Improve Virtual Project Team Working for Tacit Knowledge Sharing – Research Insights[3, 16, 18]

What	Define	Why	How
Enhance Team Trust	Cognition-based trust – a members' evaluation of the reliability, integrity and competence of other members. Affect-based-trust – a members' emotional feelings/evaluation of the reliability and integrity other members.	– Intra-team trust is more important in virtual teams than face-to-face teams. – Virtual teams with high intra-team trust out-perform virtual teams where trust is low.	See Challenge 1
Social Cohesion	A shared liking or attraction to the group, friendship, closeness among group members.	– More important in virtual teams than face-to-face teams. – Computer-mediated communication makes social cohesion and relationship building more difficult due to lack of social cues. This effect is larger when team members never met face-to-face and have no common past.	See Challenge 1
Team Virtuality	Asynchronicity of communication and geographic dispersion. Other factors that can be considered in measuring virtuality are: – Proportion of work time team members spend apart. – Proportion of team members who work virtually. – Degree of separation of team members.	– Virtuality negatively impacts information sharing. – The limits of computer mediated communication result in team members limiting their communication to problem-focused information rather than process focused and social communication. – Problem-focused information is important for performance. – Process-focused and social communication is more important for performance of virtual teams.	Team managers should place more emphasis and time into encouraging process and social communication.
Co-Ordination	Tracking progress and tasks, accounting for outcomes, moulding the team, managing collective resources, setting communication rules (frequency, response time, feedback, explicitness), deadlines, goals.	These co-ordination activities improve virtual team performance.	Team managers should implement these co-ordination activities.
Debriefing	Reflecting on team goals, collaboration, decision-making processes and internal communication.	Guided reflexivity and debriefing sessions can substantially improve virtual team performance.	– Sessions must be guided and feedback given. – Go through a series of questions reflecting on a recent experience, actions taken and lessons learned.

Challenge 2

Improve Virtual Project Team Working for Tacit Knowledge Sharing – Research Insights[8] (cont.)

What	Why	How
Develop networks composed of high levels of reciprocity and interaction	Supports learning processes.	Actively engaging in network development and being a supportive, contributing member.
Be careful of overly consensual networks.	Failure to challenge shared views and common assumptions leads to groupthink and lack of novel knowledge.	Have someone act as devil's advocate.
Different network relationships serve different purposes.	– Weak ties for problem-solving. – Strong ties for problem reformulation.	– Connect interns to others in different units for problem solving. – Interns should work with their local team for problem reformulation or to get work done.
Naturally emerging, informal social networks where learning is not separate from work activities may facilitate greater knowledge transfer than formal, strategic groups or learning networks.	Learning in the flow of work is important but more difficult in remote work contexts.	Try not to formalise everything about virtual internship programmes but rather enable the conditions for informal knowledge sharing to occur.
Be aware of the impact of blame cultures.	Negatively impacts communication and reflection processes.	Develop a climate where incidences of blame are called-out and dissuaded.
Enable a learning culture.	Improves learning processes and tacit knowledge flow.	Encourage questioning of established assumptions, challenge and critique the work of others and share knowledge and resources.
Job characteristics.	– Positively enable informal learning behaviours. – Engagement in informal learning behaviours positively impacts general work attitudes, knowledge/ skill acquisition and performance.	Consider opportunities to provide autonomy, resources, people support, formal and informal organisational support.

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