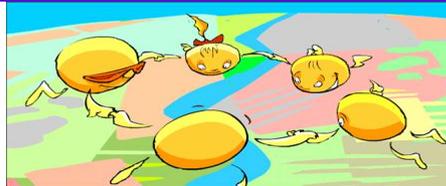




Social Communication Behaviors of Virtual Leaders

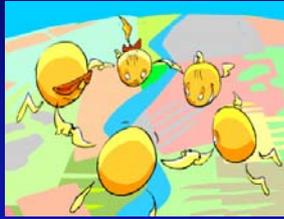
Daphna Shwartz-Asher



Content

- Research Motivation
- Research Questions
- Model
- Methodology
- Preliminary Findings
- Interim Discussion

Research Motivation



Virtual Team definitions

- Sivunen (2006)
- Eom (2009)
- Jarvenpaa & Leidner (1999)
- Johnson, Heimann & O'Neill (2001)
- McDonough, Kahn & Barczak (2001)
- Morris, Marshall & Rainer (2002)
- Ratcheva & Vyakarnam (2001)

Virtual teams as a challenge to concept/practice of leadership

- Zigurs (2003)
- Cascio & Shurygailo (2003)
- Carte, Chidambaram & Becker (2006)
- Kossler & Prestridge (2003)
- Zaccaro & Bader (2003)
- Eom (2009)
- Chidambaram & Becker (2006)
- Cordery & Soo (2008)
- Kayworth & Leidner (2001/2002)



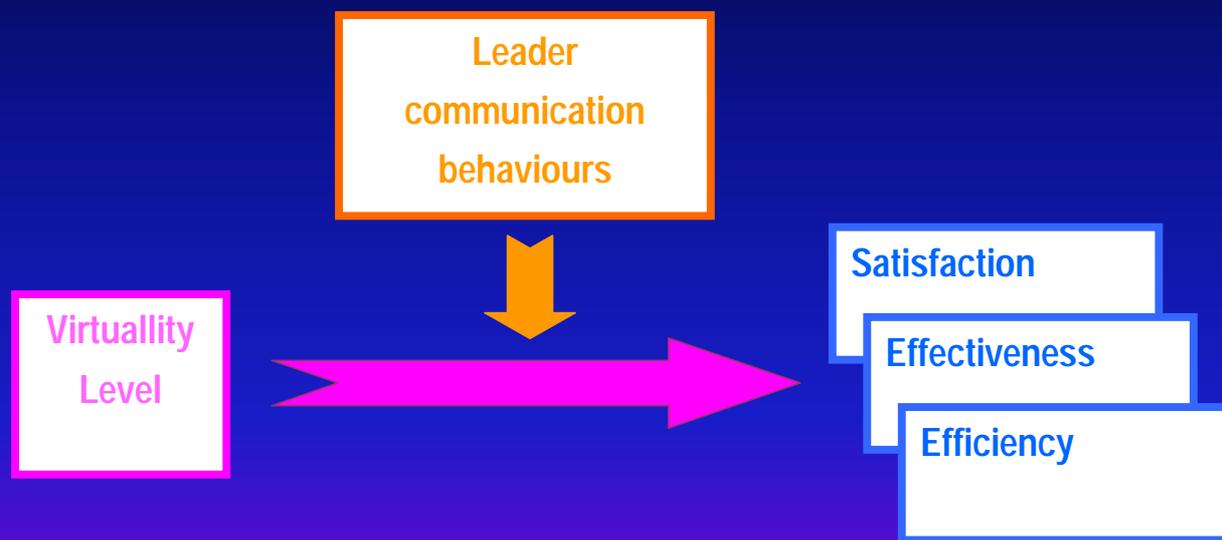
3 / 9

Research Questions

- Are there aspects of virtual team leadership that may help overcome some of the potential process losses associated with virtual teamwork?
- Should virtual team leaders act different than traditional team leaders?
- Which leadership functions are necessary to promote virtual team performance?
- Should leaders employ different leadership tactics?

4 / 9

Research Model



5 / 9

Methodology



Experiment

Undergraduate students at an academic college.

Subjects were divided to teams of three.

The research design: Type of communication (V vs. FTF).

Procedure

Nominate a chairperson.

Perform the task.

Answer a questionnaire.

Measurement

Leader communication behaviors (Bales, 1950)

Efficiency

Effectiveness

Satisfaction

6 / 9

Preliminary Findings

- ❑ Total of 75 participants, 25 experiments.
- ❑ 2 teams types: 13 Virtual teams, 12 Face to Face teams.
- ❑ Social communication behaviors of face-to-face leaders are positive than social communication behaviors of virtual leaders ($t = 3.96$; $p < 0.05$).
- ❑ Face-to-face teams are not successful than virtual teams in completing the task, yet for virtual teams it takes longer time in carrying out the task ($t = -4.11$; $p < 0.05$) and the virtual teams members are less satisfied ($t = 2.04$; $p < 0.05$).

7 / 9

Interim Discussion

- ❑ Existing theory and research reveals that constructive management behaviors are important to teams' success (Wolff, Pescosolido & Druskat, 2002 ; Rego et al., 2007 ; Tansley & Newell, 2007)
- ❑ Face-to-face team's output is partially superior to virtual team's output, while social communication behaviors of face-to-face leaders are positive than social communication behaviors of virtual leaders.
- ❑ The findings strengthen the importance of positive social communication behavior as a specific leadership communication behavior.

8 / 9



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Thank you!

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