Short Focused Program

CREATE EFFECTIVE VIRTUAL TEAMS

LEADERSHIP AND PEOPLE MANAGEMENT

Barcelona, April 6-7, 2011
The prevalence of virtual teams has been one of the most relevant organizational trends in recent years. Enhanced communication and information technologies have allowed companies to reach new international markets and tap into previously inaccessible talent pools in search of streamlined production processes and lower development costs. Despite these potential advantages, managing a virtual team presents technical and social challenges that don’t arise in traditional work settings.

Create Effective Virtual Teams provides strategies to help participants maintain transparency in the communication process and minimize the conflicts that frequently arise when integrating diverse geographical, organizational and social contexts. Led by IESE faculty experts, the program examines the nature of distributed teams, analyzes the unique challenges inherent in designing and managing multicultural teams, and outlines mechanisms designed to foster a climate of cooperation and collaboration.

Create Effective Virtual Teams helps participants go beyond the simple recognition of cross-cultural and geographical differences, and enables them to develop capabilities that leverage diversity. Participants leave the program equipped with enriched decision-making capabilities and the ability to harness new ideas that will ultimately boost the organization’s competitiveness.
KEY TAKEAWAYS

- Analyze the key challenges and unique opportunities inherent in designing and managing multicultural teams
- Identify and develop the leadership skills specific to virtual teams
- Learn how to implement techniques that foster a climate of cooperation and collaboration
- Explore the different mechanisms through which trust is built in a virtual and multicultural environment
- Identify cutting-edge IT resources that support seamless communication and collaboration in virtual teams
- Learn how to approach the implementation of existing and emerging technological tools to ensure maximum value delivery

WHO SHOULD ATTEND

The program is aimed at regional directors, first-line managers, project managers, human resource professionals and IT directors.

APPROACH

The program incorporates a number of highly dynamic and interactive teaching methods, including group discussions, class lectures and the case study method. Widely used in executive education, the case study method is an intense, challenging approach that requires participants to make business decisions and take action by analyzing, arguing and defending their recommendations against a multitude of equally plausible solutions.

PROGRAM STRUCTURE

Leveraging Diversity

Diversity is a given in virtual teams, especially when team members reflect different nationalities and cultural backgrounds. Such diversity sometimes leads to misunderstandings and represents a source of tension and conflict. To ease this situation, managers and team members should have access to relevant training, tools and frameworks that help identify and decipher the diversity inherent in virtual teams. Only then can managers tap into innovation and talent pools and harness the team’s full potential.

Leadership Development

Virtual teams have become a corporate necessity and their proper management, a must. However, geographical distances and cultural differences make managing virtual teams a much greater challenge than conventional teams. Leaders need a new skill set to confront these unique challenges and specific strategies to foster a climate of efficient collaboration.

Building Trust

Trust is a key factor in any team. A myriad of team benefits arise from enhanced levels of trust, including increased efficiency, motivation, unity and loyalty. A team’s success is highly dependent on the level of trust developed and therefore a proactive trust-building strategy must be in place.

While traditional, collocated teams benefit from spontaneous “water cooler” conversations and routine courtesy behaviors, virtual teams are unable to take advantage of such face-to-face interactions. Nonetheless, managers of virtual teams can employ subtly different mechanisms to create the right environment and obtain the required results.

Fostering Effective Communication

In traditional work environments, companies continue to struggle to create effective communication, a challenge that is significantly magnified across geographical, temporal, cultural and linguistic barriers. As a result, the opportunities for improvement in this field are enormous. Skilled managers must have the appropriate communication skills to address the needs of the team and individual situations. They must promote open and collaborative group discussions and capture the unique and innovative ideas that arise. In addition, they should also know which levers to use in order to enable efficient collaboration and motivate team members.

Supporting Virtual Teams With Technology

The recent rapid development of web and mobile technologies has taken the work of virtual teams to a whole new level and enabled companies to capture the full potential of virtual teams like never before. However, the range of tools available and the challenges in their adoption pose significant challenges. Virtual team managers must have a thorough understanding of existing and emerging tools to facilitate virtual collaboration and know how to approach implementation to ensure that the technology delivers maximum value to the team.
LEADERSHIP AND PEOPLE MANAGEMENT

FACULTY

Carlos Rodríguez-Lluesma

Academic Director
Assistant Professor of Managing People in Organizations
Ph.D. in Management Science and Engineering, Stanford University
Doctor in Philosophy, University of Navarra

Carlos Rodríguez-Lluesma’s main areas of interest include organizational microsociology; interactions between agency and social structure; knowledge creation and sharing; and professional service firms. In addition to IESE, he has held teaching positions and research assistantships at Stanford University and the University of Navarra.

Prof. Rodríguez-Lluesma has done consulting work in several sectors, including financial services, biotechnology, consumer goods and management. He also serves as an adviser to a political consulting firm in Silicon Valley.

Yih-teen Lee

Assistant Professor of Managing People in Organizations
Ph.D. in Management, HEC, University of Lausanne

Yih-teen Lee specializes in cross-cultural management and cultural competence; person-environment fit; and leadership and its boundary conditions. His paper “Satisfaction and Individual Preference for Structuring” won the Best International Paper Award of the Organizational Behavior Division at the 2006 Academy of Management Annual Meeting, and was one of the three finalists of the academy-wide Carolyn Dexter Award.

Prof. Lee serves as an ad hoc reviewer of Leadership Quarterly and as a member of the editorial board of Revue Economique et Sociale. The co-editor of Les Compétences Culturelles, he is currently writing a book on the cultural contexts of human resource development.

Evgeny Káganer

Assistant Professor of Information Systems
Ph.D. in Business Administration (Information Systems), Louisiana State University

Evgeny Káganer’s research examines IT innovation diffusion, industry transformations and web-enabled business practices. Other recent projects include the corporate use of social media and Web 2.0 and the development of online freelance marketplaces.

Prof. Káganer’s work has appeared in prestigious publications, including Journal of the Association for Information Systems and European Journal of Information Systems, and is widely cited in major international news outlets and blogs. He has consulted on IT implementation and strategy for several organizations in the United States and Europe.
THE LEARNING ENVIRONMENT

IESE Business School provides an integrated learning experience that promotes professional development and fosters meaningful exchange and networking among program participants.

IESE’s Barcelona campus and New York center feature state-of-the-art learning technologies that meet the highest standards for executive education.

2010-2011 SFP CALENDAR

**STRATEGIC MANAGEMENT**
- The Innovation Architect: Creating Breakthrough Companies
  New York City, February 28-March 1, 2011
  Barcelona, March 16-17, 2011
- Getting Things Done
  Barcelona, May 17-20, 2011
- Global Business: Making the Matrix Work
  New York City, Spring 2011
- Making Social Responsibility Work: The Cornerstone of Sustainable Business
  Barcelona, July 4-8, 2011

**OPERATIONS AND ICTS**
- Achieving Operational Excellence and Strategic Coherence
  Barcelona, February 22-25, 2011
- Leading Digital Strategies in a Changing Business Landscape
  Barcelona, June 14-17, 2011

**INDUSTRY SPECIFIC**
- Advanced Digital Media Strategies
  New York City, November 30-December 2, 2010 and May 24-26, 2011
- Optimizing Your Retail Business: Best-in-Class Operations and Customer Service
  Barcelona, June 1-2, 2011
- Arts and Cultural Management: The Business Side of Leading Cultural Institutions
  New York City, Fall 2011

SHORT FOCUSED PROGRAMS

Create Effective Virtual Teams is included in IESE’s portfolio of Short Focused Programs (SFPs), designed for results-oriented managers to address the most relevant business challenges and reflect the latest management advances.

IESE’s SFPs combine innovative learning methods and real-life case studies to help participants meet current and future business challenges.

DATES & VENUE

April 6-7, 2011
IESE Business School
Av. Pearson, 21
08034 Barcelona

FEES

Registration Fee: €2,600
IESE Members: €2,340

Fees include:
- Tuition
- Meals and coffee breaks
- Study materials and documentation

HOW TO APPLY

Apply on line at:
www.iese.edu/CVT

Application deadline:
March 7, 2011

Enrollment is limited and registration is taken in strict order of receipt, so early application is encouraged.

CONTACTS

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Please visit our website:
www.iese.edu/SFP
CREATE EFFECTIVE VIRTUAL TEAMS WILL HELP SENIOR EXECUTIVES ANALYZE THE UNIQUE CHALLENGES AND OPPORTUNITIES INHERENT IN DESIGNING AND MANAGING MULTICULTURAL TEAMS.