BIS *Business Integrated Solutions*
Cultivating meaning in projects

LEADING
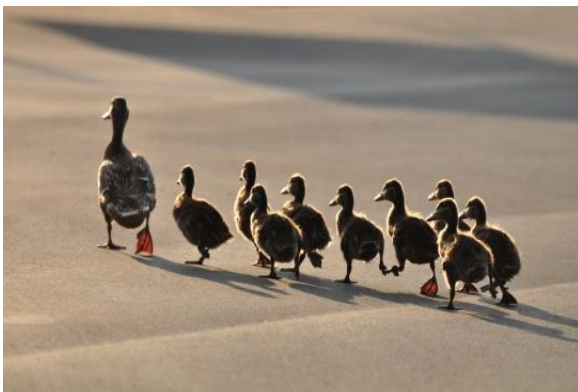*for Business Results*™

Focused **Workshop**

INFLUENCING

Virtual Teams

"The job at which one works is not what counts, but rather the manner in which one does the work. It does not lie with the occupation, but always with us. The meaning and value however is attached to the persons work as a contribution to society, not to the actual occupation".
Prof. Viktor Frankl (1905 – 1997)

Virtual, cross functional and temporary project teams consist of core team members with different personalities, norms of behavior, assumptions and beliefs. There are multiple realities and universal values to be understood yet the primary motivation is their will to meaning discovered through personal value attainment experienced in their project tasks and activities.

Meaning is discovered not prescribed through the actualization of values, not the actualization of the self. If leaders of these complex challenging teams understand this, they will enable their teams to fulfil meaning through personal value attainment. To do this, they must understand the hierarchical order of values and how they contribute to successful project outcomes.

Many project managers responsible for virtual teams and remote core team members are asking "how do I make the best of what I've been given and by the way, I don't actually manage these people – they're managed locally abroad by a manager with different priorities and sometimes questionable competence".

How do they influence the environment to allow team members intrinsically motivate themselves, discover purpose to their tasks, actualize values and fulfil meaning?

Influencing Virtual Teams has been designed to address the importance of influence and motivation in today's global complex project marketplace. It demonstrates what project managers need to do to influence their environment, stimulate their teams, while building stakeholder alliances through influence strategies such as reciprocity, credibility and persuasion.

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Focused **Workshop**

Understanding 'what' to do is only half the story for any leader of a virtual team. The other half is the 'manner' in which it is formed, led and developed. This workshop offers participants 20 specific tactical steps to implement efficiencies immediately, as well as best practice examples, exercises and experiences in 'how to' form and lead a multi disciplined team of borrowed resources that do not directly report to you.

The learning program is based on leading research in the areas of power and influence as well as Logotherapy & Existential analysis the theory and therapy from Viktor Frankl that offers insights and strategies in attitudinal change for the discovery of meaning in work, especially when faced with isolation, remoteness and loss. Research is drawn from *Influence without Authority* by Cohen & Bradford, *Credibility*, by Kouzes & Posner an The *Will to Meaning* by Frankl and the phenomenology of values by Max Scheler.

The power and myth of certainty and uncertainty, the project dimensions, the aspects and emphasis on the human dimension and the reasons for project failure are included.

As theory alone is not enough to drive change, our workshop includes tactics as well as strategies. In order to influence a virtual team to get things done, each tactic is self discovered before being integrated in to virtual team leadership skills in a typical work environment. This focus on experiential learning ensures repeated application and improved retention of our core teachings.

Learning Objectives
Upon completion of the workshop, participants will be empowered to:

- Understand and experience 20 specific tactics to influence your virtual team such as the power and use of using o*ne word, is virtual team behaviour induced by reasons or causes? freedom & responsibility 'from' or 'to'? powerful explanations, what is trust? leaving the perfect voice mail, assertive emails that work, what to do before every meeting.*
- Learn to use 3 strategic techniques (credibility, reciprocity and persuasion) to increase their influence.
- Analyse stakeholders to prepare the appropriate influence strategy.
- Increase and use credibility to achieve business and team goals.
- Craft and deliver a persuasive argument that builds and uses a "personal bank account" of favours with others.
- Recognise and use various sources of influence & power to achieve your virtual team's objectives.

Target Audience
This workshop is intended for project managers and leaders of virtual teams.

Key Topics Addressed

The core concepts addressed in this workshop include:

- The Influence Basics: What it means to be Influential
- Review of Your Influence Profile
- Credibility: Becoming the kind of Person Others Want to Heed
- Reciprocity: Helping Others Achieve Their Goals as You Achieve Yours
- Persuasion: The Art of Knowing that Logic and Reason are not Enough
- Influence Planning: A Comprehensive Process
- 20 tactics that get things done immediately.
- Logotherapy & Existential Analysis that includes:
    - Diversity in the workplace.
    - The power of perspective. A third dimension - biological, psychological and noological.
    - Perspective as diversity of thought through despair despite success, fulfilment despite failure.
    - The role of attitude, conscience and will in coping and survival quality in projects.
    - Primary motivation and our frustrated will to meaning within an existential vacuum.
    - Personal power and the human capacities of self-detachment / self-transcendence.
    - Creating healthy tension in the project workplace. Increasing the load of responsibility as a pre-requisite for sound mental health.
    - Foundations of management – discipline, attention, duty of care & obligation.
    - Foundations of leadership – freedom, responsibility, morale & moral courage.
    - Cause & reason? Why we care about reasons and how team behaviour is induced by reasons not causes.
    - A model based on human health and well-being not just financial growth.
    - Means and ends? Money, power and purpose.
    - Maslow's mistake in the danger of self-actualization.
    - Love and hate – we freely choose our core team members.

Learning Tools

- Instructor presentation and large group discussion, Case study.
- Action Planning Tools (meeting agenda, minutes, time zone templates)
- Small group exercises

Do your virtual team members comply or commit?

Influence: Don't want to do it ⟹ want to do it (commitment).
Power: Don't want to do it ⟹ still don't want to do it, but have to (compliance).

"If we take people as they are we make them worse. If we take them as they ought to be we help them become it"
                                                                    Johann Wolfgang von Goethe
                                                                    28 August 1749 – 22 March 1832