

# Leading in a virtual workspace webinar

Friday 4<sup>th</sup> September

12:15-1:00 p.m. CET/11:15-12:00 p.m. BST



The Association for  
Key Account Management



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# Welcome

Thank you for joining us

# Leading in a Virtual Workspace

*Insights from Research with  
Managers and Employees of  
Virtual Teams*

**AKAM**

The Association for  
Key Account Management



## Colin Hughes

*Head of the Graduate Business School, TU Dublin*

Colin is Head of the Graduate Business School at TU Dublin City Campus. Along with significant experience lecturing a variety of subjects including leadership, marketing, sales and project management, Colin has nearly 20 years' experience designing and managing high-level executive education programmes for leading Irish and International clients. Colin holds a BSc. Marketing, Master of Philosophy (MPhil) in Training & Development and a Postgraduate Diploma in Third Level Learning and Teaching. Colin's recently completed PhD explores Leadership and Trust in Virtual Sales Teams.



Pre- Industrial  
Revolution People  
Worked from  
Home

Factories and  
Workplaces...

Internet, Personal  
Computers  
Enabled WFH/  
working from  
coffee shops/  
regional hubs etc

# Growth of Virtual Teamwork



- 1990s – Short-term Projects
- 2009 – 78% working in VTs (Withchalls, 2009)
- 2013 – 90% said that there were VTs in their organisations - VTs the new normal and **the** team framework of the digital age (Dennis, Overholt and Vickers, 2014).
- 2020 – Ubiquitous - Adoption are set to continue (EY, 2020).
  - 74% of CFOs have already reported they intend to make the shift to remote work for some employees a permanent one ([Gartner](#)).

- Improved time to market
- Enhanced customer service
- Connection to suppliers and customers
- Reduced office and travel expenses and less travel time
- Idea generation
- Projects delivered in a shorter timeframe

- Commuting time
- Focus
- Better work-life balance

- Environmental benefits
- Societal Benefits



- Communication and coordination
- Supervision
- **Monitoring** Productivity
- Social loafing and absenteeism
- **Matrix - Role overload, role ambiguity and goal conflicts**
- Hiding errors and problems
- Culture and language issues
- **Isolation**

“Technology is the Achilles’ heel  
of virtual collaborative  
relationships”  
(Paul and McDaniel, 2004).

# The Centrality of Trust

- **Trust is an essential ingredient of VT success** (Handy, 1995; Lipnack and Stamps, 1997; Kanawattanachai and Yoo, 2002; Zaccaro and Bader, 2003; Daim *et al.*, 2012; Denis, Overholt and Vickers, 2014; Derven, 2016; Romeike, Nienaber and Schewe, 2016)
- **However, organisations have cited trust building in VTs as a significant challenge** (Witchalls, 2009; Kimble, 2011; RW3, 2012; Dennis, Overholt and Vickers, 2014; Costa, Fulmer and Anderson, 2018).





Trust in relationships built  
face-to-face can be  
maintained and developed in  
virtual workspaces.



Trust can be higher and  
relationships stronger in virtual  
workspaces.

# Defining Trust

*“the willingness of a party to be vulnerable to the actions of another party based on the expectation that the other will perform a particular action important to the trustor, irrespective of the ability to monitor or control that other party”*

(Mayer et al., 1995:712)



# The Company Field Trip

## *Trustworthiness*

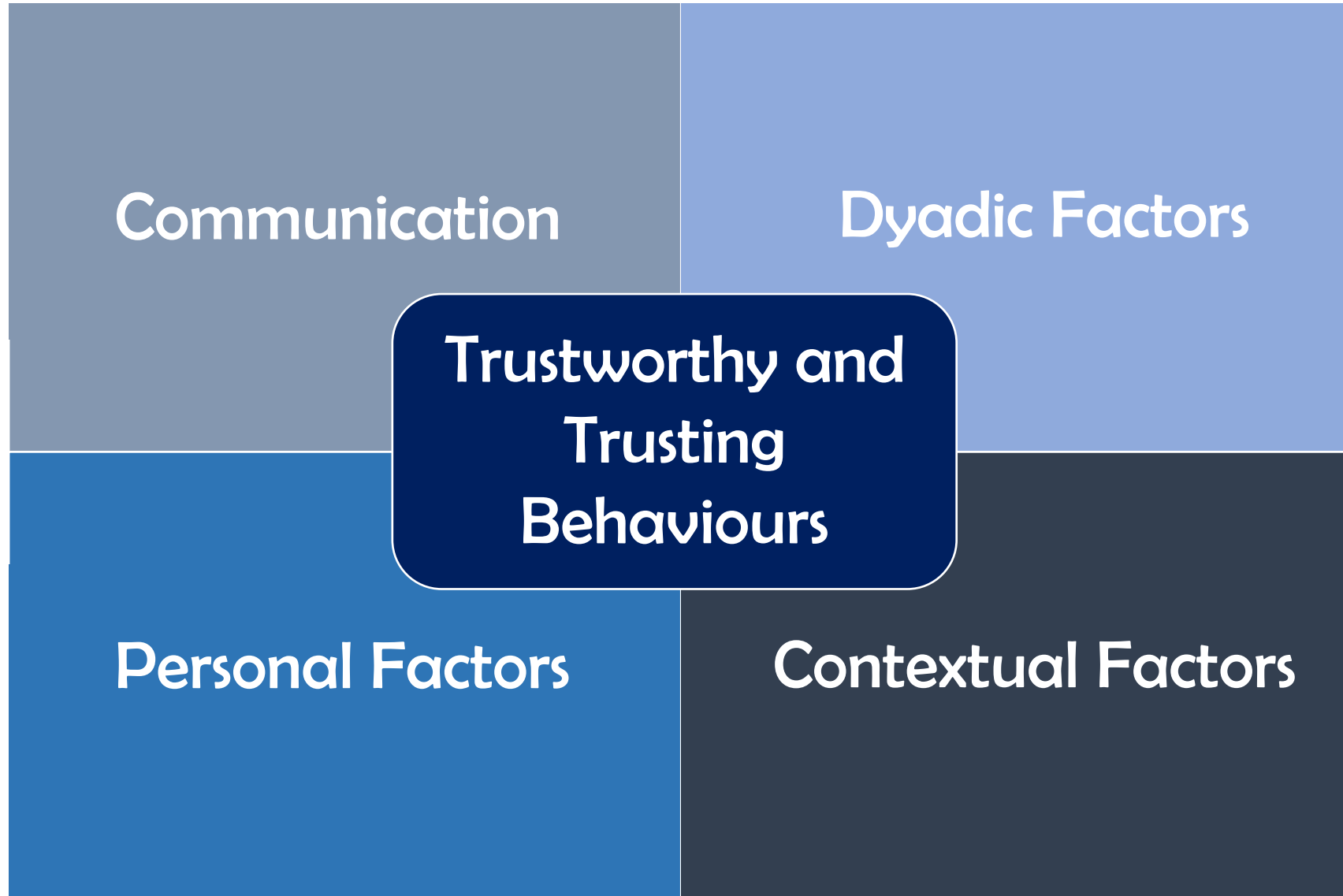




# Chat Poll

ABI

# These are the factors which influence trust between managers and employees



# MANAGER BEHAVIOURS

# EMPLOYEE BEHAVIOURS



Demonstrating Trustworthiness



Openness

Employee-Centric Leadership -  
benevolence in Personal and Professional contexts



Openness

Reliability, Ability and Attitude (v expectations)



Felt Trust

Connection

Alignment

Showing you Trust Them

Openness

Seeking and Respecting Input

Autonomy

Openness

Seeking Support

TRUST BEGETS TRUST





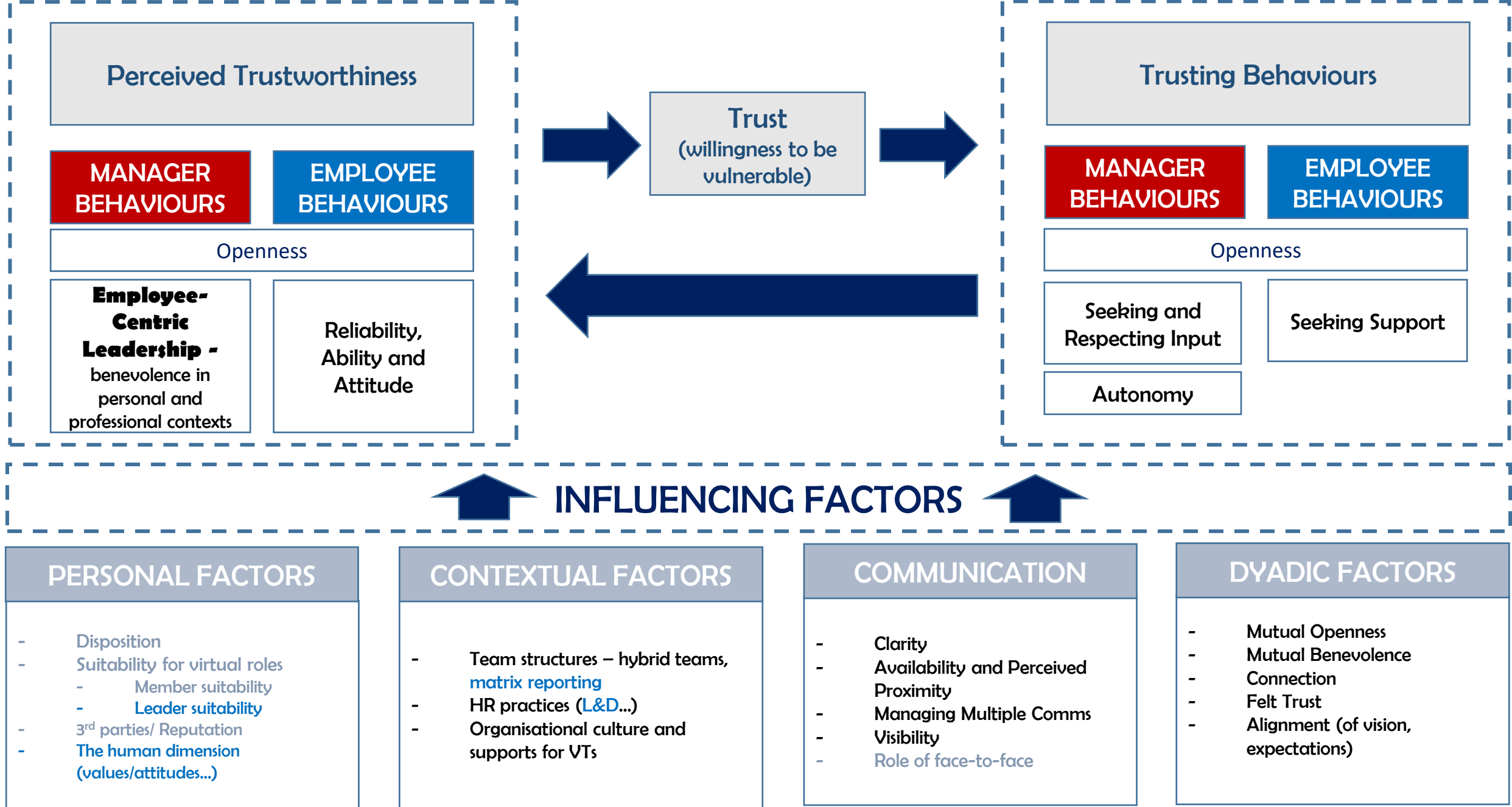
- **'Beyond the Agenda'**
- **Clarity**
- **Availability and Perceived Proximity**
- **Managing Multiple Comms**
- **Role of face-to-face**

# Key Recommendations for Managers

- Reflect on employee needs and ‘be intentional’ in showing you care
- Demonstrate support on an individual level
  - Check in often – keep the connection (team level?)
  - Be sensitive to personal obligations/ health/ breaks...
- Demonstrate support on a professional level
  - Can you help with anything?
  - Speak openly, give open feedback on developmental issues
  - Don’t micromanage, coach – continue to discuss the future
- Show them you trust them – autonomy, listening and respecting views, openness

Have their  
back





Virtual Leader-Member Trust Framework – Hughes (2020)

Build up trust account.....



& people will forgive minor trust breaches!

# For further information:

<https://blog.bham.ac.uk/business-school/2020/03/25/maintaining-the-trust-within-a-virtual-work-space/>

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Colin Hughes

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# What can organisations/ HR Professionals do to help?

- Identify what supports managers might need – remember that not all managers or employees are equally suited to virtual leadership roles
- Equip them with what they need:
  - Information on developments
  - Communication platforms/ training on Communication platforms
  - Tips on building trust
  - Ways to maintain morale, show you care...



Recruitment

Structures and Processes

# AKAM NEXT WEBINAR

## Enhancing KAM through collaboration

Friday 25<sup>th</sup> September

12:15-1:00 p.m. CET/11:15-12:00 p.m. BST

David E Hawkins  
Chief Operating Officer  
Institute for Collaborative Working (ICW)

