

**COURSE OVERVIEW SS0653**  
**How to Operate in Global Diverse and Virtual Teams**  
**(E-Learning Module)**

**Course Title**

How to Operate in Global Diverse and Virtual Teams (E-Learning Module)

**Course Reference**

SS0653

**Course Format & Compatibility**

SCORM 1.2. Compatible with IE11, MS-Edge, Google Chrome, Windows, Linux, Unix, Android, IOS, iPadOS, macOS, iPhone, iPad & HarmonyOS (Huawei)



**Course Duration**

30 online contact hours  
(3.0 CEUs/30 PDHs)



**Course Description**



Virtual teams have become the new normal as a consequence of globalization and talent shortages. To foster growth and innovation, companies increasingly rely on global virtual teams, with compelling benefits for the workplace and marketplace.



In the workplace, organizations benefit from deploying and developing their best internal talent, promoting a global perspective, deciding how to best allocate resources, building local stakeholder commitment, and improving innovation capabilities.



In the marketplace, benefits range from understanding cultural norms at the local level and improving forecast accuracy, to better customer retention, identifying and addressing risks and benefits, and achieving scale and local relevance.

Traditionally, global teams were assembled based on obtaining the right mix of functional skills (marketing, manufacturing, finance, and compliance, for example), without being purposeful about other diverse factors, including cultural background, gender, race, ethnicity, and age. In fact, considering these diversity factors can provide the essential spark that leads to breakthrough thinking and provides greater career visibility for diverse talent.

Virtual teams have their own set of challenges to overcome in order to be effective and to accomplish their goals. This explains why most dispersed teams need specific time and effort given to developing team-building skills in order to be more successful.

Managing a virtual team is considered to be one of the toughest tasks in today's organisations and many of these teams are seen to fail. In addition to the usual challenges of managing a diverse group of individuals, the manager of a virtual team is faced with further challenges including different time zones, shifting team membership, managing at a distance, lack of time and the use of communication technology.

This E-Learning course is designed to provide an up-to-date knowledge on how to operate in global diverse and virtual teams. It covers the virtual team, team concepts and phases of team development; the bonding, development, managing the team, team dynamics, context of the team and the organization; the various types of team building, barriers to team building, group intercommunication formula and the common characteristics of high performing teams; managing a team during projects; developing your team; the conditions favorable for development of high performing teams; working across boundaries and focusing areas of virtual teams; the structure of a virtual team; and the cultural differences, technical expertise and performance.

During this interactive course, participants will learn the virtual team management; the challenges of managing virtual teams and the various types of virtual teams; the performance management and team development; the advantages and disadvantages of virtual teams; virtual team technology, diversity filter and potential stereotyping; manage diversity; the diversity and change; the tips to diversity change success, leadership of a virtual team and managing people and leadership; the personality profiling; the 4 temperaments and their characteristics; comparing motions and dealing with others; managing people; the motivation, binary thinking, conflict resolution and conflict management styles; listening, empathizing, clarifying the issue, seeking permission and resolving the issue; problem solving and decision making; implementing the solution and performing the actual implementation.

### **Course Objectives**

After completing the course, the employee will:-

- Apply and gain a comprehensive knowledge on how to operate in global diverse and virtual teams
- Understand how diversity impacts the workplace and how communication can be adapted to be used in the cross-cultural and global settings
- Be able to define the different types of diversity and culture and explore the different types of stereotypes that cause cross-cultural misunderstanding
- Understand the cultural dimensions used by Hofstede and how they differ for the various cultures working in the K-group
- Understand and practice how to communicate and work effectively with cross cultural and virtual teams including work style differences

- Understand the various communication styles used in cross cultural and different global settings and be able to vary own style accordingly
- Discuss virtual team and what constitutes a team as well as team concepts and phases of team development
- Apply bonding, development, managing the team, team dynamics, context of the team and the organization
- Carryout team building and identify the various types of team building, barriers to team building, group intercommunication formula and the common characteristics of high performing teams
- Manage a team during projects, develop your team and identify the conditions favorable for development of high performing teams
- Define virtual teams, work across boundaries and focus areas of virtual teams
- Illustrate the structure of a virtual team and discuss cultural differences, technical expertise and performance
- Employ virtual team management and identify the challenges of managing virtual teams and the various types of virtual teams
- Carryout performance management and team development as well as explain the advantages and disadvantages of virtual teams
- Use virtual team technology, discuss diversity filter and potential stereotyping and manage diversity
- Recognize diversity and change as well as apply tips to diversity change success, leadership of a virtual team and managing people and leadership
- Perform personality profiling, identify the 4 temperaments and their characteristics, compare the emotions and deal with others
- Manage people and apply motivation, binary thinking, conflict resolution and conflict management styles
- Carryout listening, empathizing, clarifying the issue, seeking permission and resolving the issue
- Employ problem solving and decision making as well as implement the solution and performing the actual implementation

### **Who Should Attend**

This course is designed to provide an up-to-date knowledge on how to operate in global diverse and virtual teams for all level 2 employees.

### **Course Fee**


As per proposal

### **Course Certificate(s)**

Internationally recognized certificates will be issued to all participants of the course.

### Certificate Accreditations


Certificates are accredited by the following international accreditation organizations: -

- 
USA International Association for Continuing Education and Training (IACET)

Haward Technology is an Authorized Training Provider by the International Association for Continuing Education and Training (IACET), 2201 Cooperative Way, Suite 600, Herndon, VA 20171, USA. In obtaining this authority, Haward Technology has demonstrated that it complies with the **ANSI/IACET 1-2013 Standard** which is widely recognized as the standard of good practice internationally. As a result of our Authorized Provider membership status, Haward Technology is authorized to offer IACET CEUs for its programs that qualify under the **ANSI/IACET 1-2013 Standard**.

Haward Technology's courses meet the professional certification and continuing education requirements for participants seeking **Continuing Education Units (CEUs)** in accordance with the rules & regulations of the International Association for Continuing Education & Training (IACET). IACET is an international authority that evaluates programs according to strict, research-based criteria and guidelines. The CEU is an internationally accepted uniform unit of measurement in qualified courses of continuing education.

Haward Technology Middle East will award **3.0 CEUs** (Continuing Education Units) or **30 PDHs** (Professional Development Hours) for participants who completed the total tuition hours of this program. One CEU is equivalent to ten Professional Development Hours (PDHs) or ten contact hours of the participation in and completion of Haward Technology programs. A permanent record of a participant's involvement and awarding of CEU will be maintained by Haward Technology. Haward Technology will provide a copy of the participant's CEU and PDH Transcript of Records upon request.

- 
British Accreditation Council (BAC)

Haward Technology is accredited by the **British Accreditation Council** for **Independent Further and Higher Education** as an **International Centre**. BAC is the British accrediting body responsible for setting standards within independent further and higher education sector in the UK and overseas. As a BAC-accredited international centre, Haward Technology meets all of the international higher education criteria and standards set by BAC.



### **Training Methodology**

This Trainee-centered course includes the following training methodologies:-

- Talking presentation Slides (ppt with audio)
- Simulation & Animation
- Exercises
- Videos
- Case Studies
- Gamification (learning through games)
- Quizzes, Pre-test & Post-test

Every section/module of the course ends up with a Quiz which must be passed by the trainee in order to move to the next section/module. A Post-test at the end of the course must be passed in order to get the online accredited certificate.

### **Course Contents**

- Introduction and Beginning of Teams
- What is a Virtual Team?
- Increase in Number of Virtual Teams
- What Constitutes a Team?
- Team Concepts
- Why You Need to be an Expert at Collaboration and Teamwork?
- Phases of Team Development
- Bonding
- Development
- Managing the Team
- Team Dynamics
- The Context of the Team
- The Organization
- The Team Identity
- The Individuals
- Case Study #1
- Quiz #1
- Team Building
- Types of Team Building Exercises
- Barriers to Team Building

- Group Intercommunication Formula
- Common Characteristics of High Performing Teams
- Managing a Team During Projects
- Develop Your Team
- Know the Conditions Favorable for Development of High Performing Teams
- Why do People Want to Join Teams?
- Case Study #2
- Quiz #2
- Virtual Teams – a Definition
- Being Not There!
- Time Zones
- Little or no Face to Face
- Working Across Boundaries
- Focus Areas of Virtual Teams
- Structuring a VT
- Cultural Differences
- Technical Expertise and Performance
- Short Term and Long-Term VT Teams
- Task versus Relationship
- Encouraging the Relationship
- Case Study #3
- Quiz #3
- Virtual Team Management
- Challenges of Managing Virtual Teams
- Types of VT Teams
- Networked Team
- Parallel Teams
- Project Development Teams
- Work, Production or Functional Teams
- Service Teams
- Offshore ISD Teams
- Management of the Team
- Preparations
- Launch

- Performance Management
- Team Development
- Disbanding and Re-Integration
- Advantages of Virtual Teams
- Disadvantages of Virtual Teams
- Case Study #4
- Quiz #4
- Virtual Team Technology
- Technology and Common Ground in Virtual Teams
- Case study #5
- Quiz #5
- Diversity
- The Diversity Filter
- Potential Stereotyping
- Diversity in Sport
- Women in the Bad Old Days!
- Managing Diversity
- Hofstede Research
- Hofstede Dimensions
- Advice on the Hofstede Findings
- Power Distance
- Individualism vs. Collectivism
- Masculinity vs. Femininity
- Uncertainty Avoidance Index (UAI)
- Pragmatic versus Normative (PRA)
- Indulgence versus Restraint (IVR)
- Key Points
- Apply This to Your Life
- Case Study #6
- Quiz #6
- Dimension
- World Maps of the Dimensions
- Dimension Maps of the World: Individualism
- Dimension maps: Power Distance

- Dimension Maps: Masculinity
- Dimension Maps: Uncertainty Avoidance
- The Last Two Dimensions
- Dimension Maps: Long-Term Orientation
- Dimension Maps: Indulgence
- The Dimensions Explained
- Case Study #7
- Quiz #7
- Long Term Orientation
- Organisations with the Capacity to Change
- Diversity and Change
- Questionnaire Diversity Change Agent - Self Assessment
- Considerations
- Tips to Diversity Change Success
- Case Study #8
- QUIZ #8
- Leadership of a Virtual Team
- Managing People and Leadership
- Personality Profiling
- What kind of a Manager Leader are You?
- Personality: Plus What do We All Want?
- The Statistics
- Success Criteria?
- “I am Unique and Wonderfully Made”
- “Know Thyself!”
- People Skills
- Purpose of This Session
- Time for an Assessment! Your Personality Profile
- How to Fill the Form in
- The 4 Temperaments and their Characteristics
- Typical Blends
- Describing the Temperaments
- Popular Sanguine
- Let’s Have Fun!



- Perfect Melancholy
- Let's Get Organized
- Comparing the Emotions
- Opposites Attract!
- Powerful Choleric
- Let's Get Moving!
- Peaceful Phlegmatic
- Let's Relax
- Unique Blends
- On Track to Change
- Let's Organize Popular Sanguine
- Let's Cheer Up Perfect Melancholy
- Let's Tone Down Powerful Choleric
- Let's Motivate Peaceful Phlegmatic
- Understanding and Dealing with Others
- Using Strengths
- Dealing with Sanguines
- Dealing with Melancholies
- Dealing with Choleric
- Dealing with Phlegmatics
- Managing People and Leadership
- How are Managers Different from Leaders?
- Differences between managers and leaders
- Managers and Leaders
- Managing the Men or People Resource
- Motivation and People
- Maslow Hierarchy of Needs
- Herzberg Theory of Satisfaction and Motivation
- Once you Have Made a Promise, you Should Keep it
- Binary Thinking
- Phases of Learning
- Sources of Power for Leadership
- Career Anchors - What We Really Like!
- Conflict Resolution

- Conflict Management Styles
- The Tortoise (Withdrawing, Avoiding)
- The Shark (Aggressive, Forcing)
- The Fox (Compromising)
- The Owl (Confronting or Problem-Solving)
- Preparing for Conflict
- Using LECSR to Resolve Conflict
- Listening
- Empathizing
- Clarifying the Issue
- Seeking Permission
- Resolving the Issue
- Summary
- Problem Solving and Decision Making
- Problems Can be Classified in Three Ways
- There are Three Ways to Approach Problems
- Problem Solving Styles
- The Accommodators
- The Divergers
- The Assimilator
- The Convergengers
- The Problem Solving Model
- Solving Problems the “Right” Way/Problem Solving Techniques
- Decision Making
- How to Implement the Solution and Performing the Actual Implementation
- Case Study #9
- Quiz #9
- Decision Making Traps
- Misdirection
- Sampling
- Bias
- Averages
- Selectivity
- Interpretation

- Jumping to Conclusions
- The Meaningless Difference
- Connotation
- Status
- Lessons Learnt from Virtual Teams
- Pitfalls for Virtual Teams
- Lessons Learnt
- Actions to be Taken
- Case Study #10
- Quiz #10

