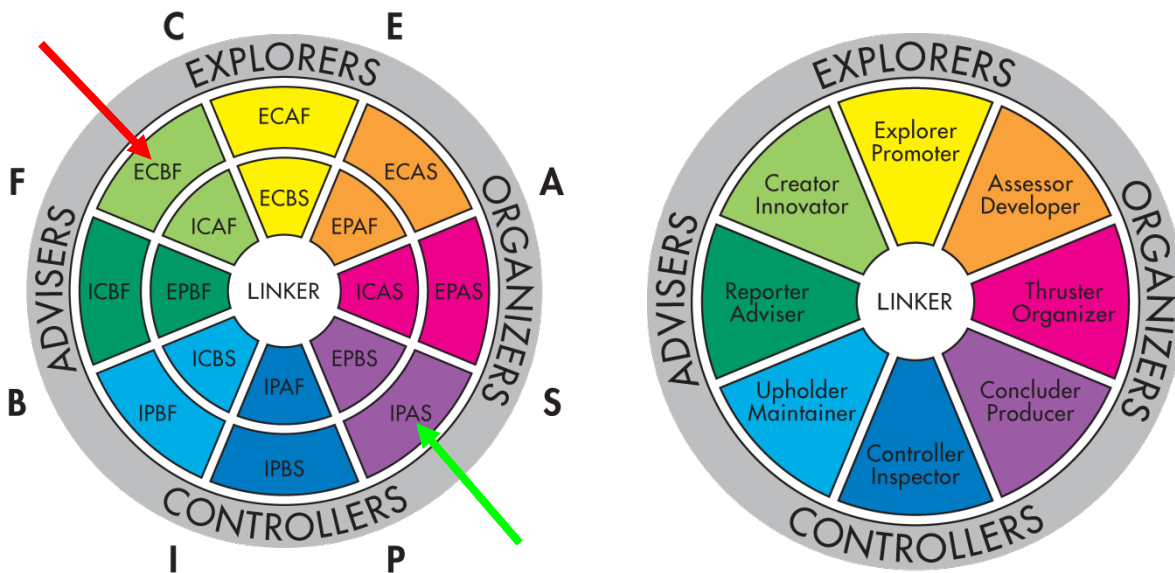


Work Preferences, Leadership and Virtual

Using the Team Management Profile in a Virtual World

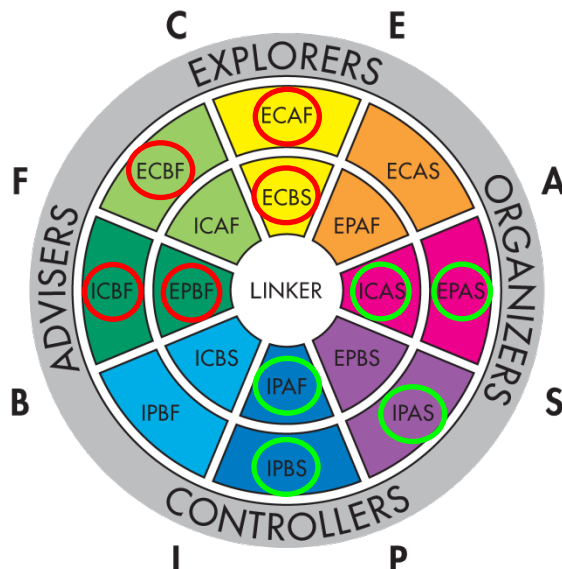
The Team Management Wheel

In the points about preference and virtual we noted that the preferences of Extroversion, Creative, Beliefs and Flexible (ECBF) tend to be the preferences most negatively impacted by virtual work; especially early on in the experience. If we now look at where these preferences are located on the Team Management Wheel (and 16 fold model) we can get a bit clearer picture of how preference, as assessed with the TMP, may be affected in a virtual environment. Often the work preferences most negatively affected by virtual work are those found in the outer wheel of the Innovating work function.



The opposite work preferences, Introversion, Practical, Analytic and Structured (IPAS), most closely correlated to the outer wheel of the Producing work function tend to be the preferences most positively affected by virtual work.

If we look just a bit further for where 3 of the 4 four preferences most affected by virtual work, a pattern emerges.



LEADERSHIP IMPLICATIONS

- Constrained work preferences (the red circles) on virtual teams will often exhibit frustration, disappear or find expression outside of the team. The challenge for leaders is that you can't easily 'see' what is happening! It is important to reach out to those constrained preferences to ensure their input is heard and incorporated into the work of the team.
- Enabled work preferences (the green circles) on virtual teams tend to thrive in the virtual environment and often can be more efficient than when co-located. The challenge can be that in this efficiency, these work preferences do not engage others enough, or perhaps discount the contributions of others. It is important to ensure that the 'process' of work, the way in which decisions are made, the way input is achieved is made very transparent and clear.
- On virtual teams, work preferences have far more leeway for expression overall than with co-located teams. The challenge can be that the preference diversity on the team is actually reduced. Since virtual work pushes east and south preferences, those west and north preferences can be expressed by the individual in other ways that do not apply to the team! The implication here is that Linking is critical on virtual teams and often the leader has to drive that Linking, especially early on.