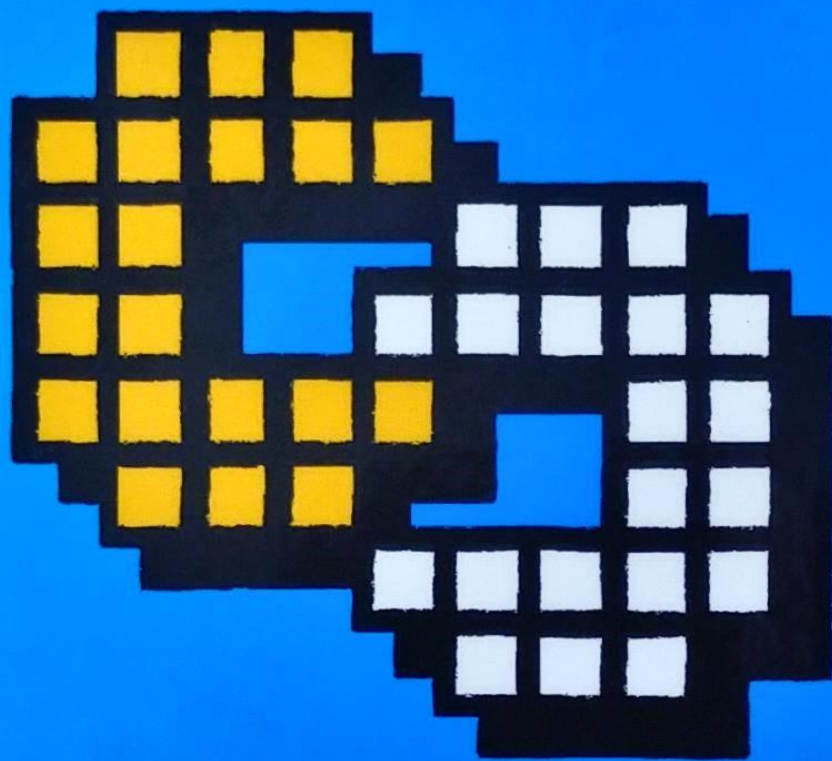


20 MINUTE MANAGER

Virtual Collaboration



Work from anywhere
Overcommunicate
Avoid isolation

20 MINUTE MANAGER SERIES

Virtual Collaboration

Work from anywhere
Overcommunicate
Avoid isolation

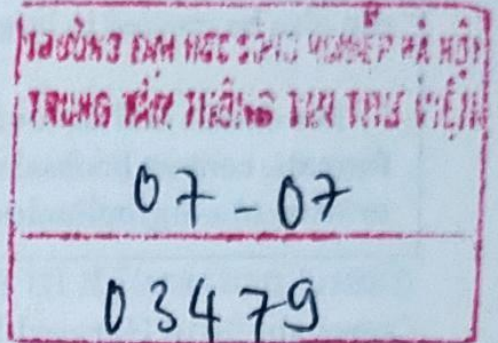
HARVARD BUSINESS REVIEW PRESS

Boston, Massachusetts



GIFT OF THE ASIA FOUNDATION
NOT FOR RE-SALE

QUÀ TẶNG CỦA QUỸ CHÂU Á
KHÔNG ĐƯỢC BÁN LẠI



HBR Press Quantity Sales Discounts

Harvard Business Review Press titles are available at significant quantity discounts when purchased in bulk for client gifts, sales promotions, and premiums. Special editions, including books with corporate logos, customized covers, and letters from the company or CEO printed in the front matter, as well as excerpts of existing books, can also be created in large quantities for special needs.

For details and discount information for both print and ebook formats, contact booksales@harvardbusiness.org, tel. 800-988-0886, or www.hbr.org/bulksales.

Copyright 2016 Harvard Business School Publishing Corporation

All rights reserved

Printed in the United States of America

10 9 8 7 6 5 4 3 2 1

No part of this publication may be reproduced, stored in or introduced into a retrieval system, or transmitted, in any form, or by any means (electronic, mechanical, photocopying, recording, or otherwise), without the prior permission of the publisher. Requests for permission should be directed to permissions@hbsp.harvard.edu, or mailed to Permissions, Harvard Business School Publishing, 60 Harvard Way, Boston, Massachusetts 02163.

The web addresses referenced in this book were live and correct at the time of the book's publication but may be subject to change.

Library of Congress Cataloging-in-Publication Data.

Names: Harvard Business Review Press, issuing body.

Title: Virtual collaboration : work from anywhere, overcommunicate, avoid isolation.

Other titles: 20 minute manager series.

Description: Boston, Massachusetts : Harvard Business Review Press, [2016] | Series: 20 minute manager series | Include index.

Identifiers: LCCN 2016012717 (print) | LCCN 2016016129 (ebook) | ISBN 9781633691476 (pbk. : alk. paper) | ISBN 9781633691483 ()

Subjects: LCSH: Virtual work teams. | Business communication. | Telecommuting.

Classification: LCC HD66. V556 2016 (print) LCC HD66 (ebook) | DDC 658.4/022202854678—dc23

LC record available at <http://lcn.loc.gov/2016012717>

ISBN: 9781633691476

eISBN: 9781633691483

Preview

More of us are working more often in a location that's different from our colleagues and business partners. Maybe you log in from your home office daily or work every now and then in the quiet car of a train, or some combination of sites. Regardless of where you park your laptop, you need to work well with others to meet your professional and organizational goals. But how do you build relationships through a computer screen? What if your boss suspects that "remote work" really means no work? What do you do when your computer dies in the middle of a sensitive-feedback video chat? How do you cope with the isolation that can build when you're working on your own? This book will help you build productive relationships with colleagues while you foster your own sense of initiative—no matter where you are.

Virtual Collaboration walks you through these important basics:

- Working productively from any location
- Picking the right tools for wherever you're working, at home or on the road
- Clarifying the roles, tasks, and processes that will govern your collaboration
- Communicating effectively over a variety of media
- Getting and keeping your colleagues' attention when you're not in the same place
- Setting—and sticking to—a schedule that works for both you and your dispersed collaborators
- Keeping isolation at bay by connecting with your coworkers

- Staying motivated when the only one to administer an in-person pep talk is you
- Navigating common challenges, such as technology glitches and conflicts, over the ether

Contents

What Is Virtual Collaboration?	1
<i>The challenges of virtual collaboration</i>	5
Clarify Expectations for Your Work	11
<i>Define the work</i>	14
<i>Agree on roles, tasks, and processes</i>	20
<i>Establish a code of conduct</i>	22
Manage Your Technology	27
<i>Assess your needs</i>	30
<i>Select your hardware and software</i>	34
<i>Put your tools to work</i>	39
<i>What to do when technology fails</i>	41

Contents

Build Productive Relationships	47
<i>"Meet" your colleagues</i>	50
<i>Establish trust</i>	52
<i>Manage conflict</i>	54
Communicate Effectively	63
<i>Pick the right channel</i>	66
<i>Get—and keep—your colleagues' attention</i>	
<i>over e-mail</i>	72
<i>Hold people accountable</i>	75
<i>Give and receive feedback</i>	78
<i>Set boundaries</i>	85
Manage Common Problems	89
<i>Set and maintain a schedule that works</i>	92
<i>Make your work visible to others</i>	95
<i>Combat isolation</i>	101
 <i>Learn More</i>	 107
<i>Sources</i>	111
<i>Index</i>	115