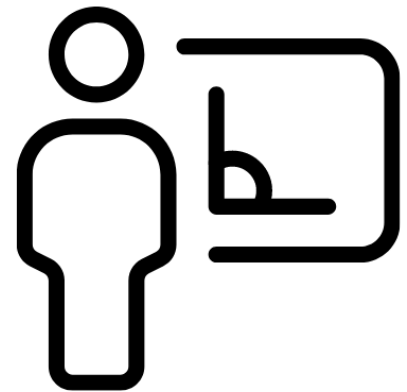


Instructors Guide



On the following pages is a sample module from our Instructor Guide. It provides the instructor with a copy of the material and a Lesson Plans box.

The key benefit for the trainer is the Lesson Plan box. It provides a standardized set of tools to assist the instructor for each lesson. The Lesson Plan box gives an estimated time to complete the lesson, any materials that are needed for the lesson, recommended activities, and additional points to assist in delivering the lessons such as Stories to Share and Delivery Tips.



Management by objectives works if you first think through your objectives.

Peter Drucker

Module Two: Setting Up Your Virtual Team (I)



One of the key challenges in managing a virtual team is creating one in the first place. The manager must find employees that can work well under minimal supervision and can function with different types of technology. Don't let geographical differences hinder the team you want to create.

Choose Self-Motivated People with Initiative



One aspect of working on a virtual team is the ability to be self-motivated and self-disciplined enough to finish the job without someone looking over your shoulder. When building your virtual team, choose employees that show self-motivation characteristics, such as making goals and having strategies for completing assignments. If looking to utilize current employees, look for employees who have had a proven record for getting assignments done and sticking to what they want to accomplish. If hiring from outside the company, look at the person's resume and see what kind of success they have had and how they reached it.

Characteristics of a self-motivated person:

- They don't fear failure
- They have definite goals
- They make plans
- They are flexible when faced with a problem

Estimated Time	10 minutes
Topic Objective	Identifying characteristics of self-motivated people.
Topic Summary	Choose Self-Motivated People with Initiative Discuss the characteristics of self-motivated people and how they can benefit a virtual team
Materials Required	Flipchart/Dry erase board, markers
Planning Checklist	None
Recommended Activity	Ask the class what they think it means to be self-motivated. What does that entail? Then ask how these same characteristics can benefit a virtual team. Write their answers on the flipchart/dry erase board.
Stories to Share	Share any relevant personal stories.
Delivery Tips	Encourage everyone to participate.
Review Questions	Why is it important to hire self-motivated people for a virtual team?

Face to Face Meetings at First (Kick-off Meeting)



Even though virtual team members will be working apart from each other, it is important to start the team in the same location, usually through some type of ‘kick-off’ meeting. At this first meeting, members are introduced to each other and usually exchange contact information. The manager would then usually introduce the goals, assignments, and future projects for the group. This is the time where employees can ask questions, discuss availability, and plan for what they will be doing during the course of the upcoming projects.

If geography is a problem for gathering everyone together, try to find a central location that is a fair distance from everyone involved. In some cases, employees may need to be present by phone or video to be a part of the meeting. Setting up a one-time video meeting or conference may be the only way to get some face time between all participants. Having that initial face time is very important to the overall success of the team.

Estimated Time	10 minutes.
Topic Objective	Discuss the need for a kick-off meeting.

Topic Summary	Face to Face Meetings at First (Kick-off Meeting) Identify what should be shared at a kick-off meeting and why.
Materials Required	Worksheet 1-Building the Kick off Meeting
Planning Checklist	None
Recommended Activity	Complete the worksheet individually. Share your ideas with the rest of the class.
Stories to Share	Share any personal relevant stories.
Delivery Tips	Encourage everyone to share their ideas.
Review Questions	Why are face to face meetings important to a virtual team?

Diversity Will Add Value



Any manager wants a team of employees that can all work hard and accomplish their goals, but in the same instance a manager needs each employee to be different in their own way and utilize what they have to offer. Each employee is different and has a different set of skills that they excel at. They are able to provide different ideas and opinions that can be shared with others and create a new, unique perspective. When we bring a diverse group of employees together, they are not only able to use their diverse skills to complement each other, but they can ensure their part of the project is done to the best of their abilities, making the overall assignment a great success.

Benefits of a diverse work group:

- Various ideas and perspectives
- Each employee excels at their skill set
- Contributes to the group as a whole

Estimated Time	10 minutes
Topic Objective	Identifying how different characteristics can add value to a group.
Topic Summary	Diversity Will Add Value Discuss how diversity can add value to a group of people.

Materials Required	Flipchart/Dry erase board, markers
Planning Checklist	None
Recommended Activity	Ask the class to name some characteristics that can make people seem different. Then ask them to identify how this would add value to a group of people working together. Write their answers on the flipchart/dry erase board.
Stories to Share	Share any relevant personal stories.
Delivery Tips	Encourage everyone to participate.
Review Questions	How does diversity affect a virtual team?

Experienced with Technology



One of the most important aspects of a virtual team member is the need to be experienced with various types of technology. Team members will be in different locations, but will still need to keep in contact. Many ways employees accomplish this is to communicate by phone, email, fax, or video. An employee must know how to operate various types of technology in order to stay connected to other employees and management.

Assignments and projects are often sent electronically, and shared among the group to edit. If employees do not have a high level of knowledge when it comes to technology, they may not be able to function well on a team that relies so much on it. Current knowledge, as well as keeping up-to-date with new and emerging technologies is required for today's teleworker.

Estimated Time	10 minutes.
Topic Objective	Discuss the importance of technology and people who use it
Topic Summary	Experienced with Technology Identify why it is important for a virtual team member to be experienced with technology.
Materials Required	Worksheet 2-Technology I Use
Planning Checklist	None

Recommended Activity	Complete the worksheet individually. Share your ideas with the rest of the class.
Stories to Share	Share any personal relevant stories.
Delivery Tips	Encourage everyone to share their ideas.
Review Questions	How can technology affect every member of the team?

Practical Illustration



Janet was getting ready to form a new virtual team in their large tri-county area. She had several employees she wanted to assign to the team, but was unsure how they would manage, and if they could handle the work load. She reviewed several of their files and looked into what they have accomplished while working in the company. She found one employee that was great with figuring numbers and another that worked best with customers and clients. They both had experience with the company computers and software, so Janet decided to add them both to the team. She knew they would work well together to help the whole team.

Module Two: Review Questions

1.) What is one characteristic of being self-motivated?

- a) Being flexible
- b) Being emotional
- c) Able to type 35 WPM
- d) Always on time

Self-motivated people know they need to be flexible to achieve their goals and stay on track. When something doesn't work out as planned, a self-motivated person will be able to work through it.

2.) A self-motivated person usually does what?

- a) Stays late at the office
- b) Makes lots of friends
- c) Takes multiple vacations
- d) Makes regular goals

A self-motivated person stays motivated by making regular goals and working to achieve them.

3.) What is one advantage of having an in-person kick-off meeting?

- a) Employees can stay in a nice hotel
- b) Employees are able to ask questions in person
- c) Managers can write off the expenses
- d) Managers can hold longer meetings

A face-to-face kick-off meeting not only allows employees to meet each other, but it allows them to ask questions and clarify anything they do not understand before they begin their assignment.

4.) Which of the following is one option to hold an employee kick off meeting, if it can't be done in person?

- a) Having an instant message session
- b) Talking by email
- c) Using video conference chat
- d) Holding a conference phone call

Kick off meetings are best done in person, but if they can't be done in person then a video conference chat is another method that can be used since it allows everyone to see each other and converse back and forth.

5.) What is one benefit of having a diverse virtual team?

- a) It offers different points of views
- b) It allows for a higher turnover rate
- c) It allows the company to receive a discount
- d) It allows for employees to learn another language

A diverse team of people is beneficial because it allows each member to present a different opinion or different point of view on a project/assignment.

6.) Teams are diverse because _____.

- a) Every member drives a different car
- b) Every member works together for one goal
- c) Every team member is different
- d) Every member lives in another location

Any team, virtual or in person, is diverse because each member is different and has different opinions and viewpoints.

7.) What is one reason technology is so important on a virtual team?

- a) It proves how skilled they are
- b) It keeps them separated so they can work quietly
- c) It's the only way to complete an assignment
- d) It's the main method of communication

For a virtual team, technology is the main form of communication between team members, such as email, instant message or even a simple phone call.

8.) Which of the following is a form of using technology to communicate?

- a) Mailing a letter
- b) Sending an email
- c) Jotting on a sticky note
- d) Passing out a memo

Electronic communications, such as email, is one way a virtual team uses technology to stay connected and communicate regularly.

9.) A remote worker must have which of the following traits:

- a) Self-discipline
- b) Self-motivated
- c) Self-directed
- d) All of the above

One aspect of working on a virtual team is the ability to be self-motivated and self-disciplined enough to finish the job without someone looking over your shoulder

10.) Characteristics of a self-motivated person:

- a) No fear
- b) Not goal oriented
- c) Inflexible
- d) None of the above

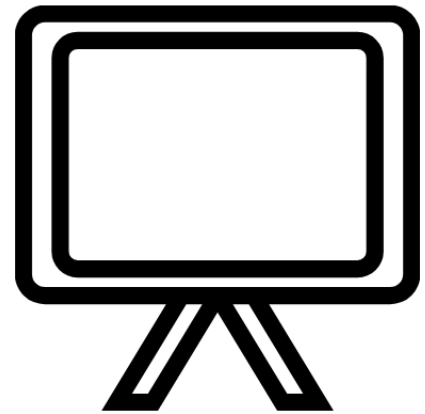
Characteristics of a self-motivated person: They don't fear failure - They have definite goals - They make plans - They are flexible when faced with a problem

PowerPoint Slides



Below you will find the PowerPoint sample. The slides are based on and created from the Instructor Guide.

PowerPoint slides are a great tool to use during the facilitation of the material; they help to focus on the important points of information presented during the training.





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Peter Drucker

MODULE TWO

Setting Up Your Virtual Team (I)

One of the key challenges in managing a virtual team is creating one in the first place.

Don't let geographical differences hinder the team you want to create.



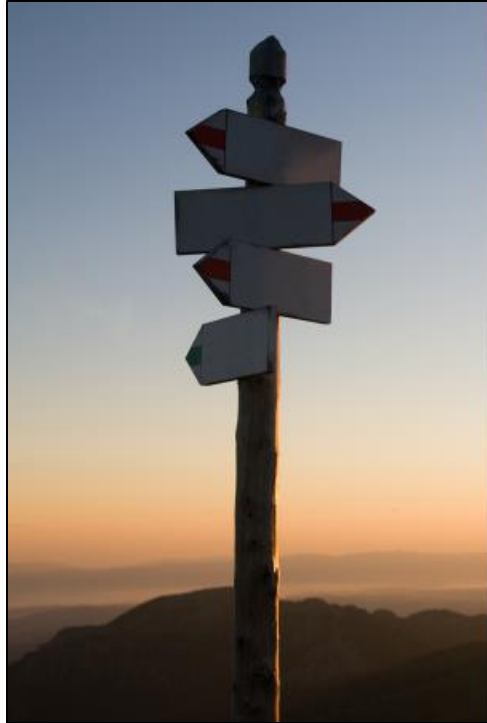
Choose Self-Motivated People with Initiative

- They don't fear failure
- They have definite goals
- They make plans
- They are flexible

Face to Face Meetings at First (Kick-off Meeting)

Having that initial face time is very important to the overall success of the team.





Diversity Will Add Value

Various ideas and perspectives

Each employee excels at their skill set

Contributes to the group as a whole

Experienced with Technology

Current knowledge, as well as keeping up-to-date with new and emerging technologies is required for today's teleworker.



Practical Illustration



- Choose Self-Motivated People with Initiative
- Face to Face Meetings at First (Kick-off Meeting)
- Diversity Will Add Value
- Experienced with Technology

Module Two: Review Questions

1. What is one characteristic of being self-motivated?

A. Being flexible

B. Being emotional

C. Able to type 35 WPM

D. Always on time

Quick Reference Sheets



Below is an example of our Quick Reference Sheets. They are used to provide the participants with a quick way to reference the material after the course has been completed. They can be customized by the trainer to provide the material deemed the most important. They are a way the participants can look back and reference the material at a later date. They are also very useful as a take-away from the workshop when branded. When a participant leaves with a Quick Reference Sheet it provides a great way to promote future business.



Virtual Team Building and Management

Quick Reference Sheet



Early and Often

Check in with your employees on a regular basis, whether by phone, email, conference, etc. Don't let employees struggle through a problem over a long period of time. Don't wait for them to contact you; reach out to them to offer help. Contact each employee often and follow up after any problems they have reported. Keeping in touch with each employee not only cuts down on large problems, but it shows your support in the employee and can boost their morale substantially.

Tips:

- Create a regular schedule to check in with employees
- Find what methods work best for each employee
- Keep track of small problems that arise early to prevent bigger ones later



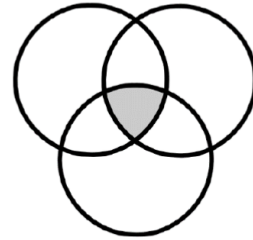
Provide Timely Feedback

Positive or negative, feedback is a great tool to help employees. On a virtual team, giving timely feedback is important to the team's overall success. Employees need to know how they are doing on assignments and need to know of any necessary changes. Since the manager cannot randomly approach the employee to give feedback as they would in person, it is best to set up regular, scheduled sessions (such as by phone or chat) to alert the employee of any negative feedback that needs to be addressed or any positive feedback that should be shared. This will require the manager to get to know the employee personally so that the feedback sessions are not awkward or uncomfortable.



Respect and Embrace Differences

Diversity within a group is always a good thing, but has the potential to ruin any team. Whether the difference is culture, political opinions, or simply a difference in background, these factors can change how a person interacts with another person. Diversity promotes creativity. It opens teammates up to new ideas and points of view, which in turn can create new concepts for projects and assignments. Together, a team can embrace their differences and create a whole new work style.



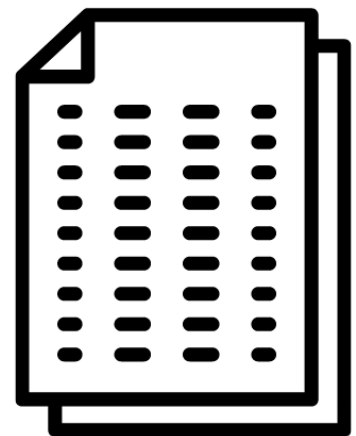
Handouts



Each course is provided with a wide range of worksheets.

Worksheets help check your participants' understanding. If a lesson calls for a worksheet, it will be listed in the Lesson Plan box under Materials Required. All worksheets are customizable and can be found in the Appendix of the Instructor Guide and the Training Manual.

As a trainer, icebreakers give your participants the opportunity to get to know each other better or simply begin the training session on a positive note. Icebreakers promote collaboration, increase engagement, and make your training more light-hearted and fun. Below is an example from the Icebreakers folder.



Sample Worksheet 1

Building the Kick off Meeting

Use this worksheet to outline what information should be shared in a kick off meeting and why. Determine what you will need to ensure employees receive what they need at this first meeting.

What should be introduced at the kick off meeting?

What tasks do we need to accomplish?

What type of support can I provide?

Sample Worksheet 2

Technology I Use

Use this worksheet to identify the types of technology you use every day. Then determine if you are experienced with it or could use more help.

1.) _____

2.) _____

3.) _____

4.) _____

Icebreaker: Ball Toss

PURPOSE

To help participants get to know each other.

MATERIALS REQUIRED

Use a small lightweight ball that you can easily toss around the room, like a NERF ball.

PREPARATION

1. None

ACTIVITY

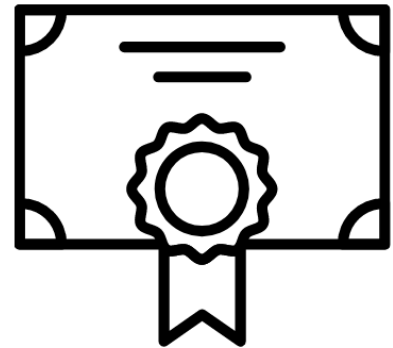
Toss a ball to one of the students who then makes the first introduction and shares one interesting fact about themselves. They then throw the ball to someone else. Challenge the group to complete the introductions without throwing the ball to the same person twice.

Tip: You may wish to have a member of the group toss the ball to you, too.

Certificate of Completion



Every course comes with a Certificate of Completion where the participants can be recognized for completing the course. It provides a record of their attendance and to be recognized for their participation in the workshop.



CERTIFICATE OF COMPLETION

[Name]

Has mastered the course

Virtual Team Building and Management

Awarded this _____ day of _____, 20____

Presenter Name and Title
