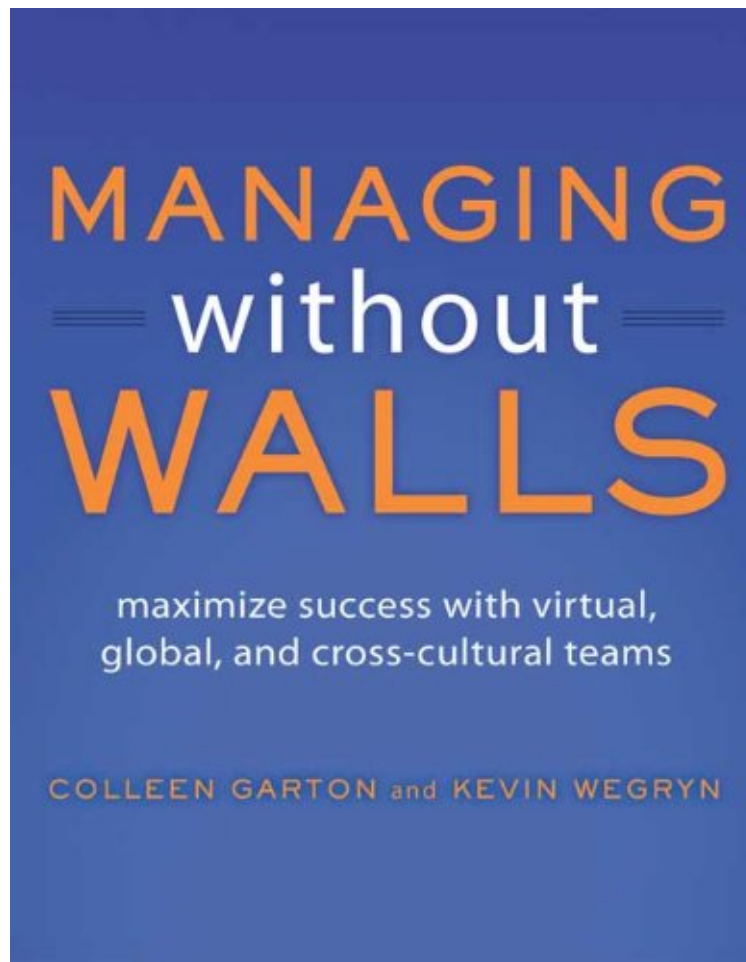


[Download pdf ebook] Managing Without Walls: Maximize Success with Virtual, Global, and Cross-cultural Teams

Managing Without Walls: Maximize Success with Virtual, Global, and Cross-cultural Teams

Colleen Garton, Kevin Wegryn
audiobook | *ebooks | Download PDF | ePub | DOC



 Download

 Read Online

#1361050 in eBooks 2006-11-01 2006-11-01File Name: B0058DV4SG | File size: 57.Mb

Colleen Garton, Kevin Wegryn : Managing Without Walls: Maximize Success with Virtual, Global, and Cross-cultural Teams before purchasing it in order to gauge whether or not it would be worth my time, and all praised Managing Without Walls: Maximize Success with Virtual, Global, and Cross-cultural Teams:

2 of 2 people found the following review helpful. Especially good for new remote team managers, pick out the chapters pertinent to youBy Emmy B. GenglerThe case for many workers in the US and around the world is that they have been working in virtual environments for some time now. The virtual environments may vary; from completely virtual where the person is working independently from home or a small office and rarely sees the people face-to-face, that they work with on a daily basis. To other environments where the worker is in an office with one part of their team and other parts of the team are co-located in one or more other locations. Whatever virtual situation you may be

in, if you are managing a virtual team and are fairly new to it, then "Managing without Walls" can help you. A lot has already been written on ways and methods to communicate virtually, the different tools, etc., and Chapter 9 of this book is another one of those. However, I think this one is a must read chapter, though I fear it probably will not be read as thoroughly as it could be. The authors give good examples of how to thoroughly write an email so that there is no question about what the person is asking about, when it is due, etc. In an age where more and more people are using their phones to read and respond to their emails, we are getting back to very short email responses which lead to more questions than they solve. May as well pick up that phone you are using to answer an email and talk to the person...which is also stressed in this book (as well as many others and something I cannot stress enough as well!). At least part of Chapter 3 will not be relevant for many people who just find themselves managing a remote team, they usually have no choice over who is on the team, or where that team is going to be working from. The chapter on Outsourcing is not really relevant, we have a lot written on that already. Chapters 6 and 8 would work for managing any team, whether it is remote or not, does not matter. So if you are new to project management, they may be helpful. I usually think I am doing a bad job of managing remotely if I have to continually be up both early and up late to talk with the team (I deal with a 10 hour time difference to Ukraine). One or the other is okay on a daily basis, but not at both ends, unless there is an emergency, then sometimes this type of constant connection is necessary. Chapter 12 gives some insights into managing emergency or high-risk situations in a remote situation. The natural instinct for the one person who is remote (a lot of times the manager) is to want to be on the phone all of the time getting continual updates. But this often interferes with the other side being able to get the work done to handle the disaster. At the same time the other side has to be willing to communicate more often to explain the status of what is happening. The chapter outlines good suggestions for how to handle communications during an emergency situation. Other issues touched on in this chapter include risk planning. For example; planning for personnel issues such as when one employee leaves and starts recruiting others to join him/her, public transportation issues which can affect teams in the US, and be also disruptive to teams in other countries where public transport is the chief means of getting to work. I love this statement which should help anyone kick start their risk management plan; "If the things you are concerned about for your project never change, it is like continuing to worry about your 12-year old concerns when you are 55! This is not a very effective or a good use of your time. It suggests that little progress had been made in the meantime." (pg. 318). If you are new to managing virtual teams, especially helpful to you will be Appendix A - The Virtual skill set checklists which will help you analyze in what management areas are you ready to manage a remote team and what areas do you still need to work on. Unlike many other books on managing virtual teams, the book does not emphasize the areas where managing a remote team is different from managing a co-located team, save for two areas; the politics of a virtual team and managing conflict within a virtual team. Whether you are brand new to managing virtual teams, or have been at it for a year or more, a project manager will find something new in this book, just read it though by picking out the chapters most relevant for you.

0 of 0 people found the following review helpful. 5 Stars. Strongly recommend
By Ali Yhaya
Very good book. Start from basic. I recommend for everyone who start from basic level. This book covers the virtual teams from A to Z
4 of 4 people found the following review helpful. Not what I was hoping to find.
By frumiousB
I'm currently managing what this book calls a "split team", with offices in Belgium, the Netherlands and Sweden. I was hoping for helpful tips and some examples of how others are managing cross-border issues. While the book is probably a good idea for a person who has not worked with an international team before, I found that most of the points that the authors made were already open doors for me. Some of the specific chapters were useful. I would think that the most sensible thing to do if you are debating buying the book would be to take a look at the table of contents and see if there are any specific areas where you feel you need support. Had I done that, I am honestly not sure that I would have bought the book because there was not really enough for me. I was hoping to get less of a generic how-to and instead I had hoped for more specific real-life situations and examples. For a more experienced manager, this might have been more useful. In general, the forms and examples that the authors make available will be pretty standard stuff to any team that follows good project management principles already.

As companies worldwide are moving more and more toward a virtual business model, this handbook offers insight for team members who collaborate on projects from geographically diverse locations. Included in this comprehensive reference guide is an explanation of virtual management and advice on how to coach and develop team members with success from far-off office locations. This practical discussion provides the teaching skills needed to help the current manager understand the complexity of the job and to be effective in this new and changing role. Sample evaluations prepare the prospective virtual managers to adequately assess and gauge the success and progress of a far-flung team.

"Overall, I haven't read another book that addresses the ins and outs of managing virtual teams in such nitty-gritty detail."
—sourcingmag.com