



Making the Flat World Flatter – Tools for Managing Virtual Teams

Ron Sacchi

Steve Overcashier

VeriSign, Inc.

October 2007



Where it all comes together.™

Agenda

- + Introduction
 - Some “Myths” About Virtual Teams
- + VeriSign
 - Who We Are
 - What We Do
- + The Business Reality
 - Likert’s Four Systems Model
- + What We Know To Be True
 - The Challenge of Virtual Teams
- + The 5 Key Management Practices
- + Summary and Wrap Up

VeriSign: "So the World Can..."

1b Internet users, 75% non-U.S.

2b wireless subscribers

70m Chinese
Internet users < 30

70%+ Korean
broadband penetration

75m iPods

200m global
broadband subscribers

1b cumulative iTunes

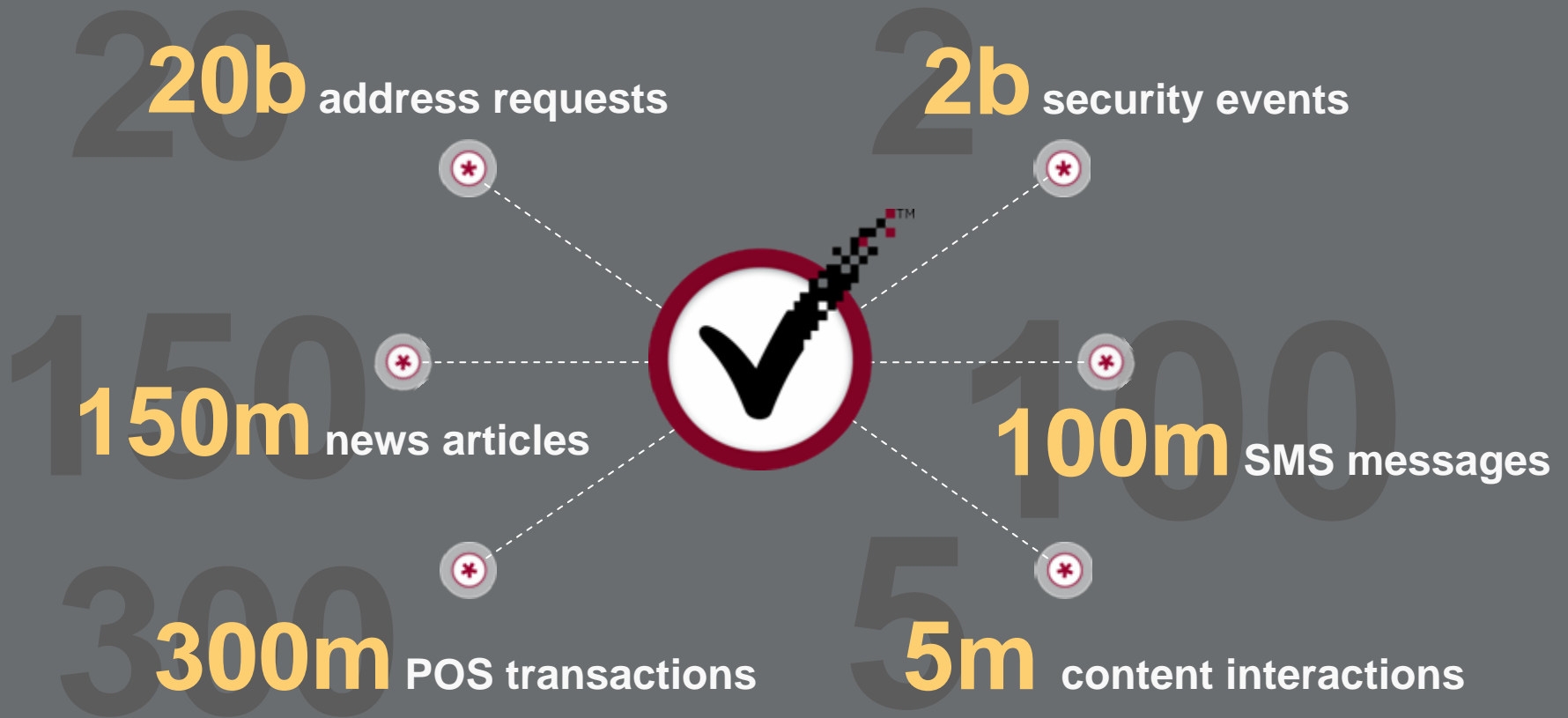
100m MySpace users

100m Skype users

40m active blogs

Enabling Virtual Teams and Making a Flat World Flatter

Delivering for our Customers ... Every Day

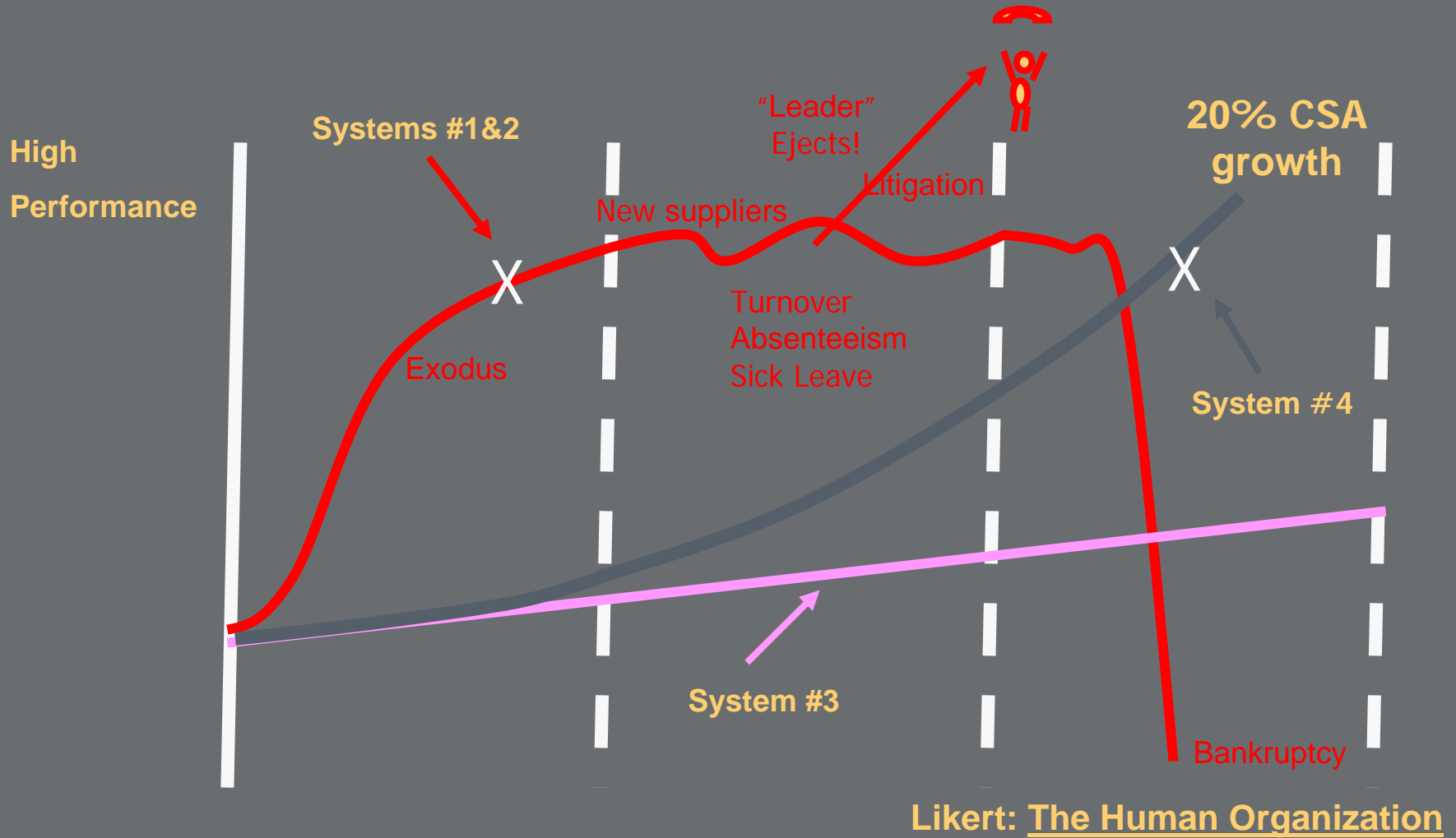


Our Simple Mission



***Enable and Protect
the World's
Networked Interactions***

Patterns of Organizational Performance



Realities of Virtual Teams

- + Virtual Teams require more resources
 - **Management *time***
 - **Local *infrastructure* that can scale on a par with every other connected site**
 - **Technological *support systems* (accessible to all)**
- + Successful “Globalized” companies with Virtual Teams have
 - ***Common* accepted meetings and management practices (strong corporate culture)**
 - **Common business practices (which transcend national culture norms)**
 - ***Common* and scalable technology infrastructures**
 - **A CORPORATE strategy that *includes* a continuous improvement focus on Globalization**
- + Virtual Teams work best when their *structure, outputs and management systems* are designed BEFORE their first meeting
- + Nothing ever will beat the performance of a team meeting face-to-face in terms of *speed and quality of execution*.

Key Practices Checklist and Action Planning

Five Key Management Practices Self Assessment

DIRECTIONS

For each practice, indicate to what extent the teams in the part of the organization you manage are using it.

+ 1 = Very little extent; 2 = Little extent; 3 = Some extent; 4 = Great extent; 5 = Very great extent

| | |
|---|--------------|
| A. Breakthrough Systems (Individual/Contributor level) | Score |
| Clear expectations about the expected results. | |
| Self-monitored feedback systems. | |
| Control of the resources necessary to realize the expected results. | |
| Average | |
| B. Linked Teams | Score |
| Hierarchy of linked teams. | |
| System of synchronized Regular Meetings. | |
| Each Team meeting focuses on the Leader's Team's goals. | |
| The Leader and members link the Team to all other teams. | |
| Structure supports complex matrix of authorities and multiple role performance. | |
| Average | |
| C. Performance Plan Checklist: | Score |
| Seven or fewer statements. | |
| Comprehensive - covering 80% of one's resources. | |
| Focuses on results - not process description. | |
| Results described in specific and concrete terms. | |
| Relative priority distributed over 100%. | |
| Aligned with key partners. | |
| Average | |
| D. Work Review | Score |
| Focused on desired results in Team Leader's and members' Performance Plans. | |
| Evaluative - displays objectives and current status of the work. | |
| Data current to within 48 hours. | |
| Status presented graphically in less than four minutes. | |
| Discussion focused on variance - problem resolution and support for surprise success. | |
| Average | |
| E. Group Decision-Making: | Score |
| Four decision types: Pass Downs, Work Reviews, Recommendations Reviews, and News. | |
| Basic process for each issue: presentation, review/discussion, decision, and commissioning. | |
| Teams arrive at decisions without needing to be in agreement. Disagree and Commit. | |
| Teams use two forms of rational decision-making: Consultative and Consensus. | |
| Average | |

Action Plan

Based on the Self Assessment, I plan to take the following actions:

Group Decision Making:

Breakthrough Systems:

Performance Plan:

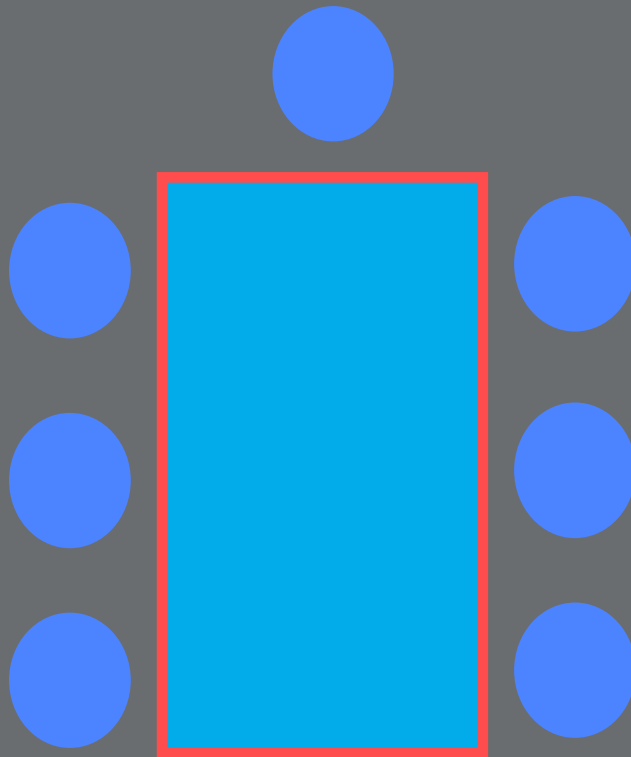
Work Reviews:

Linked Teams:

Five Key Practices

- + Group Decision Making
- + Breakthrough Systems
- + Performance Plans
- + Work Reviews
- + Linked Teams

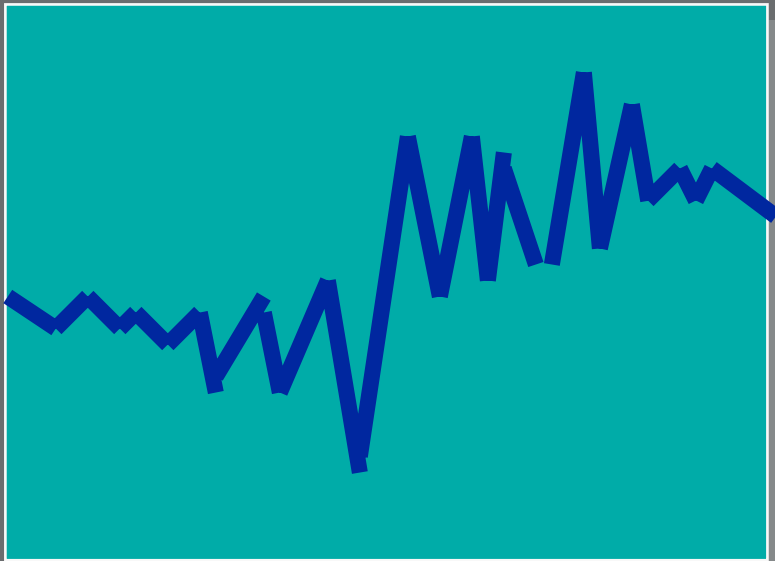
Group Decision-Making



(Culture Reinforcer)

- + Four areas of decision-making
 - Pass Downs
 - Work Reviews
 - Recommendations Reviews, and
 - News
- + Basic process for each issue
 - Issue presentation
 - Issue review / discussion
 - Decision, and
 - Commissioning
- + Teams arrive at decisions without needing to be in agreement
 - Disagree and commit
- + Teams use two forms of rational decision-making:
 - Consultative, and
 - Consensus

Breakthrough Systems



- + **Clear expectations about the expected results**
- + **Self-monitored feedback systems, and**
- + **Control of the resources necessary to realize the expected results**

Task Grid

P
R
E
D
I
C
T
I
B
I
L
I
T
Y

HIGH

| | |
|------------------------|-------------------|
| ROUTINE | PROJECT |
| TROUBLESHOOTING | NEGOTIABLE |

LOW

DELAY TOLERANCE

HIGH

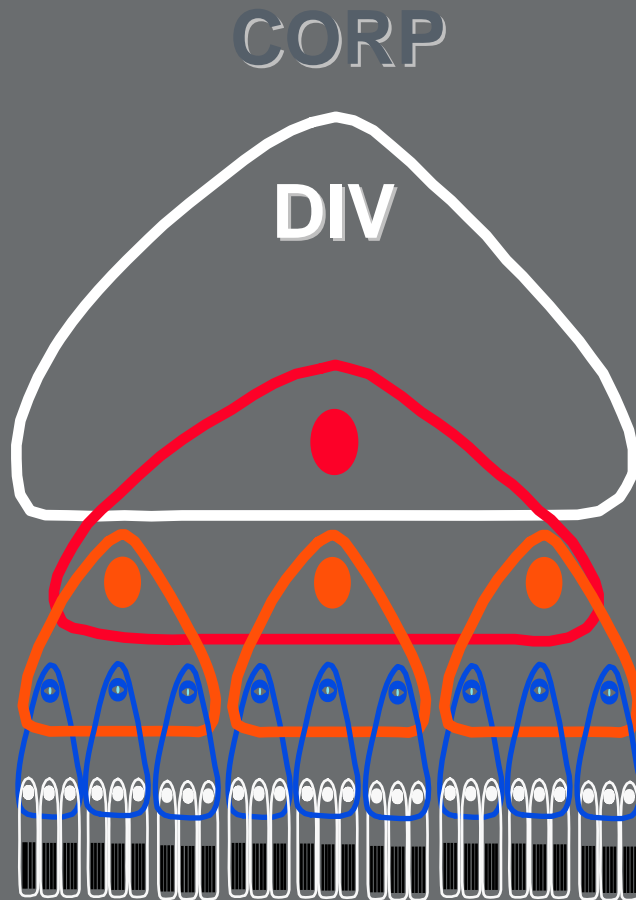
Performance Plan Checklist

- + **Seven or fewer statements**
- + **Comprehensive - Covering 80% of one's resources**
- + **Focuses on results - not process description**
- + **Results described in specific and concrete terms**
- + **Relative priority distributed over 100%**
- + **Aligned with key partners**

Work Review

- + **Focused on desired results in Team Leader's and members' Performance Plans**
- + **Evaluative - displays objectives and current status of the work**
- + **Data current to within 48 hours**
- + **Status presented graphically in less than three minutes**
- + **Discussion focused on variance**
 - **Problem resolution and**
 - **Support for surprise success**

Linked Teams



- + Hierarchy of Linked Teams
- + System of synchronized Regular Meetings
- + Each Team meeting focuses on the Leader's/Team's goals
- + The Leader and members link the Team to all other teams, and
- + Structure supports complex matrix of authorities and multiple role performance

Five Key Management Practices



Mapping the Practices to Virtual Team Requirements

| Virtual Team Requirement | Group Decision Making | Breakthrough Systems | Performance Plans | Work Reviews | Linked Teams |
|--|------------------------------|-----------------------------|--------------------------|---------------------|---------------------|
| Scalable Resources & Infrastructure | YES | YES | YES | YES | YES |
| Meetings Practices | YES | | YES | YES | YES |
| Scalable Management Practices | YES | YES | YES | YES | YES |
| Continuous Improvement Focus | YES | YES | YES | YES | YES |