

The GR8 Remote Teams Tool

Summary of dimensions

Result-orientation

Teams in the professional environment are built in relation to the achievement of goals, problem-solving and collaboration in order to overcome the obstacles that may arise in their efforts to find solutions. In a virtual context, teams increase their focus on achieving what they set out to do, are more geared towards the fulfillment of the tasks, due to the constraints imposed by computerized communication (*Lipnack, J., Stamps, J., 2000*). Those who exhibit results-oriented behaviors are persistent and do not hold back when the going gets tough, easily identifying the specific actions that can lead to improving performance (including with regard to themselves), but also to the work environment conducive to achieving goals.

Great People Inside description: They easily identify specific actions that can lead to better performance, as they are astute and easily find new methods of solving situations that seem difficult or unsolvable. They have a great capacity to focus on the tasks they need to carry out. They constantly assess their experiences to learn how to improve their work, learning quickly from their mistakes.

Cooperation

An important aspect in any team is the well-meaning cooperation of its members, as well as the establishment of relationships based on trust, understanding and mutual support. Research shows that building trust becomes a success factor and a mediator of performance in the virtual environment (*Hasler-Waters, L., Napier, V., 2002*). Virtual teams that cultivate cohesion, an open, non-individualistic attitude, can maintain long-term relationships based on collaboration and a predominant focus on common goals.

Great People Inside description: They feel that social relationships should be based above all on trust, openness towards others and mutual support, rather than competition. They always feel as part of the group, easily accept help from others and, in return, provide support and help to those in need. They are empathetic, taking into account the needs and feelings of others when making decisions, being happy for their achievements. They are capable of sacrificing their own interest for the interest of the group.

Connection to others

Being connected to others means being eager to belong to a group and to relate to others with friendship and empathy, having a non-confrontational communication style within the group. Studies conducted in the virtual environment (*Griffith, TL, Neale, M.A., 2007*) show that the feeling of belonging to a group increases the level of cooperation, commitment, satisfaction and trust, which are so necessary for team effectiveness. Additionally, when it comes to project quality and virtual team performance, the ability to resolve relational conflicts is a required skill, being part of the social processing skill set that impacts the team's effectiveness more than the task processing skill set (*Sawyer, S., Guinan, P.J., 1998*).

Great People Inside description: They find it easy to relate to those around them, feeling comfortable when doing things together with others. They make friends easily, substantially expanding their circle of friends, year by year. They are able to empathize with the states of mind and problems of their friends, feeling, in turn, understood by those close to them. When there are conflicts in their circle of friends, they tend to look for ways to reconcile. They like getting involved in social responsibility activities, helping people for free.

Flexibility

Research in the virtual environment has shown that in order to efficiently solve the problems that teams face, they need a certain level of variety (*Gruenfeld, D.H. et al., 1996*). An increased degree of flexibility involves being open to change in an agile manner. It means being constructive and proactive, leaving behind your work habits in favor of new approaches, adapting quickly and easily to different work groups and styles and schedules.

Great People Inside description: They easily adapt to new styles and work environments and have no trouble integrating into groups different from the one they are part of or into new workplaces. They are open to changes, being willing to adjust their work schedule anytime it is necessary. They treat conflict constructively and are proactive after a negative feedback.

Tolerance

Virtual teams often include members from different cultural backgrounds, making diversity a frequent feature of the remote work context. Tolerance is that behavioral trait that makes you open and attentive to the different needs and perspectives of those around you, in the sense of being able to actively understand and listen, to collaborate diplomatically and be non-judgmental. A tolerant behavior displayed at the team level also allows capitalizing on diversity and its synergistic effects that can increase the effectiveness of the team given that their different levels of expertise and perspectives are put to work, together and at once (*Hertel, G., Geister, S., Konradt, U., 2005*).

Great People Inside description: They are open and understanding of others. They are diplomatic when presenting their viewpoint or when providing feedback, avoiding to forcefully impose their opinions or criticize others' mistakes. They avoid making decisions or acting in accordance to their own rules, usually taking into account others' perspective, as well as existing procedures. They see relationships with others with confidence and optimism. They avoid labeling the people they meet.

Respect

Respect is a moral trait that implies, within teamwork, an attitude which promotes the harmonious relationships between members. Relationship development and cohesion are group factors associated with performance and satisfaction in virtual teams (*Lurey, J., S, Raisinghani, M., S., 2001*). The members of a virtual team who show respect to each other and are attentive to developing relationships of mutual support and appreciation may experience higher psychological comfort (*Lin, C., Standing, C., Liu, YC., 2007*).

Great People Inside description: They show appreciation and consideration to those around, taking into account the needs, ideas and feelings of people, showing availability and attention to others. They actively listen, consult others when they need to make decisions and feel it is not appropriate to act in retaliation to the other person if their behavior towards them is not appropriate. They are not willing to break the rules and procedures to achieve a goal. They often use the words "Thank you".

Agreeableness

Agreeableness is a personality factor specific to the Big Five model and is considered as having the greatest impact on the quality of relationships with others. Collective, consultative decisions that satisfy as many team members as possible, as well as the non-exposure to intra-group competitiveness are necessary elements when team collaboration is done at a distance. Communication with coworkers and support provided to them are considered relevant moderators when one wants to ensure the success of an activity performed by a virtual team, but also in creating an environment that balances the aspects of the emotional well-being of its members (*Grant, C.A., Wallace, L.M., Spurgeon, P.C., 2013*).

Great People Inside description: They are preoccupied with the well-being and problems of those around them, are empathetic to them, knowing how to console them and make them feel at ease and showing availability each time they request their help.

Stress and Resilience

Working in a virtual environment sometimes brings negative experiences that involve stress, social isolation and relating to difficult people with whom potential conflicts can arise. The performance of the group will be affected by whether or not its members have the ability to effectively and constructively handle such problems, to be resilient and to recover quickly from them (*Jehn, 1995; Pelled, 1996; Pelled, Eisenhardt, Xin, 1999*).

Great People Inside description: They make decisions and act with determination and composure, particularly in complex, risky or unusual situations, being capable of accepting failure and learning from their own mistakes. When they fail, they treat their failure with optimism, only requiring a short time to recover. Unpleasant events, stress and moments of uncertainty don't affect their quality of life, comfort or energy level. They are well-organized.

Fairness

When people work in an interconnected manner and their relationships are virtual, a work environment in which everyone acts in accordance with the rules and regulations established by the company, where each one treats the others equally and fairly, can positively influence the collaboration of members and their efficiency at work. People who score high on the Fairness dimension are wholesome, non-manipulative, and when the team encounters a problem that is more difficult to solve quickly, they trust others to do what is right, so that work may continue (*Davenport, T. H., Pearlson, K., 1998*).

Great People Inside description: They make sure to strictly follow the rules and procedures of the organization, and get periodically informed with regard to these. They always keep their promises and expect others to do the same. They treat their co-workers fairly, being considerate of their rights and obligations and defending them when they are wronged. They know the criteria by which their work is assessed and make sure these are strictly observed.