPIs were chosen by less than 41% of the participants.

Do you want to include them as KPI to this level?

- ☐ We have a formal team charter in defined template
- ☐ We have a formal leadership charter in defined template
- ☐ We have a formal team constitution in defined template

While 98% of the participants considered the process of Agree Rules very to extremely important, only 30% of the participants found it equally present in their actual team.

What does prevent a virtual team from applying this process in day-to-day practice?
(Multiple responses)

- ☐ no need
- ☐ time, workload
- ☐ budget, expenses
- ☐ lack of formal process and leadership, stick to old procedure
- ☐ no technology / method for VIRTUAL teams
- ☐ no personal interest / engagement, lack of soft skill, communication
- ☐ process + benefits not understood
- ☐ cultural difficulties (personal, organisational)
- ☐ laziness, aversion of paperwork
- ☐ nothing, don't know
- ☐ we have it

D.3.3. Set Goals

Virtual teams need a common purpose to develop the energy and motivation working together. Having clear goals is therefore essential to get the team development started.

The second round of Delphi Expert Survey showed the following results:

All (100%) of the participants rated the process of Set Goals as very or extremely relevant.

Do you agree to the process of Set Goals being very or extremely relevant:

- ☐ I agree
- ☐ I disagree

The processes are described in terms of inputs, methods and outputs.

Inputs

- *Team briefing* is a document describing who is on the team and what are the competencies of the team members.
- *Task briefing* is a document describing the tasks to be achieved by the team on a high-level
- *Task descriptions* is a document describing the tasks of the team on a detailed level
- *Project briefings* is a document describing the project on a high-level. A project charter can be used for this purpose as an example.

The second round of Delphi Expert Survey showed the following results:

Rated as	Input	Method	Output
<i>very to extremely important (Part of VTMM®)</i>	Team Briefing	Decomposition	Agreed Team Set Goals
	Task Briefing	Creative Techniques	Committed Team Members
	Task Description	Commitment Rituals	
	Project Briefing	Expert Judgement	

A majority, 100% of the participants rated the input of *Team Briefing* as very or extremely important.

The input of Team Briefing is very or extremely important:

- ☐ I agree
- ☐ I disagree

A Majority, 98% of the participants rated the input of *Task Briefing* as very or extremely important.

The input of Task Briefing is very or extremely important:

- ☐ I agree
- ☐ I disagree

A Majority, 93% of the participants rated the input of *Task Description* as very or extremely important.

The input of Task Description is very or extremely important:

- ☐ I agree
- ☐ I disagree

A Majority, 100% of the participants rated the input of *Project Briefing* as very or extremely important.

The input of Project Briefing is very or extremely important:

- ☐ I agree
- ☐ I disagree

Methods

- *Decomposition* is the process of transforming the team, task and project briefings and the task descriptions into a goal hierarchy. It is recommended to have goals in different domains, e.g. technical and social goals.
- *Creative techniques* are used to write clear goals and also a set of complete goals for the team and the task.
- *Commitment rituals* these are repeated small processes to create the momentum within the team to work towards the goals and to accept and integrate the goals fully.
- *Expert judgement* is used to develop meaningful, SMART (specific, measurable, agreed/ambitious, realistic and time-bound) goals.

A majority, 100% of the participants rated the method of *Decomposition* as very or extremely important.

The method of *Decomposition* is very or extremely important:

- ☐ I agree
- ☐ I disagree

A majority, 85% of the participants rated the method of *Creative Techniques* as very or extremely important.

The method of *Creative Techniques* is very or extremely important:

- ☐ I agree
- ☐ I disagree

A Majority, 87% of the participants rated the method of *Commitment Rituals* as very or extremely important.

The method of *Commitment Rituals* is very or extremely important:

- ☐ I agree
- ☐ I disagree

A Majority, 95% of the participants rated the method of *Expert Judgement* as very or extremely important.

The method of *Expert Judgement* is very or extremely important:

- ☐ I agree
- ☐ I disagree

Outputs

- *Agreed team goals* are committed and powered by the energy of the team.

- *Committed team members* are motivated to accept and achieve the goals.

A majority, 98% of the participants rated the output of *Agreed Team Set Goals* as very or extremely important.

The output of Agreed Team Set Goals is very or extremely important:

- ☐ I agree
- ☐ I disagree

A Majority, 100% of the participants rated the output of *Committed Team Members* as very or extremely important.

The output of Committed Team Members is very or extremely important:

- ☐ I agree
- ☐ I disagree

Level 1: Basic

At this level the team has awareness on what is required to increase the performance of the virtual team. All the quick wins have been implemented and the team performance increased, productivity increased, the level of conflict decreased and the team members develop trust and deepen their relationships.

The second round of Delphi Expert Survey showed the following results:

Key Performance Indicators	Basic Level	Advanced Level	Mastery Level
chosen by majority of participants	Some team goals are defined informally	Some team goals are defined formally, agreed and committed by team members	All team goals are defined formally, agreed and committed by team members
		Some personal goals supporting the team goals are agreed and committed formally	All personal goals supporting the team goals are agreed and committed formally
			All team and personal goals are monitored and optimised formally in a peer process
chosen by less than 50% of the participants	Some personal goals are defined informally	Some personal goals are defined informally	
	Some team and personal goals are discussed informally by peers	Some team and personal goals are discussed informally by peers	

Key Performance Indicators	Basic Level	Advanced Level	Mastery Level
		Some team and personal goals are monitored and optimised in a peer process	

KPIs chosen by less than 25% of the participants are no longer listed.

89% of the participants have chosen the following KPIs:

- Some team goals are defined informally

Do you agree to these KPIs indicating the basic level of the process of Set Goals?

- ☐ I agree
- ☐ I disagree

The following KPIs were chosen by less than 39% of the participants.

Do you want to include them as KPI to this level?

- ☐ Some personal goals are defined informally
- ☐ Some team and personal goals are discussed informally by peers

Level 2: Advanced

At this level, all elements of the VTMM® are present. The virtual team has a positive culture, the different tools are used for different tasks and the virtual team processes are fully implemented or the decisions not implementing them have been well documented. The level of conflict is low and the performance is high. The team invests time into the relationship with other team members. Complex tasks are managed successfully and issues are tabled early and dealt with efficiently.

92% of the participants have chosen the following KPIs:

- Some team goals are defined formally, agreed and committed by team members
- Some personal goals supporting the team goals are agreed and committed formally

Do you agree to these KPIs indicating the advanced level of the process of Set Goals?

- ☐ I agree
- ☐ I disagree

The following KPIs were chosen by less than 31% of the participants.

Do you want to include them as KPI to this level?

- ☐ Some personal goals are defined informally
- ☐ Some team and personal goals are discussed informally by peers
- ☐ Some team and personal goals are monitored and optimised in a peer process

Level 3: Mastery

All elements are present to the needed levels. The team is in a state of „flow“ and the performance is very high. The team has implemented knowledge management processes and works on the optimisation of the virtual team processes, the tools and its culture. Team members are enjoying being on the team and the project progresses according to schedule, budget and scope, including the right quality.

95% of the participants have chosen the following KPIs:

- All team goals are defined formally, agreed and committed by team members
- All personal goals supporting the team goals are agreed and committed formally
- All team and personal goals are monitored and optimised formally in a peer process

Do you agree to these KPIs indicating the mastery level of the process of Set Goals?

- ☐ I agree
- ☐ I disagree

While 100% of the participants considered the process of Set Goals very to extremely important, only 46% of the participants found it equally present in their actual team.

What does prevent a virtual team from applying this process in day-to-day practice?
(Multiple responses)

- ☐ no need
- ☐ time, workload
- ☐ budget, expenses
- ☐ lack of formal process and leadership, stick to old procedure
- ☐ no technology / method for VIRTUAL teams
- ☐ no personal interest / engagement, lack of soft skill, communication
- ☐ process + benefits not understood
- ☐ cultural difficulties (personal, organisational)
- ☐ laziness, aversion of paperwork
- ☐ nothing, don't know

- ☐ we have it

D.3.4. Perform Task Management

This process distributes and monitors the tasks to be done of the virtual team.

The second round of Delphi Expert Survey showed the following results:

100% of the participants rated the process of Perform Task Management as very or extremely relevant.

Do you agree to the process of Perform Task Management being very or extremely relevant:

- ☐ I agree
☐ I disagree

The processes are described in terms of inputs, methods and outputs.

Inputs

- *Scope of Work* includes documents that provide information about the work boundary, work elements, assumptions and constraints on them and relations between them. The work scope information can come from the contract, business case, requirement documents, Policies and Procedures, etc.
- *OPA* (Organisational Process Assets) is defined as all standards and templates that the virtual team collected and defined previously. Some pieces of the information may be defined by the clients as a part of the contract.
- *Work History* is defined as any information that is related to previous work experience of virtual team as a group or individually.
- *Resource Information* is defined as materials, services, staff, or other assets that are transformed to produce benefit and in the process may be consumed or made unavailable.
- *Task Schedule* is defined as a schedule with listed responsibilities, accountabilities and milestones.
- *Knowledge Requirements* - the explicit or tacit requirements on the knowledge of a team member or several team members which they need to have or acquire before they can start the task successfully.

The second round of Delphi Expert Survey showed the following results:

Rated as	Input	Method	Output
<i>very to extremely important (Part of VTMM®)</i>	Scope of Work	Expert Knowledge	Task Lists
	Organisational Progress Assets (OPA)	Elicitation Techniques	Work Schedule
	Work History	Decomposition	Progress Report
	Resource Information	Specific Meetings	
	Task Schedule	Inspections	
	Knowledge Requirement		

A majority, 98% of the participants rated the input of *Scope of Work* as very or extremely important.

The input of *Scope of Work* is very or extremely important:

- ☐ I agree
- ☐ I disagree

A Majority, 98% of the participants rated the input of *Organisational Progress Assets (OPA)* as very or extremely important.

The input of *OPA* is very or extremely important:

- ☐ I agree
- ☐ I disagree

A Majority, 95% of the participants rated the input of *Work History* as very or extremely important.

The input of *Work History* is very or extremely important:

- ☐ I agree
- ☐ I disagree

A Majority, 98% of the participants rated the input of *Resource Information* as very or extremely important.

The input of *Resource Information* is very or extremely important:

- ☐ I agree
- ☐ I disagree

A Majority, 70% of the participants rated the input of *Task Schedule* as very or extremely important.

The input of *Task Schedule* is very or extremely important:

- ☐ I agree
- ☐ I disagree

A Majority, 98% of the participants rated the input of *Knowledge Requirements* as very or extremely important.

The input of *Knowledge Requirements* is very or extremely important:

- ☐ I agree
- ☐ I disagree

Methods

- *Expert Knowledge* is defined as the knowledge of the team leader and the team members about this process.
- *Elicitation Techniques* is defined as all techniques that are possible to use by the virtual team to collect information about the work scope (e.g. observation, questionnaires, prototypes, ...)
- *Decomposition* is defined as a technique to break down a task to sub-tasks and task parameters. In formal work/project, it is a useful technique to create WBS (work breakdown structure) and to identify phases, deliverables and work packages.
- *Specific Meetings* include all types of meeting that is possible to hold by a virtual team to figure out about the work scope, the work task, etc. It handles through the Conduct Meeting Management process.
- *Inspection* is defined as techniques/process to control and monitor the quality of executed tasks and the tasks progress.

A majority, 98% of the participants rated the method of *Expert Knowledge* as very or extremely important.

The method of *Expert Knowledge* is very or extremely important:

- ☐ I agree
- ☐ I disagree

A Majority, 93% of the participants rated the method of *Elicitation Techniques* as very or extremely important.

The method of *Elicitation Techniques* is very or extremely important:

- ☐ I agree
- ☐ I disagree

A Majority, 100% of the participants rated the method of *Decomposition* as very or extremely important.

The method of *Decomposition* is very or extremely important:

- ☐ I agree
- ☐ I disagree

A Majority, 97% of the participants rated the method of *Specific Meetings* as very or extremely important.

The method of *Specific Meetings* is very or extremely important:

- ☐ I agree
- ☐ I disagree

A Majority, 98% of the participants rated the method of *Inspection* as very or extremely important.

The method of *Inspection* is very or extremely important:

- ☐ I agree
- ☐ I disagree

Outputs

- *Task List* is defined as a list of all task parameters that a virtual team needs to work on to provide suitable results. It can be presented by WBS or a simple spread sheet.
- *Work Schedule* is defined as a document that includes task list, dependencies between tasks, assigned resources, task duration, etc.
- *Progress Report* is defined as a document that monitors the progress of the project.

100% of the participants rated the output of *Task Lists* as very or extremely important.

The output of *Task Lists* is very or extremely important:

- ☐ I agree
- ☐ I disagree

A Majority, 98% of the participants rated the output of *Work Schedule* as very or extremely important.

The output of *Work Schedule* is very or extremely important:

- ☐ I agree
- ☐ I disagree

A Majority, 74% of the participants rated the output of *Progress Reports* as very or extremely important.

The output of *Progress Reports* is very or extremely important:

- ☐ I agree
☐ I disagree

Level 1: Basic

At this level the team has awareness on what is required to increase the performance of the virtual team. All the quick wins have been implemented and the team performance increased, productivity increased, the level of conflict decreased and the team members develop trust and deepen their relationships.

The second round of Delphi Expert Survey showed the following results:

Key Performance Indicators	Basic Level	Advanced Level	Mastery Level
chosen by majority of participants	We distribute tasks within the team and follow-up on them occasionally.	We have a process defined. All tasks are recorded, assigned and followed-up in a structured manner.	We have a process defined. All tasks are recorded, assigned and followed-up in a structured manner. We continuously seek to improve the process and reduce its complexity.
	We use standard office tools to manage tasks, e.g. Outlook, Excel.	We use one collaborative tool for task management so that everybody is on the same page.	We use an integrative tool to combine task management with other team processes such as meeting management
	We use a standard office tool to manage work status reports.	We use one format and one tool for the work status reports. The report generation is done manually.	We use one tool which automatically generates work status reports. The reports are generated automatically.
		We have an agreed format for our tasks defined and the fields are enforced.	We have an agreed format for our tasks defined and this format is supported by our task management tool.
		We have a proactive task control process in our team defined. This process gives advanced notices to tasks owners.	We have an automated system for task control in our team and the team members complete tasks on or ahead of time.

Key Performance Indicators	Basic Level	Advanced Level	Mastery Level
		We estimate on all tasks the effort estimates.	We estimate and, if necessary correct the effort estimates following a defined process, on all tasks.
chosen by less than 50% of the participants	We have an agreed format for our tasks defined. However, we use the format in a flexible manner.		

KPIs chosen by less than 25% of the participants are no longer listed.

92% of the participants have chosen the following KPIs:

- We distribute tasks within the team and follow-up on them occasionally.
- We use standard office tools to manage tasks, e.g. Outlook, Excel.
- We use a standard office tool to manage work status reports.

Do you agree to these KPIs indicating the basic level of the process of Perform Task Management?

- ☐ I agree
- ☐ I disagree

The following KPI was chosen by 48% of the participants.

Do you want to include them as KPI to this level?

- ☐ We have an agreed format for our tasks defined. However, we use the format in a flexible manner.

Level 2: Advanced

At this level, all elements of the VTMM® are present. The virtual team has a positive culture, the different tools are used for different tasks and the virtual team processes are fully implemented or the decisions not implementing them have been well documented. The level of conflict is low and the performance is high. The team invests time into the relationship with other team members. Complex tasks are managed successfully and issues are tabled early and dealt with efficiently.

95% of the participants have chosen the following KPIs:

- We have a process defined. All tasks are recorded, assigned and followed-up in a structured manner.
- We use one collaborative tool for task management so that everybody is on the same page.
- We use one format and one tool for the work status reports. The report generation is done manually.
- We have an agreed format for our tasks defined and the fields are enforced.
- We have a proactive task control process in our team defined. This process gives advanced notices to tasks owners.
- We estimate on all tasks the effort estimates.

Do you agree to these KPIs indicating the advanced level of the process of Perform Task Management?

- ☐ I agree
- ☐ I disagree

Level 3: Mastery

All elements are present to the needed levels. The team is in a state of „flow“ and the performance is very high. The team has implemented knowledge management processes and works on the optimisation of the virtual team processes, the tools and its culture. Team members are enjoying being on the team and the project progresses according to schedule, budget and scope, including the right quality.

95% of the participants have chosen the following KPIs:

- We have a process defined. All tasks are recorded, assigned and followed-up in a structured manner. We continuously seek to improve the process and reduce its complexity.
- We use an integrative tool to combine task management with other team processes such as meeting management.
- We use one tool which automatically generates work status reports. The reports are generated automatically.
- We have an agreed format for our tasks defined and this format is supported by our task management tool.
- We have an automated system for task control in our team and the team members complete tasks on or ahead of time.
- We estimate and, if necessary correct the effort estimates following a defined process, on all tasks.

Do you agree to these KPIs indicating the mastery level of the process of Perform Task Management?

- ☐ I agree
- ☐ I disagree

While 100% of the participants considered the process of Perform Task Management very to extremely important, a majority of 56% of the participants found it equally present in their actual team.

What does prevent a virtual team from applying this process in day-to-day practice? (Multiple responses)

- ☐ no need
- ☐ time, workload
- ☐ budget, expenses
- ☐ lack of formal process and leadership, stick to old procedure
- ☐ no technology / method for VIRTUAL teams
- ☐ no personal interest / engagement, lack of soft skill, communication
- ☐ process + benefits not understood
- ☐ cultural difficulties (personal, organisational)
- ☐ laziness, aversion of paperwork
- ☐ nothing, don't know
- ☐ we have it

D.3.5. Give & Receive Feedback

In a virtual team and due to its high degree of non-verbal communication, regular formal feedback is necessary for the leader and team members to develop a sense of where the team is and preventing conflict early enough. The feedback process is the early warning system.

The second round of Delphi Expert Survey showed the following results:

100% of the participants rated the process of Give & Receive Feedback as very or extremely relevant.

Do you agree to the process of Give & Receive Feedback being very or extremely relevant:

- ☐ I agree
- ☐ I disagree

The processes are described in terms of inputs, methods and outputs.

Inputs

- *Motivational measurements* are recorded data on the motivation of the team members. An example of such a measurement application is Motivatoring, developed by the University of Delft. Repeatedly the motivation is measured by self-assessment and splayed in a personal data file.
- *Written comments* express observations of the different team members. They are submitted to the responsible person prior to the feedback meeting.
- *Verbal comments* express observations of the different team members. They are captured during meetings between feedback meetings or made as an input in the beginning of the meeting.
- *Cultural orientations* is defined as an inclination to think, feel or act in a way that is culturally determined. It affects areas of power and responsibility, time management, identity and purpose of life, organisational arrangements, communication patterns and so on. It is based on the *Cultural Orientations Framework (COF)* by Philippe Rosinski described in his book *Coaching Across Cultures* (2003).

The second round of Delphi Expert Survey showed the following results:

Rated as	Input	Method	Output
<i>very to extremely important (Part of VTMM®)</i>	Motivational Measurement	Give & Receive Feedback Meeting	Improved Team Performance
	Written Comments	Written Give & Receive Feedback Surveys	Resolved Conflicts
	Verbal Comments		Increased Personal Satisfaction
	Cultural Orientation		

A majority, 92% of the participants rated the input of *Motivational Measures* as very or extremely important.

The input of *Motivational Measures* is very or extremely important:

- ☐ I agree
- ☐ I disagree

A Majority, 97% of the participants rated the input of *Written Comments* as very or extremely important.

The input of *Written Comments* is very or extremely important:

- ☐ I agree
- ☐ I disagree

A Majority, 98% of the participants rated the input of *Verbal Comments* as very or extremely important.

The input of *Verbal Comments* is very or extremely important:

- ☐ I agree
- ☐ I disagree

A Majority, 93% of the participants rated the input of *Cultural Orientation* as very or extremely important.

The input of *Cultural Orientation* is very or extremely important:

- ☐ I agree
- ☐ I disagree

Methods

- *Give & Receive Feedback meetings* are formally structured meetings to give and receive feedback. They have to follow a ritual so that nobody in team feels hurt and everybody can learn from it.
- A *Written Give & Receive Feedback* survey is a set survey where comments on different tasks are collected. When the same survey is repeated over time, changes and progress can be monitored.

All (100%) of the participants rated the method of *Give & Receive Feedback Meetings* as very or extremely important.

The method of *Give & Receive Feedback Meetings* is very or extremely important:

- ☐ I agree
- ☐ I disagree

A Majority, 51% of the participants rated the method of *Written Give & Receive Feedback Surveys* as very or extremely important.

The method of *Written Give & Receive Feedback Surveys* is very or extremely important:

- ☐ I agree
- ☐ I disagree

Outputs

- *Improved team performance* is defined as higher motivation of the team members and better work results such as higher quality, compliance with schedule, lower costs, .
- *Resolved conflicts* are defined as mediated and accepted solutions to different opinions or attitudes of the team members.
- *Increased personal satisfaction* is defined as a more comfortable feeling of the team members in the team and a sense of purpose of the team members.

A Majority, 100% of the participants rated the output of *Improved Team Performance* as very or extremely important.

The output of *Improved Team Performance* is very or extremely important:

- ☐ I agree
- ☐ I disagree

A Majority, 98% of the participants rated the output of *Resolved Conflicts* as very or extremely important.

The output of *Resolved Conflicts* is very or extremely important:

- ☐ I agree
- ☐ I disagree

A Majority, 98% of the participants rated the output of *Increased Personal Satisfaction* as very or extremely important.

The output of *Increased Personal Satisfaction* is very or extremely important:

- ☐ I agree
- ☐ I disagree

Level 1: Basic

At this level the team has awareness on what is required to increase the performance of the virtual team. All the quick wins have been implemented and the team performance increased, productivity increased, the level of conflict decreased and the team members develop trust and deepen their relationships.

The second round of Delphi Expert Survey showed the following results:

Key Performance Indicators	Basic Level	Advanced Level	Mastery Level
chosen by majority of participants	Sometimes feedback polls are taken at the end of virtual meetings	Periodically feedback polls are taken at the end of virtual meetings	Always feedback polls are taken at the end of virtual meetings
		Periodically records on numbers of formal team feedback sessions are taken	Always records on numbers of formal team feedback sessions are taken
chosen by less than 50% of the participants	Sometimes records on numbers of formal team feedback sessions are taken	Sometimes feedback polls are taken at the end of virtual meetings	Periodically feedback polls are taken at the end of virtual meetings
		Periodically records on numbers of formal team feedback sessions are taken	Periodically records on numbers of formal team feedback sessions are taken

KPIs chosen by less than 25% of the participants are no longer listed.

92% of the participants have chosen the following KPI:

- Sometimes feedback polls are taken at the end of virtual meetings

Do you agree to these KPIs indicating the basic level of the process of Give & Receive Feedback?

- ☐ I agree
- ☐ I disagree

The following KPI was chosen by 38% of the participants.

Do you want to include them as KPI to this level?

- ☐ Sometimes records on numbers of formal team feedback sessions are taken

Level 2: Advanced

At this level, all elements of the VTMM® are present. The virtual team has a positive culture, the different tools are used for different tasks and the virtual team processes are fully implemented or the decisions not implementing them have been well documented. The level of conflict is low and the performance is high. The team invests time into the

relationship with other team members. Complex tasks are managed successfully and issues are tabled early and dealt with efficiently.

97% of the participants have chosen the following KPI:

- Periodically feedback polls are taken at the end of virtual meetings
- Periodically records on numbers of formal team feedback sessions are taken

Do you agree to these KPIs indicating the advanced level of the process of Give & Receive Feedback?

- ☐ I agree
- ☐ I disagree

The following KPIs were chosen by less than 30% of the participants.

Do you want to include them as KPI to this level?

- ☐ Sometimes feedback polls are taken at the end of virtual meetings
- ☐ Periodically records on numbers of formal team feedback sessions are taken

Level 3: Mastery

All elements are present to the needed levels. The team is in a state of „flow“ and the performance is very high. The team has implemented knowledge management processes and works on the optimisation of the virtual team processes, the tools and its culture. Team members are enjoying being on the team and the project progresses according to schedule, budget and scope, including the right quality.

98% of the participants have chosen the following KPI:

- Always feedback polls are taken at the end of virtual meetings
- Always records on numbers of formal team feedback sessions are taken

Do you agree to these KPIs indicating the mastery level of the process of Give & Receive Feedback?

- ☐ I agree
- ☐ I disagree

The following KPIs were chosen by less than 34% of the participants.

Do you want to include them as KPI to this level?

- ☐ Periodically feedback polls are taken at the end of virtual meetings
- ☐ Periodically records on numbers of formal team feedback sessions are taken

While 100% of the participants considered the process of Give & Receive Feedback very to extremely important, only 26% of the participants found it equally present in their actual team.

What does prevent a virtual team from applying this process in day-to-day practice?
(Multiple responses)

- ☐ no need
- ☐ time, workload
- ☐ budget, expenses
- ☐ lack of formal process and leadership, stick to old procedure
- ☐ no technology / method for VIRTUAL teams
- ☐ no personal interest / engagement, lack of soft skill, communication
- ☐ process + benefits not understood
- ☐ cultural difficulties (personal, organisational)
- ☐ laziness, aversion of paperwork
- ☐ nothing, don't know
- ☐ we have it

D.3.6. Organise Decision-Making

In a virtual team the Organise Decision-Making has to be transparent. Therefore, formal Organise Decision-Making is necessary so that all team members can follow the reasons for the decisions and the related majorities.

The second round of Delphi Expert Survey showed the following results:

100% of the participants rated the process of Organise Decision-Making as very or extremely relevant.

Do you agree to the process of Organise Decision-Making being very or extremely relevant:

- ☐ I agree
- ☐ I disagree

The processes are described in terms of inputs, methods and outputs.

Inputs

- *Open decisions* are defined as decisions and/or choices which have to be made. Postponed decisions are reversed to the status of open decisions for the next meeting.
- *Organise Decision-Making Agree Rules* are defined as Agree Rules for making decisions as stated in the leadership charter.
- *Cultural orientations* is defined as an inclination to think, feel or act in a way that is culturally determined. It affects areas of power and responsibility, time management, identity and purpose of life, organisational arrangements, communication patterns and so on. It is based on the *Cultural Orientations Framework (COF)* by Philippe Rosinski described in his book *Coaching Across Cultures* (2003).

The second round of Delphi Expert Survey showed the following results:

Rated as	Input	Method	Output
<i>very to extremely important (Part of VTMM®)</i>	Open Decisions	Organise Decision-Making Meetings	Team Decisions
	Organise Decision-Making Agree Rules		Postponed Decisions
	Cultural Orientations		Escalated Decisions

A majority, 98% of the participants rated the input of *Open Decisions* as very or extremely important.

The input of *Open Decisions* is very or extremely important:

- ☐ I agree
☐ I disagree

A Majority, 93% of the participants rated the input of *Organise Organise Decision-Making Agree Rules* as very or extremely important.

The input of *Organise Decision-Making Agree Rules* is very or extremely important:

- ☐ I agree
☐ I disagree

A Majority, 97% of the participants rated the input of *Cultural Orientation* as very or extremely important.

The input of *Cultural Orientation* is very or extremely important:

- ☐ I agree
☐ I disagree

Methods

- *Organise Decision-Making meetings* are formally structured meetings to make decisions. The outcome can be:
- Decision made. The outcome can be anything between yes and no including implementation steps for the decision.
- Decision postponed. If the team cannot make a decision, then the decision can be postponed, including a date by when the decision has been made finally and also which facts need to be investigated to be able to make a decision.
- Decision escalated. If the scope of a decision exceed the team's responsibilities, the task is reported to other instances to be decided there.

All (100%) of the participants rated the method of *Organise Decision-Making Meetings* as very or extremely important.

The method of *Organise Decision-Making Meetings* is very or extremely important:

- ☐ I agree
- ☐ I disagree

Outputs

- *Team decisions* are defined as documented decisions from a meeting.
- *Postponed decisions* are defined as decisions to be made at a later date with more information available.
- *Escalated decisions* are subjects that exceed the team's responsibilities and are reported to other instances to be decided.

A Majority, 100% of the participants rated the output of *Team Decisions* as very or extremely important.

The output of *Team Decisions* is very or extremely important:

- ☐ I agree
- ☐ I disagree

A Majority, 100% of the participants rated the output of *Postponed Decisions* as very or extremely important.

The output of *Postponed Decisions* is very or extremely important:

- ☐ I agree
- ☐ I disagree

A Majority, 61% of the participants rated the output of *Escalated Decisions* as very or extremely important.

The output of *Escalated Decisions* is very or extremely important:

- ☐ I agree
☐ I disagree

Level 1: Basic

At this level the team has awareness on what is required to increase the performance of the virtual team. All the quick wins have been implemented and the team performance increased, productivity increased, the level of conflict decreased and the team members develop trust and deepen their relationships.

The second round of Delphi Expert Survey showed the following results:

KPI	Basic Level	Advanced Level	Mastery Level
chosen by majority of participants	We do not have a decision-making process	We have an informal decision-making process	We have a formal decision-making process
	We sometimes record our decision	Every team member can ask for a decision on any topic, but needs to be approved by team leader	We record our decision formally
	Not all team members have to participate formally in the Organise Decision-Making through poll	Decisions are implemented as documented via email	Every team member can ask for a decision on any topic
		Sometimes decisions are taken within a defined time	Every team member can ask for a decision on any topic, but needs to be approved by team
			Often decisions are taken within a defined time
			All team members have to participate formally in the Organise Decision-Making through poll
			Decisions are implemented as documented formally in a defined template
chosen by less than 50% of the participants	Not every team member can ask for a decision on any topic		Decisions are implemented as documented via email
	Decisions are not taken within a defined time		

KPIs chosen by less than 25% of the participants are no longer listed.

84% of the participants have chosen the following KPI:

- We do not have a decision-making process
- We sometimes record our decision
- Not all team members have to participate formally in the Organise Decision-Making through poll

Do you agree to these KPIs indicating the basic level of the process of Organise Decision-Making?

- ☐ I agree
- ☐ I disagree

The following KPIs were chosen by less than 30% of the participants.

Do you want to include them as KPI to this level?

- ☐ Not every team member can ask for a decision on any topic
- ☐ Decisions are not taken within a defined time

Level 2: Advanced

At this level, all elements of the VTMM® are present. The virtual team has a positive culture, the different tools are used for different tasks and the virtual team processes are fully implemented or the decisions not implementing them have been well documented. The level of conflict is low and the performance is high. The team invests time into the relationship with other team members. Complex tasks are managed successfully and issues are tabled early and dealt with efficiently.

87% of the participants have chosen the following KPI:

- We have an informal decision-making process
- Every team member can ask for a decision on any topic, but needs to be approved by team leader
- Sometimes decisions are taken within a defined time
- Decisions are implemented as documented via email

Do you agree to these KPIs indicating the advanced level of the process of Organise Decision-Making?

- ☐ I agree
- ☐ I disagree

Level 3: Mastery

All elements are present to the needed levels. The team is in a state of „flow“ and the performance is very high. The team has implemented knowledge management processes and works on the optimisation of the virtual team processes, the tools and its culture. Team members are enjoying being on the team and the project progresses according to schedule, budget and scope, including the right quality.

95% of the participants have chosen the following KPI:

- We have a formal decision-making process
- We record our decision formally
- All team members have to participate formally in the Organise Decision-Making through poll
- Every team member can ask for a decision on any topic
- Every team member can ask for a decision on any topic, but needs to be approved by team
- Often decisions are taken within a defined time
- Decisions are implemented as documented formally in a defined template

Do you agree to these KPIs indicating the mastery level of the process of Decision Management?

- ☐ I agree
- ☐ I disagree

The following KPI was chosen by 44% of the participants.

Do you want to include it as KPI to this level?

- ☐ Decisions are implemented as documented via email

While 100% of the participants considered the process of Organise Decision-Making very to extremely important, only 50% of the participants found it equally present in their actual team.

What does prevent a virtual team from applying this process in day-to-day practice? (Multiple responses)

- ☐ no need
- ☐ time, workload
- ☐ budget, expenses
- ☐ lack of formal process and leadership, stick to old procedure
- ☐ no technology / method for VIRTUAL teams

- ☐ no personal interest / engagement, lack of soft skill, communication
- ☐ process + benefits not understood
- ☐ cultural difficulties (personal, organisational)
- ☐ laziness, aversion of paperwork
- ☐ nothing, don't know
- ☐ we have it

D.3.7. Conduct Meeting Management

Virtual team meetings have a significant impact on the motivation of the virtual team. Virtual team meetings have to be prepared, executed and followed-up correctly to keep the motivation up in the virtual team. A special meeting is the virtual kick-off meeting.

The second round of Delphi Expert Survey showed the following results:

98% of the participants rated the process of Conduct Meeting Management as very or extremely relevant.

Do you agree to the process of Conduct Meeting Management being very or extremely relevant:

- ☐ I agree
- ☐ I disagree

The processes are described in terms of inputs, methods and outputs.

Inputs

- *Agenda and invitations* includes written documentation which is made available to the team members before the meeting.
- *Minutes of previous meetings* includes written documentation which is made available to the team members before the meeting.
- *Special requests* is defined as any contributions to be made by team members outside the published agenda.
- *Meeting Agree Rules* is defined as the Agree Rules of conduct as stated in the team charter.
- *Cultural orientations* is defined as an inclination to think, feel or act in a way that is culturally determined. It affects areas of power and responsibility, time management, identity and purpose of life, organisational arrangements, communication patterns and so on. It is based on the *Cultural Orientations Framework (COF)* by Philippe Rosinski described in his book *Coaching Across Cultures* (2003).
- *Media competence* is the ability to use the collaboration tools in an efficient manner to communicate successfully in virtual communication interactions.

The second round of Delphi Expert Survey showed the following results:

Rated as	Input	Method	Output
<i>very to extremely important (Part of VTMM®)</i>	Agenda and Invitations	Virtual Collaboration Tools	Meeting Minutes
	Minutes of Previous Meeting	Specific Meetings	Update of Related Documents
	Meeting Agree Rules		
	Cultural Orientations		
	Media Competence		
<i>Not very or extremely important</i>	Special Requests	Virtual Facilitation Skills	

A majority, 100% of the participants rated the input of *Agenda and Invitations* as very or extremely important.

The input of Agenda and Invitations is very or extremely important:

- ☐ I agree
- ☐ I disagree

A Majority, 98% of the participants rated the input of *Minutes of previous Meeting* as very or extremely important.

The input of Minutes of previous Meeting is very or extremely important:

- ☐ I agree
- ☐ I disagree

A Minority, 92% of the participants rated the input of *Special Requests* as very or extremely important.

The input of Special Requests is not very or extremely important:

- ☐ I agree
- ☐ I disagree

A Majority, 98% of the participants rated the input of *Meeting Agree Rules* as very or extremely important.

The input of *Meeting Agree Rules* is very or extremely important:

- ☐ I agree
- ☐ I disagree

A Majority, 98% of the participants rated the input of *Cultural Orientation* as very or extremely important.

The input of *Cultural Orientation* is very or extremely important:

- ☐ I agree
- ☐ I disagree

A Majority, 70% of the participants rated the input of *Media competence* as very or extremely important.

The input of *Media competence* is very or extremely important:

- ☐ I agree
- ☐ I disagree

Methods

- *Virtual collaboration tools* is defined as all the different tools available to the virtual to conduct the meeting.
- *Meetings* can have one or different purposes. Common meeting purposes are issue meetings, status meetings or problem-solving meetings.
- *Virtual Facilitation Skills*, defined as a competency of the team leader to facilitate a virtual meeting, as a method to the meeting process.

A Majority, 100% of the participants rated the method of *Virtual Collaboration Tools* as very or extremely important.

The method of *Virtual Collaboration Tools* is very or extremely important:

- ☐ I agree
- ☐ I disagree

A Majority, 100% of the participants rated the method of *Specific Meetings* as very or extremely important.

The method of *Specific Meetings* is very or extremely important:

- ☐ I agree
- ☐ I disagree

A Minority, 49% of the participants rated the method of *Virtual Facilitation Skills* as very or extremely important.

The method of *Virtual Facilitation Skills* is **not** very or extremely important:

- ☐ I agree
- ☐ I disagree

Outputs

- *Meeting minutes* is defined as a results protocol of the meeting. It includes action items, decisions and comments
- *Update of related documents* is defined as a formal recording of the meeting's decisions, adjustments to documents of Task and Decision Management, made available to all team members.

A Majority, 98% of the participants rated the output of *Meeting Minutes* as very or extremely important.

The output of *Meeting Minutes* is very or extremely important:

- ☐ I agree
- ☐ I disagree

A Majority, 70% of the participants rated the output of *Update of related documents* as very or extremely important.

The output of *Update of related documents* is very or extremely important:

- ☐ I agree
- ☐ I disagree

Level 1: Basic

At this level the team has awareness on what is required to increase the performance of the virtual team. All the quick wins have been implemented and the team performance increased, productivity increased, the level of conflict decreased and the team members develop trust and deepen their relationships.

The second round of Delphi Expert Survey showed the following results:

Key Performance Indicators	Basic Level	Advanced Level	Mastery Level
chosen by majority of participants	We create an informal agenda at the beginning of the meeting	We create a formal agenda when we plan the meeting	We create formal agenda when we plan the meeting and get approve before meetings
	We have informal minutes	We have formal minutes	We have formal minutes
	We have informal lead times	Team invites people and asks feedback from participants	We have formal minutes with approval process
	Team think about who can contribute and invite people	We have a formal time limitation	We have formal lead times with approval process
	We have an informal time limitation		We have formal lag times with approval process
	We have an informal process		Team invites people and ask feedback from participants for improvement of process
			We have a formal time limitation
			We continuously work on reducing the time limit
			We have a formal process
			We have a formal process and work on its improvement
chosen by less than 50% of the participants	We have informal lag times	Team think about who can contribute and invite people	We create a formal agenda when we plan the meeting
		We have a formal process	

KPIs chosen by less than 25% of the participants are no longer listed.

85% of the participants have chosen the following KPI:

- We create an informal agenda at the beginning of the meeting
- We have informal minutes
- We have informal lead times
- Team think about who can contribute and invite people

- We have an informal time limitation
- We have an informal process

Do you agree to these KPIs indicating the basic level of the process of Conduct Meeting Management?

- ☐ I agree
- ☐ I disagree

The following KPI was chosen by 26% of the participants.

Do you want to include it as KPI to this level?

- ☐ We have informal lag times

Level 2: Advanced

At this level, all elements of the VTMM® are present. The virtual team has a positive culture, the different tools are used for different tasks and the virtual team processes are fully implemented or the decisions not implementing them have been well documented. The level of conflict is low and the performance is high. The team invests time into the relationship with other team members. Complex tasks are managed successfully and issues are tabled early and dealt with efficiently.

93% of the participants have chosen the following KPI:

- We create a formal agenda when we plan the meeting
- We have formal minutes
- Team invites people and asks feedback from participants
- We have a formal time limitation

Do you agree to these KPIs indicating the advanced level of the process of Conduct Meeting Management?

- ☐ I agree
- ☐ I disagree

The following KPIs were chosen by less than 44% of the participants.

Do you want to include them as KPI to this level?

- ☐ Team think about who can contribute and invite people
- ☐ We have a formal process

Level 3: Mastery

All elements are present to the needed levels. The team is in a state of „flow“ and the performance is very high. The team has implemented knowledge management processes and works on the optimisation of the virtual team processes, the tools and its culture. Team members are enjoying being on the team and the project progresses according to schedule, budget and scope, including the right quality.

93% of the participants have chosen the following KPI:

- We create formal agenda when we plan the meeting and get approve before meetings
- We have formal minutes
- We have formal minutes with approval process
- We have formal lead times with approval process
- We have formal lag times with approval process
- Team invites people and ask feedback from participants for improvement of process
- We have a formal time limitation
- We continuously work on reducing the time limit
- We have a formal process
- We have a formal process and work on its improvement

Do you agree to these KPIs indicating the mastery level of the process of Conduct Meeting Management?

- ☐ I agree
- ☐ I disagree

The following KPIs were chosen by 31% of the participants.

Do you want to include them as KPI to this level?

- ☐ We create a formal agenda when we plan the meeting

While 98% of the participants considered the process of Conduct Meeting Management very to extremely important, a majority of 54% of the participants found it equally present in their actual team.

What does prevent a virtual team from applying this process in day-to-day practice? (Multiple responses)

- ☐ no need
- ☐ time, workload
- ☐ budget, expenses
- ☐ lack of formal process and leadership, stick to old procedure

- ☐ no technology / method for VIRTUAL teams
- ☐ no personal interest / engagement, lack of soft skill, communication
- ☐ process + benefits not understood
- ☐ cultural difficulties (personal, organisational)
- ☐ laziness, aversion of paperwork
- ☐ nothing, don't know
- ☐ we have it

D.3.8. Engage in Trust-Building

This process compensates for the missing face-to-face interaction such as coffee breaks during meetings or meeting in the kitchen where important communications take place.

The second round of Delphi Expert Survey showed the following results:

97% of the participants rated the process of Engage in Trust-Building as very or extremely relevant.

Do you agree to the process of Engage in Trust-Building being very or extremely relevant:

- ☐ I agree
- ☐ I disagree

The processes are described in terms of inputs, methods and outputs.

Inputs

- *Personal information* is defined as information known to the individual.
- *Personal curiosity* is defined as the attitude and mindset to learn more from other team members
- *Informal communication skills* is defined as the ability to make contact and do small talk in a virtual environment and exchange consent, consideration and information informally.
- *Cultural orientations* is defined as an inclination to think, feel or act in a way that is culturally determined. It affects areas of power and responsibility, time management, identity and purpose of life, organisational arrangements, communication patterns and so on. It is based on the *Cultural Orientations Framework (COF)* by Philippe Rosinski described in his book *Coaching Across Cultures* (2003).
- *Media competence* is the ability to use the collaboration tools in an efficient manner to communicate successfully in virtual communication interactions.

The second round of Delphi Expert Survey showed the following results:

Rated as	Input	Method	Output
<i>very to extremely important (Part of VTMM®)</i>	Personal Information	Social Media and Network	Improved Team Performance
	Personal Curiosity	Virtual Teambuilding	Higher Team Maturity
	Informal Communication Skills		
	Cultural Orientations		
	Media Competence		
<i>Not very or extremely important</i>		Collaboration Games	
		Virtual World	
		Virtual Social Activities	

A majority, 85% of the participants rated the input of *Personal Information* as very or extremely important.

The input of Personal Information is very or extremely important:

- ☐ I agree
- ☐ I disagree

A Majority, 84% of the participants rated the input of *Personal Curiosity* as very or extremely important.

The input of Personal Curiosity is very or extremely important:

- ☐ I agree
- ☐ I disagree

A Majority, 98% of the participants rated the input of Informal communication skills as very or extremely important.

The input of Informal Communication Skills is very or extremely important:

- ☐ I agree
- ☐ I disagree

A Majority, 98% of the participants rated the input of *Cultural Orientation* as very or extremely important.

The input of *Cultural Orientation* is very or extremely important:

- ☐ I agree
- ☐ I disagree

A Majority, 61% of the participants rated the input of *Media competence* as very or extremely important.

The input of *Media competence* is very or extremely important:

- ☐ I agree
- ☐ I disagree

Methods

- *Collaborative games* is defined as all the games the team members can play together in a virtual environment (such as virtual team building tasks, distributed brain gymnastics, ...).
- *Virtual worlds* is defined as a simulated world where people communicate through avatars (such as second life, S-cube, 3-D Simulation, ...).
- *Social media and networks* can include large public social media networks (such as Facebook, LinkedIn, XING, Yammer and others or company-specific who-is-who installations). Apart from its motivational effect, this informal and interdisciplinary exchange helps in making expertise visible, setting up and maintaining low cost “weak ties” networks and making opportunities to collaborate more closely visible.
- *Virtual teambuilding* defined as team building tasks offered through e.g. collaborative games (such as distributed brain gymnastics, coaching games, ...) or virtual simulation tools, where people communicate through avatars (such as second life, S-cube,...) used for reflective learning and change of perspective.
- *Virtual Social Activities* defined as activities using any virtual platform to have a little fun, get to know the colleagues better and celebrate the hard work. They take the place of e.g. celebrations for end of fiscal-year, Christmas or after work gatherings.

A Minority, 7% of the participants rated the method of *Collaboration Games* as very or extremely important.

The method of *Collaboration Games* is not very or extremely important:

- ☐ I agree
- ☐ I disagree

A Minority, 5% of the participants rated the method of *Virtual World* as very or extremely important.

The method of *Virtual World* is not very or extremely important:

- ☐ I agree
- ☐ I disagree

A Majority, 92% of the participants rated the method of *Social Media and Network* as very or extremely important.

The method of *Social Media and Network* is very or extremely important:

- ☐ I agree
- ☐ I disagree

A Majority, 51% of the participants rated the method of *Virtual teambuilding* as very or extremely important.

The method of *Virtual teambuilding* is very or extremely important:

- ☐ I agree
- ☐ I disagree

A Minority, 48% of the participants rated the method of *Virtual Social Activities* as very or extremely important.

The method of *Virtual Social Activities* is not very or extremely important:

- ☐ I agree
- ☐ I disagree

Outputs

- *Improved team performance* is defined as higher motivation of the team members and better work results such as higher quality, compliance with schedule, lower costs, ...
- *Higher team maturity* defined as earlier and more complete transition into performing state, resulting in higher innovativeness and ability to react to problems, and much lower administrative effort to steer tasks and communication.

A Majority, 95% of the participants rated the output of *Improved Team Performance* as very or extremely important.

The output of *Improved Team Performance* is very or extremely important:

- ☐ I agree
- ☐ I disagree

A Majority, 52% of the participants rated the output of *Higher team maturity* as very or extremely important.

The output of *Higher team maturity* is very or extremely important:

- ☐ I agree
- ☐ I disagree

Level 1: Basic

At this level the team has awareness on what is required to increase the performance of the virtual team. All the quick wins have been implemented and the team performance increased, productivity increased, the level of conflict decreased and the team members develop trust and deepen their relationships.

The second round of Delphi Expert Survey showed the following results:

<i>Key Performance Indicators</i>	<i>Basic Level</i>	<i>Advanced Level</i>	<i>Mastery Level</i>
chosen by majority of participants	We once recorded how the variety of social activities match the team culture		We always keep records on regular, repetitive social activities
			We always record how the diversity of social activities match the team culture
chosen by less than 50% of the participants	Sometimes we keep records on regular social activities, that are repetitive in nature and style	Sometimes we keep records on regular social activities, that are repetitive in nature and style	We keep records on time spent for each team member and number of team members attending social activities
		We sometimes record how the variety of social activities match the team culture	

KPIs chosen by less than 25% of the participants are no longer listed.

87% of the participants have chosen the following KPI:

- We once recorded how the variety of social activities match the team culture

Do you agree to this KPI indicating the basic level of the process of Engage in Trust-Building?

- ☐ I agree
- ☐ I disagree

The following KPI was chosen by 31% of the participants.

Do you want to include it as KPI to this level?

- ☐ Sometimes we keep records on regular social activities, that are repetitive in nature and style

Level 2: Advanced

At this level, all elements of the VTMM® are present. The virtual team has a positive culture, the different tools are used for different tasks and the virtual team processes are fully implemented or the decisions not implementing them have been well documented. The level of conflict is low and the performance is high. The team invests time into the relationship with other team members. Complex tasks are managed successfully and issues are tabled early and dealt with efficiently.

No KPI was chosen by more than 50% of the participants for the advanced level of the process of socialising. So far, the following KPIs scored highest (33%) to define this level.

- Sometimes we keep records on regular social activities, that are repetitive in nature and style
- We sometimes record how the variety of social activities match the team culture

Do you agree to these KPIs indicating the advanced level of the process of Engage in Trust-Building?

- ☐ I agree
- ☐ I disagree

Level 3: Mastery

All elements are present to the needed levels. The team is in a state of “flow” and the performance is very high. The team has implemented knowledge management processes and works on the optimisation of the virtual team processes, the tools and its culture. Team members are enjoying being on the team and the project progresses according to schedule, budget and scope, including the right quality.

82% of the participants have chosen the following KPI:

- We always keep records on regular, repetitive social activities
- We always record how the diversity of social activities match the team culture

Do you agree to these KPIs indicating the mastery level of the process of Engage in Trust-Building?

- ☐ I agree
- ☐ I disagree

The following KPI was chosen by 25% of the participants.

Do you want to include it as KPI to this level?

- ☐ We keep records on time spent for each team member and number of team members attending social activities

While 97% of the participants considered the process of Engage in Trust-Building very to extremely important, only 18% of the participants found it equally present in their actual team.

What does prevent a virtual team from applying this process in day-to-day practice? (Multiple responses)

- ☐ no need
- ☐ time, workload
- ☐ budget, expenses
- ☐ lack of formal process and leadership, stick to old procedure
- ☐ no technology / method for VIRTUAL teams
- ☐ no personal interest / engagement, lack of soft skill, communication
- ☐ process + benefits not understood
- ☐ cultural difficulties (personal, organisational)
- ☐ laziness, aversion of paperwork
- ☐ nothing, don't know
- ☐ we have it

What methods do you apply to promote the development of a team culture in face-to-face teams? (Open-ended question)

What method do you consider effective in promoting team culture in a virtual team? (open-ended question)

How often have you participated in any virtual team building method?

- ☐ Never
- ☐ Once
- ☐ Twice
- ☐ Often

D.3.9. Define Information Management

The management of information is important to keep a clear understanding about the task, the decisions, the action items and the versioning of the documents.

The second round of Delphi Expert Survey showed the following results:

100% of the participants rated the process of Define Information Management as very or extremely relevant.

Do you agree to the process of Define Information Management being very or extremely relevant:

- ☐ I agree
- ☐ I disagree

The processes are described in terms of inputs, methods and outputs.

Inputs

- *Documents* is defined as any generated piece of information available in electronic media
- *Agree Rules of document management* is defined as how the team will manage the information. This can be naming conventions, storage locations, work flows, distributions Agree Rules, also as defined in the team charter.
- *Cultural orientations* is defined as an inclination to think, feel or act in a way that is culturally determined. It affects areas of power and responsibility, time management, identity and purpose of life, organisational arrangements, communication patterns and so on. It is based on the *Cultural Orientations Framework (COF)* by Philippe Rosinski described in his book *Coaching Across Cultures* (2003).

The second round of Delphi Expert Survey showed the following results:

Rated as	Input	Method	Output
very to extremely important (Part of VTMM®)	Documents	File Management Systems	Structured and Accessible Information
	Agree Rules of Document Management	Document Management Systems	Maintained Information
		Virtual Team Information Systems	Improved Team Performance
Not very or extremely important	Cultural Orientations		

A majority, 100% of the participants rated the input of *Documents* as very or extremely important.

The input of *Documents* is very or extremely important:

- ☐ I agree
☐ I disagree

A Majority, 100% of the participants rated the input of *Agree Rules of Document Management* as very or extremely important.

The input of *Agree Rules of Document Management* is very or extremely important:

- ☐ I agree
☐ I disagree

A Minority, 87% of the participants rated the input of *Cultural Orientation* as very or extremely important.

The input of *Cultural Orientation* is not very or extremely important:

- ☐ I agree
☐ I disagree

Methods

- *File management systems* is defined as the system which distributed files and links to documents (such as Share Point, Project Wiki, Librarian Role, Taxonomy...).
- *Document management systems* is defined as database-supported management of the documents (including storage, versioning, metadata, security, as well as indexing and retrieval capabilities).

- *Virtual team information system* can be any information system supporting the management of information, collaboration and creativity of the team (such as collaboration systems, mind management software, online creativity application, idea clouds...).

A majority, 98% of the participants rated the method of *File Management System* as very or extremely important.

The method of File Management System is very or extremely important:

- ☐ I agree
- ☐ I disagree

A Majority, 100% of the participants rated the method of *Document Management System* as very or extremely important.

The method of Document Management System is very or extremely important:

- ☐ I agree
- ☐ I disagree

A Majority, 97% of the participants rated the method of *Virtual Team Information System* as very or extremely important.

The method of Virtual Team Information System is very or extremely important:

- ☐ I agree
- ☐ I disagree

Outputs

- *Structured and accessible information* is defined as easy research and quick access to required information and/or documents
- *Maintained information* is defined as up-to-date information on the team (accuracy, transparency and consistency of documents). Information management also processes the outputs of the processes of Set Goals, Perform Task Management, Organise Decision-Making and Conduct Meeting Management.
- *Improved Team Performance* defined as higher motivation, satisfied team members, reduced costs, working on schedule when not wasting time searching for documents and/or working with inaccurate information.

A majority, 100% of the participants rated the output of *Structured Information* as very or extremely important.

The output of *Structured Information* is very or extremely important:

- ☐ I agree
- ☐ I disagree

A Majority, 100% of the participants rated the output of *Maintained Information* as very or extremely important.

The output of *Maintained Information* is very or extremely important:

- ☐ I agree
- ☐ I disagree

A Majority, 57% of the participants rated the output of *Improved Team Performance* as very or extremely important.

The output of *Improved Team Performance* is very or extremely important:

- ☐ I agree
- ☐ I disagree

Level 1: Basic

At this level the team has awareness on what is required to increase the performance of the virtual team. All the quick wins have been implemented and the team performance increased, productivity increased, the level of conflict decreased and the team members develop trust and deepen their relationships.

The second round of Delphi Expert Survey showed the following results:

KPI	Basic Level	Advanced Level	Mastery Level
<i>chosen by majority of participants</i>	We have an agreed information distribution process and users using a filing system like share storage	We have an agreed information distribution process and users using a filing system like share storage	We have an agreed process with more controlled share + collaboration functionality such as DMS
	We use a share folder to upload documents and share within our team google drive	We have an agreed process with more controlled share + collaboration functionality such as share point or google drive	We use a tool to control versions of documents like share point

KPI	Basic Level	Advanced Level	Mastery Level
	We informally track variations from our document control processes	We use a tool to control versions of documents like share point	Team members follow and improve the information distribution process
		Team members follow the information distribution process	Team members are trained to follow and improve the information distribution process
		Team members follow and improve the information distribution process	Team members follow and improve the document control process
		Team members follow the document control process	Team members are trained to follow and improve the document control process
		We keep the number of change requests in the log history of documents	We use a tool to record number of change request on our baseline documentation
		We have different storage for keeping documents and stakeholder have access to documents based on their permissions	We use a DMS to keep all of changes on our information
		We track variations from our document control processes using standardised templates	We use an integrated tool to control all aspects of documents such DMS tools
			We use a tool to track variations from our document control processes
			We use an integrated tool to control versions of documents
<i>chosen by less than 50% of the participants</i>	We use a share folder to upload documents and share within our team google drive	We use a share folder to upload documents and share within our team google drive	We have an agreed process with more controlled share + collaboration functionality such as share point or google drive

KPI	Basic Level	Advanced Level	Mastery Level
	Team members follow the information distribution process	Team members follow and improve the document control process	We have different storage for keeping documents and stakeholder have access to documents based on their permissions
	Team members follow the document control process	We use a tool to record number of change request on our baseline documentation	
	We keep the number of change requests in the log history of documents		

KPIs chosen by less than 25% of the participants are no longer listed.

93% of the participants have chosen the following KPI:

- We have an agreed information distribution process and users using a filing system like share storage
- We use a share folder to upload documents and share within our team google drive
- We informally track variations from our document control processes

Do you agree to these KPIs indicating the basic level of the process of Define Information Management?

- ☐ I agree
- ☐ I disagree

The following KPIs were chosen by less than 34% of the participants.

Do you want to include them as KPI to this level?

- ☐ We use a share folder to upload documents and share within our team google drive
- ☐ Team members follow the information distribution process
- ☐ Team members follow the document control process
- ☐ We keep the number of change requests in the log history of documents

Level 2: Advanced

At this level, all elements of the VTMM® are present. The virtual team has a positive culture, the different tools are used for different tasks and the virtual team processes are fully implemented or the decisions not implementing them have been well documented. The level of conflict is low and the performance is high. The team invests time into the relationship with other team members. Complex tasks are managed successfully and issues are tabled early and dealt with efficiently.

95% of the participants have chosen the following KPI:

- We have an agreed information distribution process and users using a filing system like share storage
- We have an agreed process with more controlled share + collaboration functionality such as share point or google drive
- We use a tool to control versions of documents like share point
- Team members follow the information distribution process
- Team members follow and improve the information distribution process
- Team members follow the document control process
- We keep the number of change requests in the log history of documents
- We have different storage for keeping documents and stakeholder have access to documents based on their permissions
- We track variations from our document control processes using standardised templates

Do you agree to these KPIs indicating the advanced level of the process of Define Information Management?

- ☐ I agree
- ☐ I disagree

The following KPIs were chosen by 34% of the participants.

Do you want to include them as KPI to this level?

- ☐ We use a share folder to upload documents and share within our team google drive
- ☐ Team members follow and improve the document control process
- ☐ We use a tool to record number of change request on our baseline documentation

Level 3: Mastery

All elements are present to the needed levels. The team is in a state of “flow” and the performance is very high. The team has implemented knowledge management processes

and works on the optimisation of the virtual team processes, the tools and its culture. Team members are enjoying being on the team and the project progresses according to schedule, budget and scope, including the right quality.

95% of the participants have chosen the following KPI:

- We have an agreed process with more controlled share + collaboration functionality such as DMS
- We use a tool to control versions of documents like share point
- We use an integrated tool to control versions of documents
- Team members follow and improve the information distribution process
- Team members are trained to follow and improve the information distribution process
- Team members follow and improve the document control process
- Team members are trained to follow and improve the document control process
- We use a tool to record number of change request on our baseline documentation
- We use a DMS to keep all of changes on our information
- We use an integrated tool to control all aspects of documents such DMS tools
- We use a tool to track variations from our document control processes

Do you agree to these KPIs indicating the mastery level of the process of Define Information Management?

- ☐ I agree
- ☐ I disagree

The following KPIs were chosen by less than 36% of the participants.

Do you want to include them as KPI to this level?

- ☐ We have an agreed process with more controlled share + collaboration functionality such as share point or google drive
- ☐ We have different storage for keeping documents and stakeholder have access to documents based on their permissions

While 100% of the participants considered the process of Define Information Management very to extremely important, a majority of 59% of the participants found it equally present in their actual team.

What does prevent a virtual team from applying this process in day-to-day practice? (Multiple responses)

- ☐ no need
- ☐ time, workload

- ☐ budget, expenses
- ☐ lack of formal process and leadership, stick to old procedure
- ☐ no technology / method for VIRTUAL teams
- ☐ no personal interest / engagement, lack of soft skill, communication
- ☐ process + benefits not understood
- ☐ cultural difficulties (personal, organisational)
- ☐ laziness, aversion of paperwork
- ☐ nothing, don't know
- ☐ we have it

D.3.10. Give Rewards & Recognitions

This process appraises positive behaviour and discourages undesired behaviour. It is important to support the team culture.

The second round of Delphi Expert Survey showed the following results:

100% of the participants rated the process of Give Rewards & Recognitions as very or extremely relevant.

Do you agree to the process of Give Rewards & Recognitions being very or extremely relevant:

- ☐ I agree
- ☐ I disagree

The processes are described in terms of inputs, methods and outputs.

Inputs

- *Nominations* is defined as candidates for individual or team recognitions
- *Agree Rules of rewards & recognition* is defined as who is qualifying for which reward & recognition as defined in the team charter.
- *Cultural orientations* is defined as an inclination to think, feel or act in a way that is culturally determined. It affects areas of power and responsibility, time management, identity and purpose of life, organisational arrangements, communication patterns and so on. It is based on the *Cultural Orientations Framework (COF)* by Philippe Rosinski described in his book *Coaching Across Cultures* (2003).
- *Media competence* is the ability to use the collaboration tools in an efficient manner to communicate successfully in virtual communication interactions.

The second round of Delphi Expert Survey showed the following results:

Rated as	Input	Method	Output
<i>very to extremely important (Part of VTMM®)</i>	Nominations	Appraisal Meetings	Increased Team Performance
	Agree Rules of Give Rewards & Recognitions	Awards	Increased Personal Performance
	Cultural Orientations		
	Media Competence		

A majority, 98% of the participants rated the input of *Nominations* as very or extremely important.

The input of *Nominations* is very or extremely important:

- ☐ I agree
- ☐ I disagree

A majority, 97% of the participants rated the input of *Agree Rules of Give Rewards & Recognitions* as very or extremely important.

The input of *Agree Rules of Give Rewards & Recognitions* is very or extremely important:

- ☐ I agree
- ☐ I disagree

A majority, 97% of the participants rated the input of *Cultural Orientation* as very or extremely important.

The input of *Cultural Orientation* is very or extremely important:

- ☐ I agree
- ☐ I disagree

A majority, 51% of the participants rated the input of *Media competence* as very or extremely important.

The input of *Media competence* is very or extremely important:

- ☐ I agree
- ☐ I disagree

Methods

- *Appraisal meetings* is defined as the special meeting where the periodic rewards and recognitions
- *Awards* are meaningful symbols and incentives adapted to the cultural orientation of the candidate.

A majority, 95% of the participants rated the method of *Appraisal Meetings* as very or extremely important.

The method of *Appraisal Meetings* is very or extremely important:

- ☐ I agree
- ☐ I disagree

A Majority, 100% of the participants rated the method of *Rewards* as very or extremely important.

The method of *Awards* is very or extremely important:

- ☐ I agree
- ☐ I disagree

Outputs

- *Increased team performance* is defined in the Give & Receive Feedback process
- *Increased individual performance* is a higher commitment and identification of the team member with the team and the purpose of the team.

A majority, 98% of the participants rated the output of *Increased Team Performance* as very or extremely important.

The output of *Increased Team Performance* is very or extremely important:

- ☐ I agree
- ☐ I disagree

A Majority, 98% of the participants rated the output of *Increased Individual Performance* as very or extremely important.

The output of *Increased Individual Performance* is very or extremely important:

- ☐ I agree
- ☐ I disagree

Level 1: Basic

At this level the team has awareness on what is required to increase the performance of the virtual team. All the quick wins have been implemented and the team performance increased, productivity increased, the level of conflict decreased and the team members develop trust and deepen their relationships.

The second round of Delphi Expert Survey showed the following results:

Key Performance Indicators	Basic Level	Advanced Level	Mastery Level
<i>chosen by majority of participants</i>	We sometimes apply the rewards & recognitions available within your company	We have formally planned targets for individual rewards & recognitions	We always apply the rewards & recognitions available within your company
		We have formally planned targets for team rewards & recognitions	We have formally planned targets for team rewards & recognitions
			We have formally planned targets for team rewards & recognitions open for improvement
			We have formally planned targets for individual rewards & recognition
			We have formally planned targets for individual rewards & recognitions open for improvement
			We have different rewards & recognitions for different project phases planned
<i>chosen by less than 50% of the participants</i>	We have some virtual team specifics rewards & recognitions for individual performance defined	We often apply the rewards & recognitions available within your company	We have many virtual team specifics rewards & recognitions for individual performance defined
	We have simple team rewards & recognitions defined		

KPIs chosen by less than 25% of the participants are no longer listed.

90% of the participants have chosen the following KPI:

- We sometimes apply the rewards & recognitions available within your company

Do you agree to this KPI indicating the basic level of the process of Reward & recognition?

- ☐ I agree
- ☐ I disagree

The following KPIs were chosen by less than 34% of the participants.

Do you want to include them as KPI to this level?

- ☐ We have some virtual team specifics rewards & recognitions for individual performance defined
- ☐ We have simple team rewards & recognitions defined

Level 2: Advanced

At this level, all elements of the VTMM® are present. The virtual team has a positive culture, the different tools are used for different tasks and the virtual team processes are fully implemented or the decisions not implementing them have been well documented. The level of conflict is low and the performance is high. The team invests time into the relationship with other team members. Complex tasks are managed successfully and issues are tabled early and dealt with efficiently.

98% of the participants have chosen the following KPI:

- We have formally planned targets for individual rewards & recognitions
- We have formally planned targets for team rewards & recognitions

Do you agree to these KPIs indicating the advanced level of the process of Give Rewards & Recognitions?

- ☐ I agree
- ☐ I disagree

The following KPI was chosen by 26% of the participants.

Do you want to include them as KPI to this level?

- ☐ We often apply the rewards & recognitions available within your company

Level 3: Mastery

All elements are present to the needed levels. The team is in a state of “flow” and the performance is very high. The team has implemented knowledge management processes and works on the optimisation of the virtual team processes, the tools and its culture. Team members are enjoying being on the team and the project progresses according to schedule, budget and scope, including the right quality.

98% of the participants have chosen the following KPI:

- We always apply the rewards & recognitions available within your company
- We have formally planned targets for team rewards & recognitions
- We have formally planned targets for team rewards & recognitions open for improvement
- We have formally planned targets for individual rewards & recognition
- We have formally planned targets for individual rewards & recognitions open for improvement
- We have different rewards & recognitions for different project phases planned

Do you agree to these KPIs indicating the mastery level of the process of Give Rewards & Recognitions?

- ☐ I agree
- ☐ I disagree

The following KPI was chosen by 25% of the participants.

Do you want to include them as KPI to this level?

- ☐ We have many virtual team specifics rewards & recognitions for individual performance defined

While 100% of the participants considered the process of Give Rewards & Recognitions very to extremely important, only 28% of the participants found it equally present in their actual team.

What does prevent a virtual team from applying this process in day-to-day practice? (Multiple responses)

- ☐ no need
- ☐ time, workload
- ☐ budget, expenses
- ☐ lack of formal process and leadership, stick to old procedure
- ☐ no technology / method for VIRTUAL teams

- ☐ no personal interest / engagement, lack of soft skill, communication
- ☐ process + benefits not understood
- ☐ cultural difficulties (personal, organisational)
- ☐ laziness, aversion of paperwork
- ☐ nothing, don't know
- ☐ we have it

D.3.11. Arrange Ramping-Down

This process manages the how the virtual team is dissolved.

The second round of Delphi Expert Survey showed the following results:

95% of the participants rated the process of Ramping Down as very or extremely relevant.

Do you agree to the process of Ramping Down being very or extremely relevant:

- ☐ I agree
- ☐ I disagree

The processes are described in terms of inputs, methods and outputs.

Inputs

- *Team Charter* is defined in the Organise Get-to-know-each-other-process
- *Leadership charter* is defined in the Organise Get-to-know-each-other-process
- *Personal contribution* is defined as anything team members want to share with the other team members.
- *Team Success* defined as the teams' performance, accomplished tasks, action items, risks and experiences.

The second round of Delphi Expert Survey showed the following results:

Rated as	Input	Method	Output
very to extremely important (Part of VTMM®)	Team Charter	Lessons Learned Meetings	Lessons Learned Reports
	Leadership Charter	Good-bye Meetings	“Dissolved” Teams
	Personal Contribution		Improved Virtual Team Skills
	Team Success		

A majority, 98% of the participants rated the input of a *Team Charter* as very or extremely important.

The input of a *Team Charter* is very or extremely important:

- ☐ I agree
- ☐ I disagree

A Majority, 90% of the participants rated the input of a *Leadership Charter* as very or extremely important.

The input of a *Leadership Charter* is very or extremely important:

- ☐ I agree
- ☐ I disagree

A Majority, 92% of the participants rated the input of *Personal Contributions* as very or extremely important.

The input of *Personal Contributions* is very or extremely important:

- ☐ I agree
- ☐ I disagree

A Majority, 67% of the participants rated the input of *Team Success* as very or extremely important.

The input of *Team Success* is very or extremely important:

- ☐ I agree
- ☐ I disagree

Methods

- *Lessons learned meeting* is defined as a structured run-through of the project with a focus on the performance of the team.
- *Good-bye meeting* is defined as the last meeting of the team to close the team formally.

A majority, 100% of the participants rated the method of *Lessons Learned Meetings* as very or extremely important.

The method of *Lessons Learned Meeting* is very or extremely important:

- ☐ I agree
- ☐ I disagree

A Majority, 97% of the participants rated the method of *Good-bye Meeting* as very or extremely important.

The method of *Good-bye Meeting* is very or extremely important:

- ☐ I agree
- ☐ I disagree

Outputs

- *Lessons learned report* is a document which captures all aspects of the virtual team performance, organisational processes, concepts, methods and experiences.
- „*Dissolved*“ team is defined as the formal end of the team.
- *Improved Virtual Team Skills* defined as competencies and personal experience gained from recent virtual team experience. It includes expert knowledge as well as soft skill development.

A majority, 100% of the participants rated the output of *Lessons Learned Report* as very or extremely important.

The output of *Lessons Learned Report* is very or extremely important:

- ☐ I agree
- ☐ I disagree

A Majority, 95% of the participants rated the output of “*Dissolved*” Teams as very or extremely important.

The output of “*Dissolved*” Teams is very or extremely important:

- ☐ I agree
- ☐ I disagree

A Majority, 64% of the participants rated the output of *Improved Virtual Team Skills* as very or extremely important.

The output of *Improved Virtual Team Skills* is very or extremely important:

- ☐ I agree
- ☐ I disagree

Level 1: Basic

At this level the team has awareness on what is required to increase the performance of the virtual team. All the quick wins have been implemented and the team performance increased, productivity increased, the level of conflict decreased and the team members develop trust and deepen their relationships.

The second round of Delphi Expert Survey showed the following results:

Key Performance Indicators	Basic Level	Advanced Level	Mastery Level
<i>chosen by majority of participants</i>	We have an informal kick-out meeting at the end of the project	We have a formal kick-out meeting at the end of the project	We have a formal kick-out meeting at the end of the project with approval process
	We have an informal lessons learned process at the end of a project phase or at the end of the project	We have a formal lessons learned process at the end of a project phase or at the end of the project	We have a formal lessons learned process at the end of a project phase or at the end of the project
	We celebrate the completion of a project phase with your team simple and informally	We sometimes stay in contact with your virtual team members after the end of a project	We have a formal lessons learned process at the end of a project phase or at the end of the project with approval process
	We have a simple and informal farewell celebration when a team member leaves the virtual team	We have a simple and formal farewell celebration when a team member leaves the virtual team	We celebrate the completion of a project phase with our team formally with approval process for next phases
			We have a formal farewell celebration when a team member leaves the virtual team
			We always honour the contributions of a team member leaving the virtual team
<i>chosen by less than 50% of the participants</i>	We sometimes stay in contact with your virtual team members after the end of a project	We celebrate the completion of a project phase with your team simple and informally	We celebrate the completion of a project phase with our team simple and formally

KPIs chosen by less than 25% of the participants are no longer listed.

92% of the participants have chosen the following KPI:

- We have an informal kick-out meeting at the end of the project
- We have an informal lessons learned process at the end of a project phase or at the end of the project
- We celebrate the completion of a project phase with your team simple and informally
- We have a simple and informal farewell celebration when a team member leaves the virtual team

Do you agree to these KPIs indicating the basic level of the process of Ramping Down?

- ☐ I agree
- ☐ I disagree

The following KPI was chosen by 34% of the participants.

Do you want to include it as KPI to this level?

- ☐ We sometimes stay in contact with your virtual team members after the end of a project

Level 2: Advanced

At this level, all elements of the VTMM[®] are present. The virtual team has a positive culture, the different tools are used for different tasks and the virtual team processes are fully implemented or the decisions not implementing them have been well documented. The level of conflict is low and the performance is high. The team invests time into the relationship with other team members. Complex tasks are managed successfully and issues are tabled early and dealt with efficiently.

95% of the participants have chosen the following KPI:

- We have a formal kick-out meeting at the end of the project
- We have a formal lessons learned process at the end of a project phase or at the end of the project
- We sometimes stay in contact with your virtual team members after the end of a project
- We have a simple and formal farewell celebration when a team member leaves the virtual team

Do you agree to these KPIs indicating the advanced level of the process of Ramping Down?

- ☐ I agree
- ☐ I disagree

The following KPI was chosen by 30% of the participants.

Do you want to include it as KPI to this level?

- ☐ We celebrate the completion of a project phase with your team simple and informally

Level 3: Mastery

All elements are present to the needed levels. The team is in a state of “flow” and the performance is very high. The team has implemented knowledge management processes and works on the optimisation of the virtual team processes, the tools and its culture. Team members are enjoying being on the team and the project progresses according to schedule, budget and scope, including the right quality.

98% of the participants have chosen the following KPIs:

- We have a formal kick-out meeting at the end of the project with approval process
- We have a formal lessons learned process at the end of a project phase or at the end of the project
- We have a formal lessons learned process at the end of a project phase or at the end of the project with approval process
- We celebrate the completion of a project phase with our team formally with approval process for next phases
- We have a formal farewell celebration when a team member leaves the virtual team
- We always honour the contributions of a team member leaving the virtual team

Do you agree to these KPIs indicating the mastery level of the process of Ramping Down?

- ☐ I agree
- ☐ I disagree

The following KPI was chosen by 33% of the participants.

Do you want to include it as KPI to this level?

- ☐ We celebrate the completion of a project phase with our team simple and formally

While 95% of the participants considered the process of Ramping Down very to extremely important, a majority of 31% of the participants found it equally present in their actual team.

**What does prevent a virtual team from applying this process in day-to-day practice?
(Multiple responses)**

- ☐ no need
- ☐ time, workload
- ☐ budget, expenses
- ☐ lack of formal process and leadership, stick to old procedure
- ☐ no technology / method for VIRTUAL teams

- ☐ no personal interest / engagement, lack of soft skill, communication
- ☐ process + benefits not understood
- ☐ cultural difficulties (personal, organisational)
- ☐ laziness, aversion of paperwork
- ☐ nothing, don't know
- ☐ we have it

E. Virtual Team Maturity Model Assessment

E.1. Assessment Questionnaire

VTMM® Assessment	your entry
1) Your Name and Surname	
2) Your Country of Residence	
3) Your Age	
Answer Options	
• 18 - 35	
• 36 - 50	
• > 50	
4) Your Sex	
Answer Options	
• female	
• male	
5) Your Experience in Team Management	
Answer Options	
• Non	
• less than 1 year	
• about 1 - 3 years	
• about 3 - 5 years	
• more than 5 years	
6) Your Experience with Virtual Teams	
Answer Options	
• Non	
• less than 1 year	
• about 1 - 3 years	
• about 3 - 5 years	

VTMM® Assessment	your entry
<ul style="list-style-type: none"> more than 5 years 	
7) Do the team members have a social media profile such as LinkedIn or Facebook?	
Answer Options	
<ul style="list-style-type: none"> No, they don't. 	
<ul style="list-style-type: none"> I don't know. 	
<ul style="list-style-type: none"> All team members maintain their social media profiles and connect to each other. 	
<ul style="list-style-type: none"> All team members use the same platform and share information outside work. 	
<ul style="list-style-type: none"> This KPI is not applicable for my Team. 	
8) Do team members celebrate their birthdays?	
Answer Options	
<ul style="list-style-type: none"> No 	
<ul style="list-style-type: none"> I don't know. 	
<ul style="list-style-type: none"> Team members celebrate their birthdays informally. 	
<ul style="list-style-type: none"> This KPI is not applicable for my team. 	
9) Do the team members share private information through chat and other means to learn more about each other?	
Answer Options	
<ul style="list-style-type: none"> Team members do not chat with each other 	
<ul style="list-style-type: none"> Team members seldom chat with each other; sharing private information to learn more about each other 	
<ul style="list-style-type: none"> Team members sometimes chat with each other; sharing private information to learn more about each other 	
<ul style="list-style-type: none"> Team members frequently chat about everything with each other; sharing private information using individual and team Chats 	
<ul style="list-style-type: none"> KPI is not applicable for my team 	
10) Do the team members have pictures of the other team members?	
Answer Options	
<ul style="list-style-type: none"> Team members do not have pictures from each other 	
<ul style="list-style-type: none"> Team members have pictures from each other, as profile Picture 	
<ul style="list-style-type: none"> KPI is not applicable for my team 	
11) Do the team members know something about the family situations of the other team members?	

VTMM® Assessment	your entry
Answer Options	
• Team members do not know about the family situation of the other team members	
• Team members know a bit about the family situation of the other team members	
• Team members know much about the family situation of the other team members	
• Team members know details about the family situation of the other team members	
• KPI is not applicable for my team	
12) Do you have a team charter?	
Answer Options	
• No, we don't.	
• We have an informal team charter.	
• We have a formal team charter in defined template.	
• We have a formal team charter in defined template with archiving process.	
• This KPI is not applicable for my team.	
13) Do you use a leadership charter?	
Answer Options	
• No, we don't.	
• We have an informal leadership charter.	
• We have a formal leadership charter in defined template with archiving process.	
• This KPI is not applicable for my team.	
14) Do you use a team constitution?	
Answer Options	
• No, we don't.	
• We have an informal team constitution.	
• We have a formal team constitution in defined template.	
• We have a formal team constitution in defined template with archiving process.	
• This KPI is not applicable for my team.	
15) Do you have defined team goals?	
Answer Options	
• No, we don't.	

VTMM® Assessment	your entry
<ul style="list-style-type: none"> Some team goals are defined informally. 	
<ul style="list-style-type: none"> Some team goals are defined formally, agreed and committed by team members. 	
<ul style="list-style-type: none"> All team goals are defined formally, agreed and committed by team members. 	
<ul style="list-style-type: none"> This KPI is not applicable for my team. 	
16) Do you have defined personal goals?	
Answer Options	
<ul style="list-style-type: none"> No, we don't. 	
<ul style="list-style-type: none"> Some personal goals supporting the team goals are agreed and committed formally. 	
<ul style="list-style-type: none"> All personal goals supporting the team goals are agreed and committed formally. 	
<ul style="list-style-type: none"> All team and personal goals are monitored and optimised formally in a peer process. 	
<ul style="list-style-type: none"> This KPI is not applicable for my team. 	
17) Do you use work status reports?	
Answer Options	
<ul style="list-style-type: none"> No, we don't. 	
<ul style="list-style-type: none"> We do not have the format of work status reports defined. 	
<ul style="list-style-type: none"> We use a standard office tool to manage work status reports. 	
<ul style="list-style-type: none"> We use one tool which automatically generates work status reports. The reports are generated automatically. 	
<ul style="list-style-type: none"> We use one format and one tool for the work status reports. The report generation is done manually. 	
<ul style="list-style-type: none"> This KPI is not applicable for my Team. 	
18) What level of information do you record about your tasks?	
Answer Options	
<ul style="list-style-type: none"> No, we don't do it. 	
<ul style="list-style-type: none"> We have no standard defined for our tasks descriptions. 	
<ul style="list-style-type: none"> We have an agreed format for our tasks defined and the fields are enforced. 	
<ul style="list-style-type: none"> We have an agreed format for our tasks defined and this format is supported by our task management tool. 	
<ul style="list-style-type: none"> This KPI is not applicable for my team. 	
19) What level of control do you have on your managing tasks? (Prevent scope creep, being behind time, etc.)	
Answer Options	

VTMM® Assessment	your entry
<ul style="list-style-type: none"> We have no task control process defined in our team. 	
<ul style="list-style-type: none"> We have a proactive task control process in our team defined. This process gives advanced notices to tasks owners. 	
<ul style="list-style-type: none"> We have an automated system for task control in our team and the team members complete tasks on or ahead of time. 	
<ul style="list-style-type: none"> This KPI is not applicable for my team. 	
20) How well are the efforts for a task estimated compared to the effort required to complete the tasks?	
Answer Options	
<ul style="list-style-type: none"> We do not estimate efforts for tasks in our team. 	
<ul style="list-style-type: none"> We estimate on all tasks the effort estimates. 	
<ul style="list-style-type: none"> We estimate and, if necessary correct the effort estimates following a defined process, on all tasks. 	
<ul style="list-style-type: none"> This KPI is not applicable for my team. 	
21) Do you use feedback polls at the end of virtual meetings?	
Answer Options	
<ul style="list-style-type: none"> No, we don't do feedback polls. 	
<ul style="list-style-type: none"> Sometimes feedback polls are taken at the end of virtual Meetings. 	
<ul style="list-style-type: none"> Periodically feedback polls are taken at the end of virtual Meetings. 	
<ul style="list-style-type: none"> Always feedback polls are taken at the end of virtual Meetings. 	
<ul style="list-style-type: none"> This KPI is not applicable for my team. 	
22) Do you record the numbers of formal feedback sessions?	
Answer Options	
<ul style="list-style-type: none"> No, we don't have formal feedback sessions. 	
<ul style="list-style-type: none"> We don't record numbers of formal feedback sessions. 	
<ul style="list-style-type: none"> Periodically records on numbers of formal team feedback sessions are taken. 	
<ul style="list-style-type: none"> Always records on numbers of formal team feedback sessions are taken. 	
<ul style="list-style-type: none"> This KPI is not applicable for my team. 	
23) Do you have a formal Organise Decision-Making process in place?	
Answer Options	
<ul style="list-style-type: none"> We do not have a decision-making process. 	
<ul style="list-style-type: none"> We have an informal decision-making process. 	

VTMM® Assessment	your entry
<ul style="list-style-type: none"> We have a formal decision-making process. 	
<ul style="list-style-type: none"> This KPI is not applicable for my team. 	
24) Do you record your decision?	
Answer Options	
<ul style="list-style-type: none"> No, we don't record our decision. 	
<ul style="list-style-type: none"> We sometimes record our decision. 	
<ul style="list-style-type: none"> We record our decision formally. 	
<ul style="list-style-type: none"> This KPI is not applicable for my team. 	
25) Do all the team members have to participate formally in the Organise Decision-Making through polls?	
Answer Options	
<ul style="list-style-type: none"> Not all team members have to participate formally in the Organise Decision-Making through poll. 	
<ul style="list-style-type: none"> All team members have to participate formally in the Organise Decision-Making through poll. 	
<ul style="list-style-type: none"> This KPI is not applicable for my team. 	
26) Can every team member ask for a decision on any topic?	
Answer Options	
<ul style="list-style-type: none"> Not every team member can ask for a decision. 	
<ul style="list-style-type: none"> Every team member can ask for a decision on any topic, but needs to be approved by team leader. 	
<ul style="list-style-type: none"> Every team member can ask for a decision on any topic. 	
<ul style="list-style-type: none"> This KPI is not applicable for my team. 	
27) Are all decisions taken within a defined time?	
Answer Options	
<ul style="list-style-type: none"> No, we don't have any time defined. 	
<ul style="list-style-type: none"> Sometimes decisions are taken within a defined time. 	
<ul style="list-style-type: none"> Often decisions are taken within a defined time. 	
<ul style="list-style-type: none"> This KPI is not applicable for my team. 	
28) Are all decisions implemented as documented?	
Answer Options	
<ul style="list-style-type: none"> No, they aren't. 	

VTMM® Assessment	your entry
• Decisions are implemented as documented via email.	
• Decisions are implemented as documented formally in a defined template.	
• This KPI is not applicable for my team.	
29) Do all your meetings follow an agenda?	
Answer Options	
• We do not have an agenda for our meetings	
• We create an informal agenda at the beginning of the meeting	
• We create formal agenda when we plan the Meeting	
• We create formal agenda when we plan the meeting and get it approved before meetings	
• This KPI is not applicable for my team.	
30) Do all your meeting results are documented in meeting minutes?	
Answer Options	
• We do not write minute for our meetings	
• We have informal minutes	
• We have formal minutes	
• This KPI is not applicable for my team.	
31) Do you keep the agreed lead times for meeting invitations?	
Answer Options	
• We do not have agreed lead times	
• We have informal lead times	
• We have a formal lead times with approval process	
• This KPI is not applicable for my team.	
32) Do you respect the agreed lag times for meeting minutes?	
Answer Options	
• We do not have agreed lag times	
• We have a formal lag times with approval process	
• This KPI is not applicable for my team.	
33) Do you invite only participants who can contribute or really need to be present at the meeting?	
Answer Options	

VTMM® Assessment	your entry
<ul style="list-style-type: none"> We invite participants without assessing possible interest 	
<ul style="list-style-type: none"> Team thinks about who can contribute and invites people 	
<ul style="list-style-type: none"> Team invites people and asks feedback from participants 	
<ul style="list-style-type: none"> Team invites people and asks feedback from participants to improve process 	
<ul style="list-style-type: none"> This KPI is not applicable for my team. 	
34) Do you have an upper time limit for meetings each day?	
Answer Options	
<ul style="list-style-type: none"> We do not have a time limitation 	
<ul style="list-style-type: none"> We have an informal time limitation 	
<ul style="list-style-type: none"> We have a formal time limitation 	
<ul style="list-style-type: none"> We continuously work on the reduction time limit 	
<ul style="list-style-type: none"> This KPI is not applicable for my team. 	
35) Do you measure the effectiveness of your virtual meetings?	
Answer Options	
<ul style="list-style-type: none"> We do not have a process 	
<ul style="list-style-type: none"> We have an informal process 	
<ul style="list-style-type: none"> We have a formal process 	
<ul style="list-style-type: none"> We have a formal process with improvement 	
<ul style="list-style-type: none"> This KPI is not applicable for my team. 	
36) Do you record how the variety of social activities matches the team culture?	
Answer Options	
<ul style="list-style-type: none"> No, we don't. 	
<ul style="list-style-type: none"> We once recorded how the variety of social activities match the team culture 	
<ul style="list-style-type: none"> We sometimes record how the variety of social activities match the team culture 	
<ul style="list-style-type: none"> We always record how the diversity of social activities match the team culture 	
<ul style="list-style-type: none"> This KPI is not applicable for my team. 	
37) Do you keep records on regular social activities, that are repetitive in nature and style?	
Answer Options	
<ul style="list-style-type: none"> No, we don't. 	

VTMM® Assessment	your entry
<ul style="list-style-type: none"> Sometimes we keep records on regular social activities, that are repetitive in nature and style 	
<ul style="list-style-type: none"> We always keep records on regular, repetitive social activities 	
<ul style="list-style-type: none"> This KPI is not applicable for my team. 	
38) Do you keep records on time spent for each team member and number of team members attending social activities?	
Answer Options	
<ul style="list-style-type: none"> No, we don't. 	
<ul style="list-style-type: none"> We keep records on time spent for each team member and number of team members attending social activities 	
<ul style="list-style-type: none"> This KPI is not applicable for my team. 	
39) Do you have the information distribution process defined?	
Answer Options	
<ul style="list-style-type: none"> We do not have a defined information distribution process 	
<ul style="list-style-type: none"> We have an agreed information distribution process and users using a filing system like share storage 	
<ul style="list-style-type: none"> We have an agreed process with more controlled share + collaboration functionality such as share point or google drive 	
<ul style="list-style-type: none"> We have an agreed process with more controlled share + collaboration functionality such as DMS 	
<ul style="list-style-type: none"> This KPI is not applicable for my team. 	
40) Do you have a formal document control system defined?	
Answer Options	
<ul style="list-style-type: none"> We do not have a defined system for controlling documents 	
<ul style="list-style-type: none"> We use a share folder to upload documents and share within our team google drive 	
<ul style="list-style-type: none"> We use a tool to control versions of documents like share point 	
<ul style="list-style-type: none"> This KPI is not applicable for my team. 	
41) Do the team members follow the information distribution process?	
Answer Options	
<ul style="list-style-type: none"> We do not have a defined information distribution process 	
<ul style="list-style-type: none"> Team members follow the information distribution process 	
<ul style="list-style-type: none"> Team members follow and improve the information distribution process 	
<ul style="list-style-type: none"> Team members are trained to follow and improve the information distribution process 	

VTMM® Assessment	your entry
<ul style="list-style-type: none"> This KPI is not applicable for my team. 	
42) Do the team members follow the document control process?	
Answer Options	
<ul style="list-style-type: none"> We do not have a defined process for controlling documents 	
<ul style="list-style-type: none"> Team members follow the document control process 	
<ul style="list-style-type: none"> Team members follow and improve the document control process 	
<ul style="list-style-type: none"> Team members are trained to follow and improve the document control process 	
<ul style="list-style-type: none"> This KPI is not applicable for my team. 	
43) Do you record the number of change requests on your baselined documentation?	
Answer Options	
<ul style="list-style-type: none"> We do not have a defined basedlined documentation 	
<ul style="list-style-type: none"> We keep the number of change requests in the log history of documents 	
<ul style="list-style-type: none"> We use a tool to record number of change request on our baseline documentation 	
<ul style="list-style-type: none"> This KPI is not applicable for my team. 	
44) Do you have control over your documentation?	
Answer Options	
<ul style="list-style-type: none"> We do not have a defined control over our documentation 	
<ul style="list-style-type: none"> We have different storage for keeping documents and stakeholder have access to documents based on their permissions 	
<ul style="list-style-type: none"> We use a DMS to keep all of changes on our information 	
<ul style="list-style-type: none"> We use an integrated tool to control all aspects of documents such DMS tools 	
<ul style="list-style-type: none"> This KPI is not applicable for my team. 	
45) Do you track variations from your document control processes?	
Answer Options	
<ul style="list-style-type: none"> We cannot track 	
<ul style="list-style-type: none"> We informally track variations from our document control processes 	
<ul style="list-style-type: none"> We track variations from our document control processes using standardised templates 	
<ul style="list-style-type: none"> We use a tool to track variations from our document control processes 	
<ul style="list-style-type: none"> We use an integrated tool to control versions of documents 	

VTMM® Assessment	your entry
<ul style="list-style-type: none"> This KPI is not applicable for my team. 	
46) Do you apply the rewards & recognitions available within your company?	
Answer Options	
<ul style="list-style-type: none"> No, we don't. 	
<ul style="list-style-type: none"> We sometimes apply the rewards & recognitions available within your company 	
<ul style="list-style-type: none"> We always apply the rewards & recognitions available within your company 	
<ul style="list-style-type: none"> This KPI is not applicable for my team. 	
47) Do you have planned targets for individual rewards & recognitions?	
Answer Options	
<ul style="list-style-type: none"> No, we don't. 	
<ul style="list-style-type: none"> We have formally planned targets for individual rewards & recognition 	
<ul style="list-style-type: none"> We have formally planned targets for individual rewards & recognitions open for improvement 	
<ul style="list-style-type: none"> This KPI is not applicable for my team. 	
48) Do you have planned targets for team rewards & recognitions?	
Answer Options	
<ul style="list-style-type: none"> No, we don't. 	
<ul style="list-style-type: none"> We have formally planned targets for team rewards & recognitions 	
<ul style="list-style-type: none"> We have formally planned targets for team rewards & recognitions open for improvement 	
<ul style="list-style-type: none"> This KPI is not applicable for my team. 	
49) Do have different rewards & recognitions planned for different project phases?	
Answer Options	
<ul style="list-style-type: none"> No, we don't. 	
<ul style="list-style-type: none"> We have different rewards & recognitions for different project phases planned 	
<ul style="list-style-type: none"> This KPI is not applicable for my team. 	
50) Do you have a kick-out meeting at the end of the project?	
Answer Options	
<ul style="list-style-type: none"> We do not have a kick-out meeting 	
<ul style="list-style-type: none"> We have an informal kick-out meeting at the end of the project 	

VTMM® Assessment	your entry
<ul style="list-style-type: none"> We have a formal kick-out meeting at the end of the project 	
<ul style="list-style-type: none"> We have a formal kick-out meeting at the end of the project with approval process 	
<ul style="list-style-type: none"> This KPI is not applicable for my team. 	
51) Do you have a lessons learned process at the end of a project phase or at the end of the project?	
Answer Options	
<ul style="list-style-type: none"> We do not have a kick-out meeting 	
<ul style="list-style-type: none"> We have an informal lessons learned process at the end of a project phase or at the end of the project 	
<ul style="list-style-type: none"> We have a formal lessons learned process at the end of a project phase or at the end of the project 	
<ul style="list-style-type: none"> We have a formal lessons learned process at the end of a project phase or at the end of the project with approval process 	
<ul style="list-style-type: none"> This KPI is not applicable for my team. 	
52) Do you celebrate the completion of a project phase with your team?	
Answer Options	
<ul style="list-style-type: none"> No, we don't. 	
<ul style="list-style-type: none"> We celebrate the completion of a project phase with your team simple and informally 	
<ul style="list-style-type: none"> We celebrate the completion of a project phase with our team formally with approval process for next phases 	
<ul style="list-style-type: none"> This KPI is not applicable for my team. 	
53) Do you stay in contact with your virtual team members after the end of a project?	
Answer Options	
<ul style="list-style-type: none"> No, we don't. 	
<ul style="list-style-type: none"> We sometimes stay in contact with your virtual team members after the end of a project 	
<ul style="list-style-type: none"> This KPI is not applicable for my team. 	
54) Do you have a farewell celebration when a team member leaves the virtual team?	
Answer Options	
<ul style="list-style-type: none"> No, we don't. 	
<ul style="list-style-type: none"> We have a simple and informal farewell celebration when a team member leaves the virtual team 	
<ul style="list-style-type: none"> We have a simple and formal farewell celebration when a team member leaves the virtual team 	

VTMM® Assessment	your entry
<ul style="list-style-type: none"> We have a formal farewell celebration when a team member leaves the virtual team 	
<ul style="list-style-type: none"> This KPI is not applicable for my team. 	
55) Do you honour the contributions of a team member leaving the virtual team?	
Answer Options	
<ul style="list-style-type: none"> No, we don't. 	
<ul style="list-style-type: none"> We always honour the contributions of a team member leaving the virtual team 	
<ul style="list-style-type: none"> This KPI is not applicable for my team. 	

E.2. Workshop on virtual Team Assessment (pre-test)

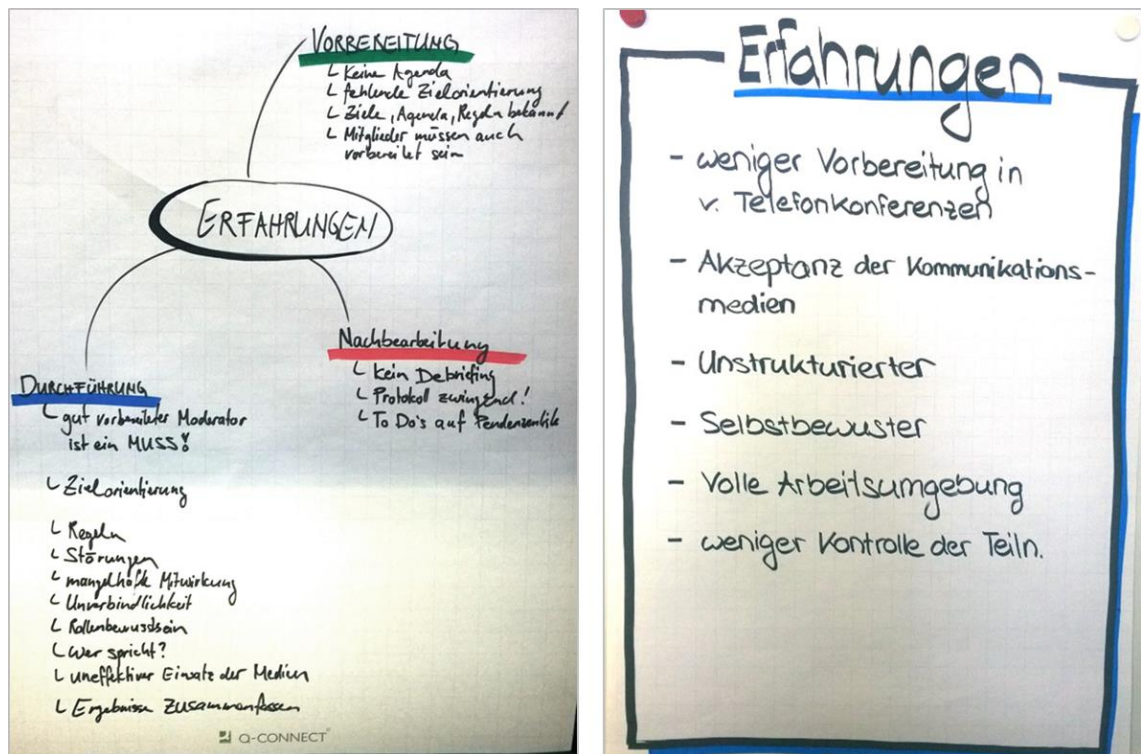


Figure 5: Experience with Virtual Teamwork / Meetings

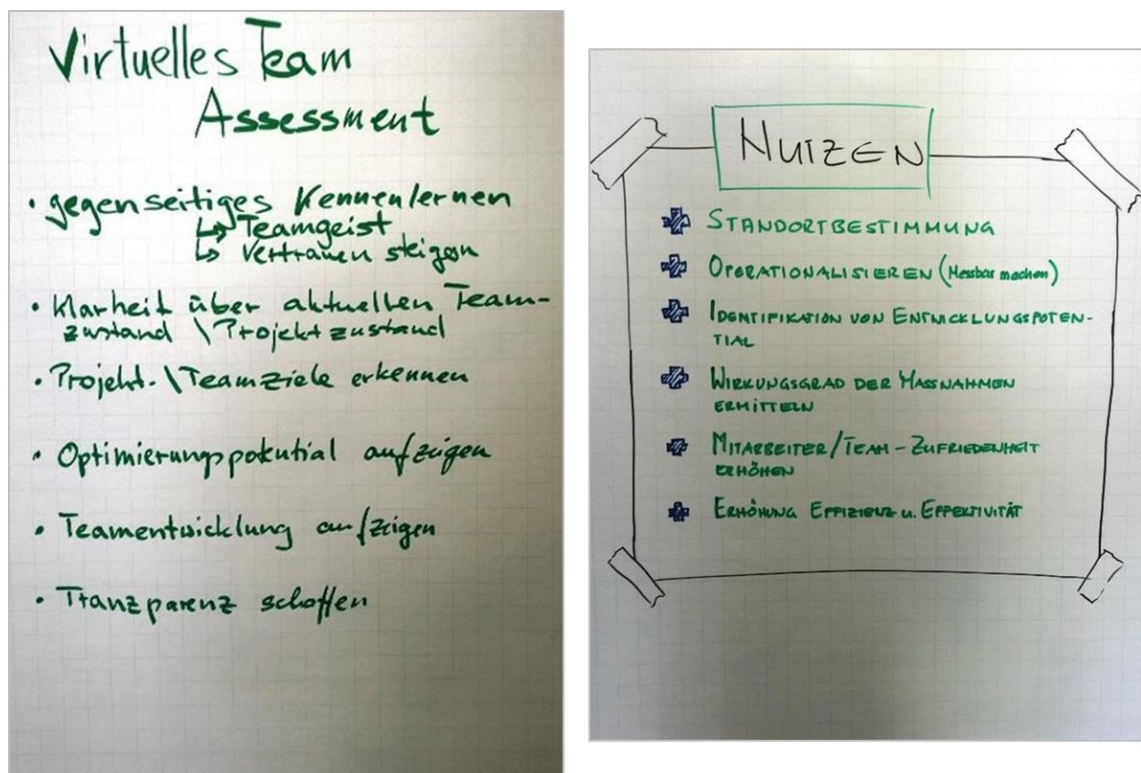


Figure 6: Benefit of a Virtual Team Assessment

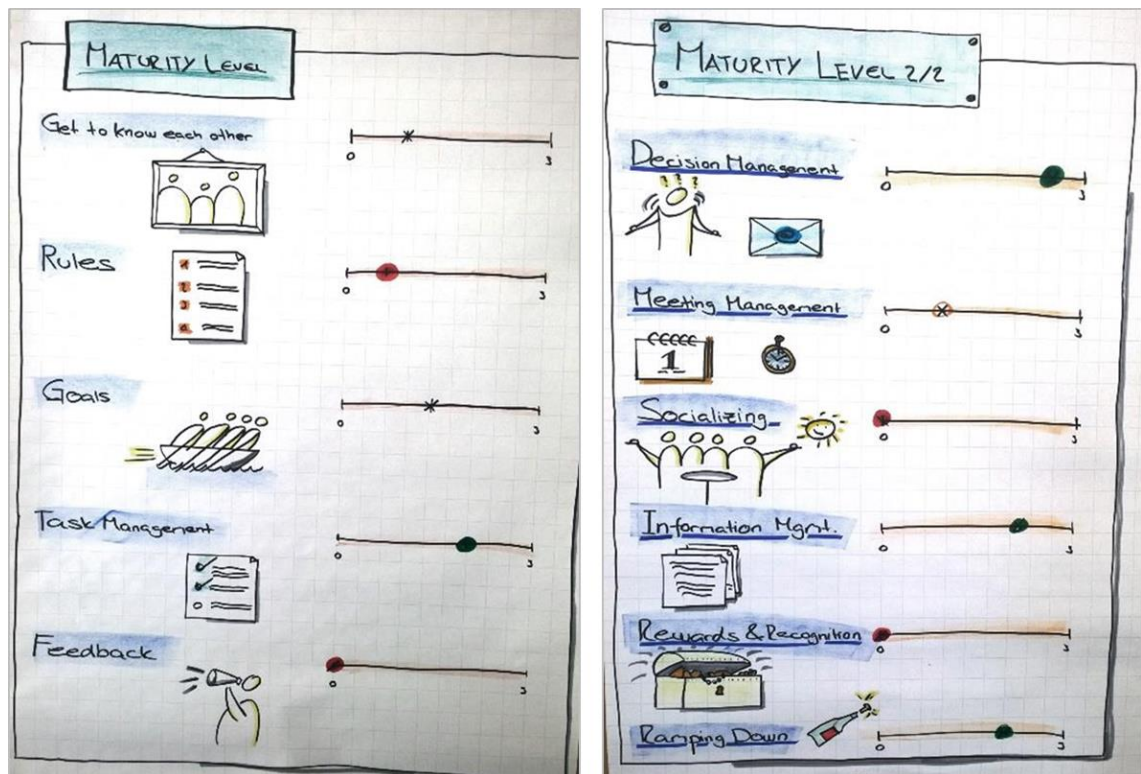


Figure 7: Results of Virtual Team Assessment

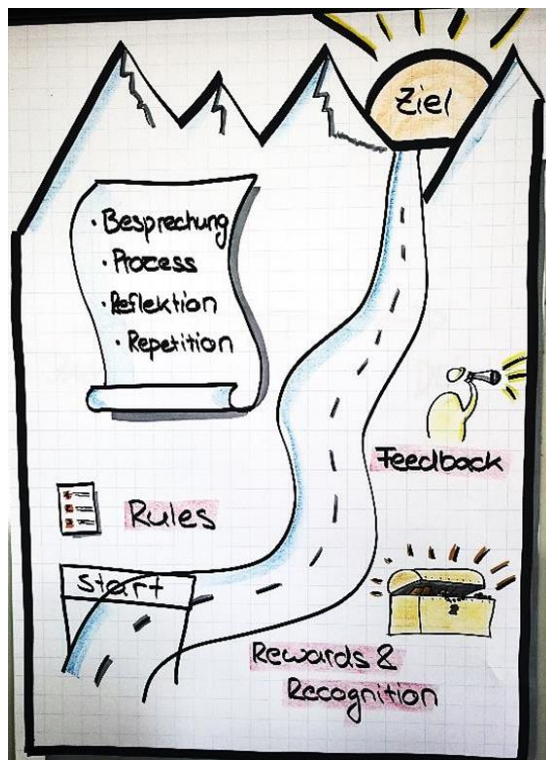


Figure 8: Recommendations on Improvement

Aufgabe	Methode	Zeit (h)
Arbeitsmeeting	Brainstorming Webconference	02:00 01:00
Zustimmungs- Prozess	In Team, Poll	01:00
Dokumentation	Poster, Word	01:00

Aufgabe	Methode
Präsentation • Ist-Analyse • Besprechung • SMART.	Webconf. 2°
Übung	Schriftlich 15° Aussprechen 15' Annehmen "

Figure 9: Detailed improvement plan (Task – Method – Time)

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