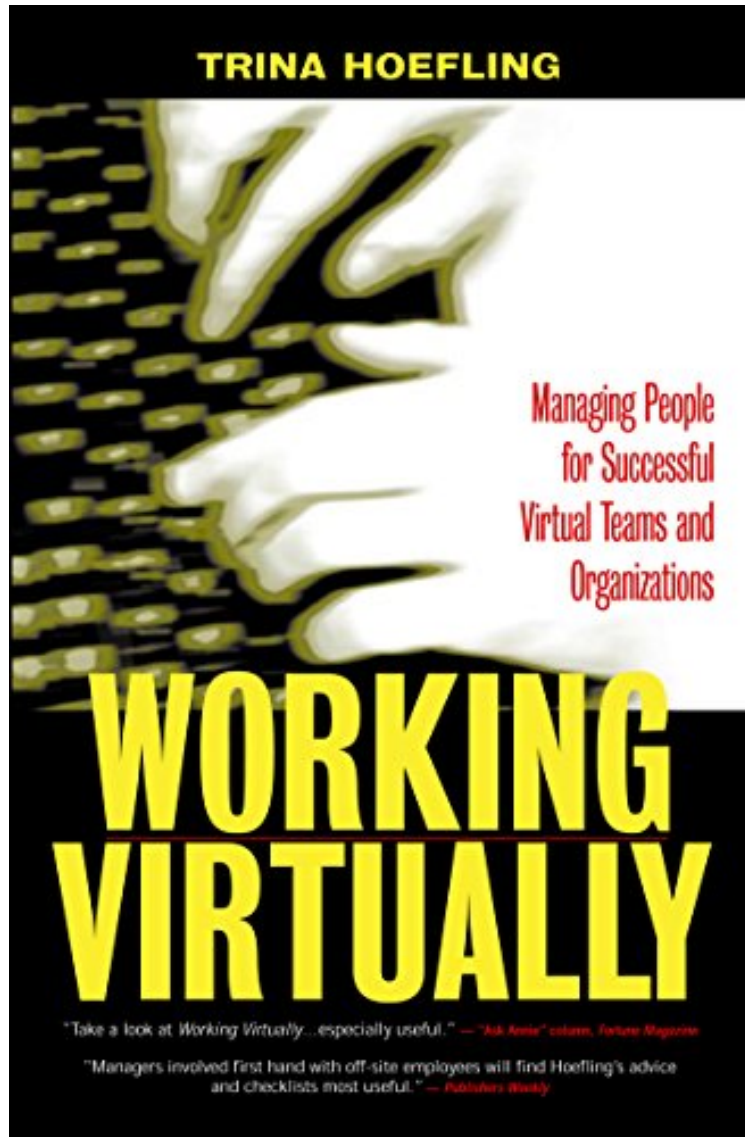


[Download] Working Virtually: Managing People for Successful Virtual Teams and Organizations

# Working Virtually: Managing People for Successful Virtual Teams and Organizations

Trina Hoefling

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**Trina Hoefling : Working Virtually: Managing People for Successful Virtual Teams and Organizations** before purchasing it in order to gage whether or not it would be worth my time, and all praised Working Virtually: Managing People for Successful Virtual Teams and Organizations:

1 of 1 people found the following review helpful. For SchoolBy Lisa CThis was a book I ordered for school, but from the parts we did real, it was well written and easy to read.5 of 6 people found the following review helpful. Not worth

it...By J. Sassel have recently read several virtual and distance management books lately. This one was really a disappointment. Very vague to the point of being hard to apply. Even the writing style and formatting led to a dull read. The book "The Distance Manager" was much, much better. 8 of 19 people found the following review helpful. An excellent, clearly written and positive instructional guide. By Midwest Book Review Trina Hoefling is the founder of Consult One Group, Denver, Colorado, and a professional whose years experience in virtual working included developing one of the first remote training programs. Hoefling draws upon her considerable experience and expertise in Working Virtually: Managing People For Successful Virtual Teams And Organizations to presents examples, definitions, anecdotes, advice, and seasoned wisdom for making the most of telecommunication, teleconferencing, and enabling the team bonding process despite the separation of distance in the modern-day workplace. An excellent, clearly written and positive instructional guide to both personal and technological concerns, Working Virtually is especially commended reading for virtual team leaders, Human Resource managers, CEO's, and corporate trainers.

"How are you going to guide, coach, and evaluate your team when you lay eyes on them just four times a year? Take a look at Working Virtually." Fortune Magazine "Managers involved first hand with off-site employees will find Hoefling's advice and checklists most useful." Publishers Weekly "Virtual working is a fact of life as companies manage teams of individuals dispersed on sites across the country or around the globe; take increasing advantage of improving technology and software to telecommute and teleconference; and begin to think about the human element in disaster recovery. The key to successful dispersed working is not technological expertise, but a clear understanding of what it takes to get the enterprise ready for virtual work, and of the skills for bonding individuals into cohesive, high-performance teams across distances and differences. This book provides that guidance through work charts, vivid "composite" examples, definitions and actual cases and shows how the technological tools support and expand the options for collaboration. It answers such critical questions as "What makes working virtually work?", "How do we start?", "How do you develop new leaders in a virtual environment?", "What skills do virtual managers and team members need?", "How do you determine how ready they are?", "Which technologies are most appropriate for your purposes?", "What's the impact on existing systems and structures?" This book is an indispensable practical guide and reference for virtual team leaders, HR managers, CEOs and trainers. It will also be suitable for professional certification and business courses in organizational development.

From Publishers Weekly Hoefling, a corporate trainer and consultant, says that "virtual" organizations don't develop of their own accord but must be cultivated to meet a particular corporation's needs. The company must identify in advance the type of team, channels of communication, chain of command that it seeks and commit to continuing work on finetuning such details as e-mail and voice mail as well as management. Managers involved first hand with off-site employees will find Hoefling's advice and checklists most useful. Copyright 2001 Cahners Business Information, Inc. "[Hoefling] understands the importance of preparing the actual work process and begins the book with an in-depth analysis of the trust and the systemic considerations necessary for success. The book does not simply provide generic instructions and then leave you out to dry. [It] works on the premise that a virtual team can have the cohesiveness to equal, if not surpass, existing productivity levels present in a person-to-person office." (Colorado Woman News) "How are you going to guide, coach, and evaluate your team when you lay eyes on them just four times a year? Take a look at Working Virtually." ("Ask Annie" column, Fortune Magazine) "Managers involved first hand with off-site employees will find Hoefling's advice and checklists most useful." (Publishers Weekly) "A practical guide to help organizations prepare people, systems and structures for a smooth transition or expansion into a virtual environment...[including] telecommuting, virtual conferencing, e-learning and other applications. Her book includes information on how to develop a virtual work environment and how to build and manage virtual teams." (Denver Business Journal) "The book has a huge number of practical tips and tools. It provides many tables and lists that will be extraordinarily helpful to anyone responsible for implementing or managing a team. Working Virtually is an invaluable resource for the law firm assessing virtual effectiveness, and for any firm wanting to support virtual teams." (Law Practice Management) "Working Virtually brings the growing world of 'distributed work' into a strategic perspective. Trina Hoefling not only highlights the important distinctions between virtual workgroups and virtual teams, but also provides detailed practical steps and tools for implementation and management. It provides a bridge across the chasm. This is a book the CEO should read first...then pass along to all key managers." (David P. Mead, President and CEO, TSI Services, Inc., a Telecommuting Consulting and Training Services firm) "This is a tremendous book. It is substantive, well-researched, conceptually sound and practical, all at the same time. If you want the handbook for building, implementing and sustaining virtual teams and work groups, buy this book." (William E. Schneider, Corporate Development Group, Inc., and author of Reengineering Alternative) "Trina Hoefling's insights, recommendations and easily implementable nuts-and-bolts checklists will help transform the most entrenched bricks-and-mortar organization into a telecommuting-ready enterprise. Working Virtually lets us all see just how do-able, productive and rewarding the virtual work environment can be." (Jennifer J. Johnson, Founder and Chief

Virtualist, Johnson Company, The Virtual Agency(TM)"This is both a very practical and comprehensive guide to the factors that contribute to effective virtual teams. It offers a solid primer in the collaborative tools currently available. The great utility of this book is its pragmatic, cookbook approach to putting the human and organizational structures in place that will enable a virtual team to succeed; and in explaining why these structures are important." (Carol Willett, Executive VP for Learning and Innovation, Applied Knowledge Group, Inc. ([www.akgroup.com](http://www.akgroup.com)))"An enlightening book! Trina Hoefling has helped me better understand how we can effectively and efficiently work virtually. She has a gift of communicating in a compelling and practical manner that inspires one to action. This is a must read book for anyone considering a virtual work environment." (Robert A. Garcia, Director, International Truck and Engine University)"A how-to guide on implementing and sustaining virtual work teams in the organization." (Canadian HR Reporter)About the AuthorTrina Hoefling developed one of the first remote training programs in 1984, and has worked with virtual teams ever since. She is founder and lead consultant of Consult One Group, Denver. She was previously Vice President of Training and Consulting Programs for Telecommuting Success, Inc., a coaching and consulting company for organizations implementing telecommuting and remote work solutions. She is a frequent speaker at national and international conferences.