



The New Organizational Currency:

Designing Effective Teams

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The New Organizational Currency: Designing Effective Teams

Executive Summary

Teams are essential for accomplishing business goals in today's work environment. Businesses are becoming increasingly reliant upon teams for solution finding and production. Additionally, virtual teams are increasing in acceptance and popularity, as five million employees are projected to work remotely by 2016.¹ Based on these trends, research is warranted in exploring teams. What are the characteristics of effective work teams? What challenges are teams faced with today? Are there uniquely important aspects which distinguish effective virtual teams from effective face-to-face teams?

The Human Capital Institute (HCI), along with research partner Knightsbridge Human Capital Solutions, explored the current state of teams in today's organizations. HCI surveyed more than 250 professionals, ranging from individual contributors to C-level executives at mid-sized to large organizations, of which 86 percent are located in North America. From the quantitative survey, interviews with thought leaders, and secondary research, the following results were revealed:

- **With most teams, there is room for improvement.** While 92 percent of employees believe teams are important for organizational success, only 23 percent believe their teams to be very effective.
- **There are more remote workers today than ever before.** Half of survey respondents indicate they work in virtual teams at least 50 percent of the time.
- **There are no differences in what makes virtual versus face-to-face team members effective.** Effective virtual work teams are not significantly different from face-to-face work teams in terms of effective attributes. The ability to listen well, be receptive to feedback and be a problem-solver

were the most frequently listed attributes critical for effectiveness in both face-to-face work and virtual teams.

- **Poor communication and lack of clearly defined roles and responsibilities are the top challenges reported by team members.** These challenges were the highest reported for virtual teams and face-to-face teams, including effective and ineffective teams.
- **There are three accepted ways to address team challenges.** Identifying a common team goal, developing open communication, and clarifying roles and responsibilities are the most effective ways of addressing work team challenges.

Research Methodology

This research was conducted by the Human Capital Institute (HCI) in partnership with the Leadership Solutions practice partners at Knightsbridge Human Capital Solutions. An online survey was distributed to HCI members and HR practitioners in August-September 2013, and 255 participants completed the survey. The majority of respondents are North American (86 percent), and work in the Human Resources (HR) function of their organization (63 percent) or Executive Management (14 percent). These research findings form the basis of this report and are summarized below. Additional information and quotes from relevant secondary sources and in-depth qualitative interviews with subject-matter experts also informed our findings and are featured. Among the practitioners and thought leaders interviewed for this report:

- **Erika Duncan**, Vice President, Human Resources, Metro Health
- **Liane Davey, Ph.D.**, Vice President, Team Solutions, Knightsbridge Human Capital Solutions
- **Lisa George**, Vice President of Global Talent Management, Cardinal Health
- **Natalie Allen, Ph.D.**, Department of Psychology, Western University in London, Canada

Definition of Key Terms

- Face-to-face teams share the same physical space at work.
- Virtual teams are those that have one or more members who do not share the same physical space.

“Oftentimes, people mistakenly assume that putting several people in a room together to brainstorm will result in the best and most innovative ideas. But in fact, the empirical evidence tells us otherwise and suggests that individuals should first work alone to come up with their own ideas and then come together to share and discuss as a group. This process yields the most and best set of ideas.”

—NATALIE ALLEN,
PH.D., DEPARTMENT OF
PSYCHOLOGY, WESTERN
UNIVERSITY IN LONDON,
CANADA

The Sometimes Sad Reality of Teams

In the past few years, there has been much talk about the multiple forces at play in the workforce: changing demographics, more mobile talent, globalization and the advancement of social technologies among many others. The business objectives have shifted in the midst of these changes, and the way in which goals are accomplished has also been altered—notably, through the increased use of and reliance on organizational teams. “As the manufacturing economy has decreased and the knowledge economy has taken root, teams have become the new machines of business,” Liane Davey, Ph.D., Vice President of Team Solutions at Knightsbridge Human Capital Solutions, said. “We use teams to bring together disparate ingredients, filter suggestions and accelerate progress—this is why teams are so critical. They are the simple unit of production.”

Simultaneously, organizational workforces are becoming increasingly dispersed and schedules more flexible, resulting in more remote workers and a rise in virtual teams. In this midst of such changes, how can organizations best leverage the skills and performance that great teams are able to offer? What are the unique challenges to working with remote colleagues and displaced teams, and what are the benefits?

We look to teams today to accomplish a range of goals, and often turn to the creation of teams or “task forces” to deal with any number of issues that need handling. The thinking behind this shift is valid: a group of smart and dedicated individuals with a variety of skills will be able to find a better solution to a problem faster than a single person. And yet, this increased reliance on teams comes at a great risk when certain considerations are not addressed. When mismanaged or poorly assigned teams do work, they can end up harboring more competition than creativity, produce more frustration than facilitation and all at the expense of more time and energy than it would take an individual person to complete the task. In fact, in her book *You First*, Davey reminds us that one of the most valuable tenets of teamwork—brainstorming—is discredited when a team is inefficiently staffed, as illustrated by a body of research.²

What makes one team extremely effective versus one that is not? What tasks lend themselves to a team solution and why? It is critical that leaders today pay more attention to what differentiates a good team from a great one to leverage that information for the benefit of the business. There needs to be a clearer understanding of how teams are used in business today and what steps can be taken to maximize that use. As we push toward more team tasks and organizations that rely on them, there is a stronger sense of urgency around recognizing the significance of teams and appreciating the best ways in which they can be positioned to accomplish organizational goals.

Teams in the Workplace

Today, more teams are used in organizations than ever before. From task force teams assembled to solve a particular problem³ to entire departments that function in a team structure, the frequency and reliance on teams continues to increase. The structure and support that teams offer contribute to their productivity. Effective teams may account for the outstanding performance of individual employees. According to a *Forbes* article, 46 percent of a sample of high performing investment analysts were unable to replicate their performance at a different investment bank (i.e. with a different team), even after five years.⁴ One Training & Development article stated that organizational leaders intend to use even more teams in the future, and especially those that leverage remote workers.⁵ Erika Duncan, Vice President of Human Resources at Metro Health, commented on the new reality of teams within organizations:

Teamwork has become more purposeful in the market. There is a broader understanding that an assembly line isn't the only way to have a team, and there are many more intangible skills that individuals can offer. The construct has changed—teams are now more cross functional than linear in nature, which both increases their breadth and depth, but also results in more communication challenges and power differentials.

Thus, in the midst of these shifts, many workers and leaders indicate unhappiness with the performance of their team(s) today. One scholarly journal article remarked, “Managers often lament that relatively little is known about the effectiveness of team leadership styles and the organizational conditions most conducive to team performance in project environments that are geographically dispersed across national borders, operating in technological complex, culturally-diverse, multi-national environments.”⁶

When we asked respondents about the effectiveness of their teams, the results were similarly dismal (see Figure 1). While more than nine of ten respondents agree that teams are critical to organizational success, less than a quarter rate their teams as ‘very effective,’ indicating clear room for improvement and prompting hard questions about the reasons for such a discrepancy.

Figure 1. Percentage of respondents to the questions: “How critical do you think teams are to organizational effectiveness?” and “Thinking about your immediate team, how effective is it in achieving its goals and objectives?” (n=256)



Similarly, one third of all respondents report that their immediate team leader is not effective at managing the critical processes, goals and team members, which are critical to success. As the knowledge economy continues to thrive and the growth of people managers and use of teams also increases, the need for leaders who can effectively and productively manage a team of individuals becomes even greater. Organizational leaders need to determine what steps need to be taken to support this initiative, and one practitioner argues it is a task that should not be taken lightly. “Management cannot expect to create a unified project team, working seamlessly across borders and cultures, by simply issuing work orders, project summary plans or management guidelines,” he wrote.⁷ Recognizing and addressing failures of team leadership should be a more thoughtful and time-intensive process if it is going to be done effectively.

The Myth of Different Team-Types: Virtual vs. Face-to-Face

One of the hallmark issues facing organizational teams today are the nuances in time and place that affect them. Namely, the prevalence of mobile talent, flexible schedules and an increased reliance on the cloud has resulted in record numbers of employees who are remotely located, resulting in more virtual teams. This arrangement can describe teams that have one or more members who do not share the same physical space. The use of virtual teams in organizations is likely to continue in the future because they are a cost-efficient practice and because of the positive performance reported from real virtual teams.⁸ The logistical issues of virtual work, such as time zones and cultural differences, can be a problem for anyone working virtually, but for those who are part of a team, such issues can become easily magnified and result in poor communication, misinformation, and uneven distribution of work tasks.

On the other end of the spectrum is the traditional face-to-face team of individuals, which operate in a shared environment with some regularity established through similar hours and routine meetings. Because logistics pose less of a problem in these arrangements, face-to-face teams are more apt to using personal communication in solving problems as opposed to virtual teams, who use more task-oriented communication.⁹ As a result, face-to-face team members have more opportunities for developing interpersonal relationships with their teammates.

To establish a better idea of how often face-to-face teams are used relative to virtual teams, we asked respondents how often they routinely work on each (see Figure 2). While our data show that the majority of respondents (58 percent) are most often involved in face-to-face teams, 50 percent say they are also involved in virtual teams half of the time or more often, and 48 percent of respondents are regularly part of both face-to-face and virtual teams. A large body of secondary research underscores this finding, and the future growth of virtual teams. One report found that virtual

“In a virtual team, over-communicating needs to be a norm to compensate for the lack of shared physical space and body language that can be missed. Thankfully, with technology, it is a lot easier now—to make sure people feel included and messages aren’t lost. When working on a virtual team, it’s really important to consider everyone who is outside the office. There is a level of camaraderie and friendship that can be fostered in person that is harder to achieve on a totally virtual team, so it’s helpful to try and make up for that in other ways.”

—LISA GEORGE, VICE
PRESIDENT OF GLOBAL
TALENT MANAGEMENT,
CARDINAL HEALTH

Figure 2.

To what extent do you work in a face-to-face team in your current position? (n=169)

To what extent do you work in a virtual team in your current position? (n=155)

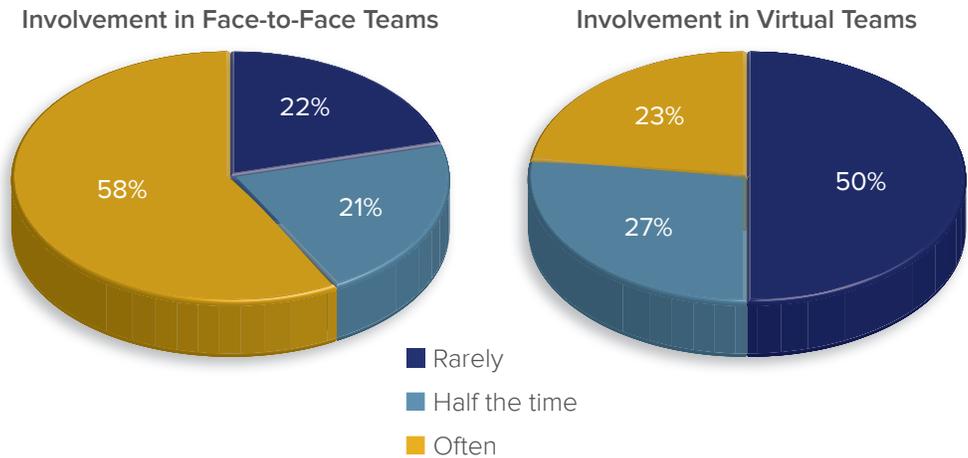


Figure 2 displays the percentage of respondents who indicate the frequency to which they work in face-to-face teams and in virtual teams. ‘Often’ in these pie charts refer the response options of ‘Most of the time’ and ‘Always’.

“Context cannot be underrated when it comes to teams, and context is largely determined by the medium of communication you are using. With virtual teams, you’re usually using a communication medium that is saying ‘go fast’—video conferences, Webex meetings, conference calls. Without any buffer of human interaction and small talk, there is something about these mediums that connote ‘Go! Move fast!’ Compensating for those differences is a little more complicated, but it just requires some thought and permission to go more slowly. To say for 10 minutes, we’re going to talk about our weekend or the baseball game last night. We have to counteract these communication mediums that send a depersonalizing signal.”

—LIANE DAVEY, PH.D.,
VICE PRESIDENT, TEAM SOLUTIONS, KNIGHTSBRIDGE HUMAN CAPITAL SOLUTIONS

In the midst of such growth of virtual teams, we asked respondents to elaborate on the greatest challenges and benefits of working on a virtual team versus a face-to-face team (see Figure 3). Significant benefits to working virtually are increased autonomy, the ability to work anywhere, flexibility in scheduling, work/life balance and low cost. Cited as both a benefit and a challenge are cultural differences, developing a routine, establishing trust and accountability and team cohesion. Identified as distinct challenges facing virtual teams are differences in communication styles, tracking productivity, equal work distribution, time zone differences, lack of face-to-face contact, feeling like you are always on the clock, language barriers, and intrusion between work life and home life. Many of the elements that make virtual work so appealing are the very elements that also make it challenging at times. Organizations—and individuals—would be wise to consider all of the factors that influence virtual work before embarking on such a path. In the formation and maintenance of virtual teams, it is also worth monitoring some of those elements identified by respondents.

We hypothesized that distinct differences between virtual and face-to-face teams would emerge in this research, but found the opposite to be true. In fact, we found no differences between the top elements of virtual teams and the top elements of face-to-face teams, demonstrating a shift that has occurred in the past few years. While a large body of research underscores the unique attributes of virtual workers and steps to address those elements—it would seem that such differences are overly exaggerated at this point in time. Rather than focusing first on a team-type, we must lead with people and find out the unique elements that drive individual performance. People are the common ingredient on any team, no matter the makeup or location of it.

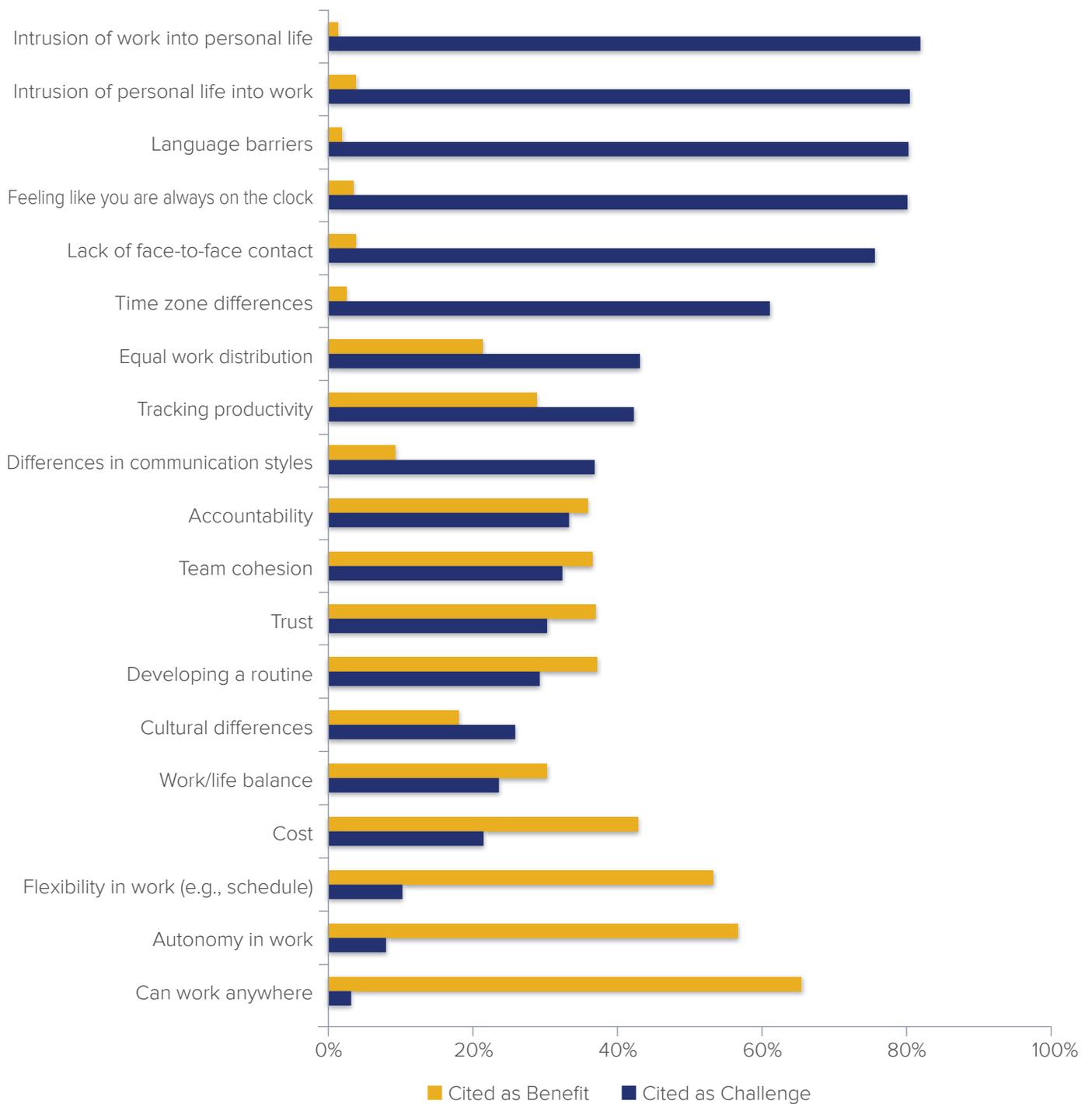


Figure 3. Is the option a benefit or challenge facing the development of effective virtual teams? (n=200-246)

Figure 3 displays the percentage of respondents who indicate whether the option was a benefit or challenge to effective virtual teams. The number of respondents differed for each question and as a whole ranged from 200 to 246. Accountability, cohesion, trust and developing a routine were cited almost equally as benefits and challenges to virtual teams.

Figure 4. Select the top ten individual characteristics needed for effective face-to-face team functioning. (n=255)



Figure 4 is an illustration of the words used by respondents to indicate the individual characteristics are needed for effective face-to-face team functioning. Larger words were cited more frequently. Most respondents selected "Listen well" (81%), "Receptive to feedback" (67%), "Cooperative" (62%) and "Problem solver" (58%).

Figure 5. Select the top ten individual characteristics needed for effective virtual team functioning. (n=255)



Figure 5 is an illustration of the words used by respondents to indicate the individual characteristics are needed for effective virtual team functioning. Larger words in size were cited more frequently. Most respondents selected "Listen well" (76%), "Responsive" (59%), "Receptive to feedback" (54%), "Flexible" (54%), and "Cooperative" (51%).

"If you agree that diversity is critical to teams, then you need to make more room for minority voices... You need to lend your credibility to those who are struggling to be heard. It's much easier for you to help bring attention to a different perspective than for one person to do it alone."

—LIANE DAVEY, PH.D.,
VICE PRESIDENT, TEAM SOLUTIONS, KNIGHTSBRIDGE HUMAN CAPITAL SOLUTIONS, FROM HER BOOK "YOU FIRST," 2013, P. 162-163

Elaborating on this finding further, we asked respondents what the most important characteristics are for effective face-to-face teams and virtual teams. Among face-to-face teams, the ability to listen well, be receptive to feedback, cooperative and be a problem-solver were the most frequently listed attributes critical for effectiveness (see Figure 4).

Similar results emerged when we asked about what attributes are most important for virtual teams (see Figure 5). Among the individual characteristics identified for an effective virtual team are the ability to listen well, be responsive, receptive to feedback, cooperative, flexible, organized and be a problem-solver. While it would seem that responsiveness and reliability become slightly more important in a virtual setting where team members must be held accountable for their contributions without the option of checking in physically, many of the very same characteristics

make both face-to-face teams and virtual teams most effective. This finding again emphasizes a need to change the conversation around team-types, and instead design the dialogue around the people that make up teams.

Challenges to Effective Teams

In addition to determining the individual elements that help create an effective team, our research also sought to uncover some of the most pressing challenges facing organizational teams today. Across every facet we examined—virtual teams, face-to-face teams, teams with effective leadership, teams with ineffective leadership, two challenges were ranked most highly: a lack of clearly defined roles and responsibilities, and ineffective communication. While other challenges were reported, these two issues were most frequently identified by respondents (see Figure 6). One article comments that functional teams are only able to operate at their best when there are specified boundaries in place that define those individuals as working cohesively.¹¹ Additionally, the challenges facing teams elicited a strong response from some practitioners. Duncan elaborated on the need for better and more comprehensive communication within teams:

Communication is a perennial challenge throughout organizations, but it becomes more critical when project completion is dependent on good communication among team members. To that end, people need to be more aware of what methods they are using to send messages. You need to communicate the way in which the receiver needs to hear the message; not the way you as the sender wants to communicate.

Beyond communication and poor understanding of team roles, there are several other challenges facing effective organizational teams that were cited frequently by respondents. These other barriers include inefficient team leadership, failing to understand group dynamics and a lack of understanding about the skills and abilities of team members. Davey elaborated on the need for conflict within effective teams and group dynamics, but also warned about the risk organizations and leaders take when the conflict is mismanaged or poorly directed at people rather than issues:

Productive conflict is an element of any great team. Bad teams have either unproductive conflict—they yell at each other, don't listen, make it personal, etc. or most commonly, they don't have enough conflict. We have to teach people to be comfortable being uncomfortable. And generally speaking, we don't. Instead we back away and gossip and reopen decisions through back channels instead of having issue-based conflict.

“You can learn a lot about how effectively a team functions by watching—how they debate. A team that routinely has respectful debate—and where members agree to disagree sometimes is a sign of strength. Good respectful conflict is an element of success; it indicates trust, passion and spirit, which are hard to feign, and are the hallmark foundations of great teams.”

—LISA GEORGE, VICE
PRESIDENT OF GLOBAL
TALENT MANAGEMENT,
CARDINAL HEALTH

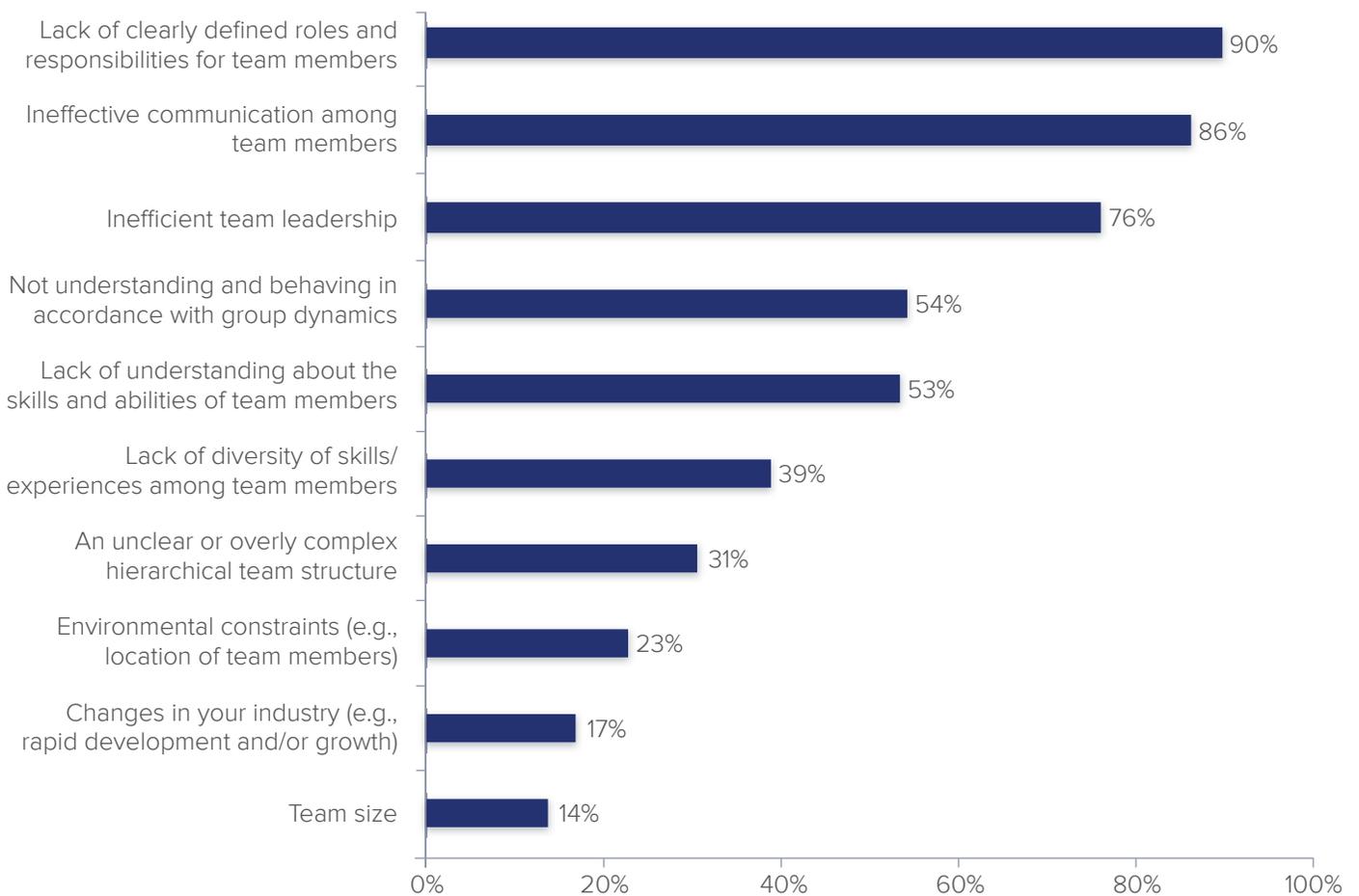


Figure 6. Which of the following are the top five critical challenges facing the creation and management of effective teams? (n=255)

Figure 6 displays the percentage of respondents who selected the top five critical challenges facing the creation and management of effective teams. Team size, industry changes and environmental constraints are not challenges to most teams.

Addressing Team Challenges

Identifying the key barriers facing effective organizational teams helps shed some light on where organizations and leaders can next focus their efforts. But beyond detecting the problem is designing a solution to address it. Duncan elaborated on this vital step in the process. “Addressing teams head on—both their challenges and their successes—is important, but what that looks like will (and should) look different in every company,” she said. In this vein, we asked respondents about the most effective team-building strategies they use (see Figure 7).

While some are more obvious than others, each strategy correlates with one of the challenges identified by respondents. Most notably, there are three team-building strategies that the most effective teams capitalize on:

- 1. Identify a common team goal.** While this strategy seems simple to implement, in practice it can be much more difficult. Organizations and leaders need to be proactive when they decide to establish a team, and that requires forethought

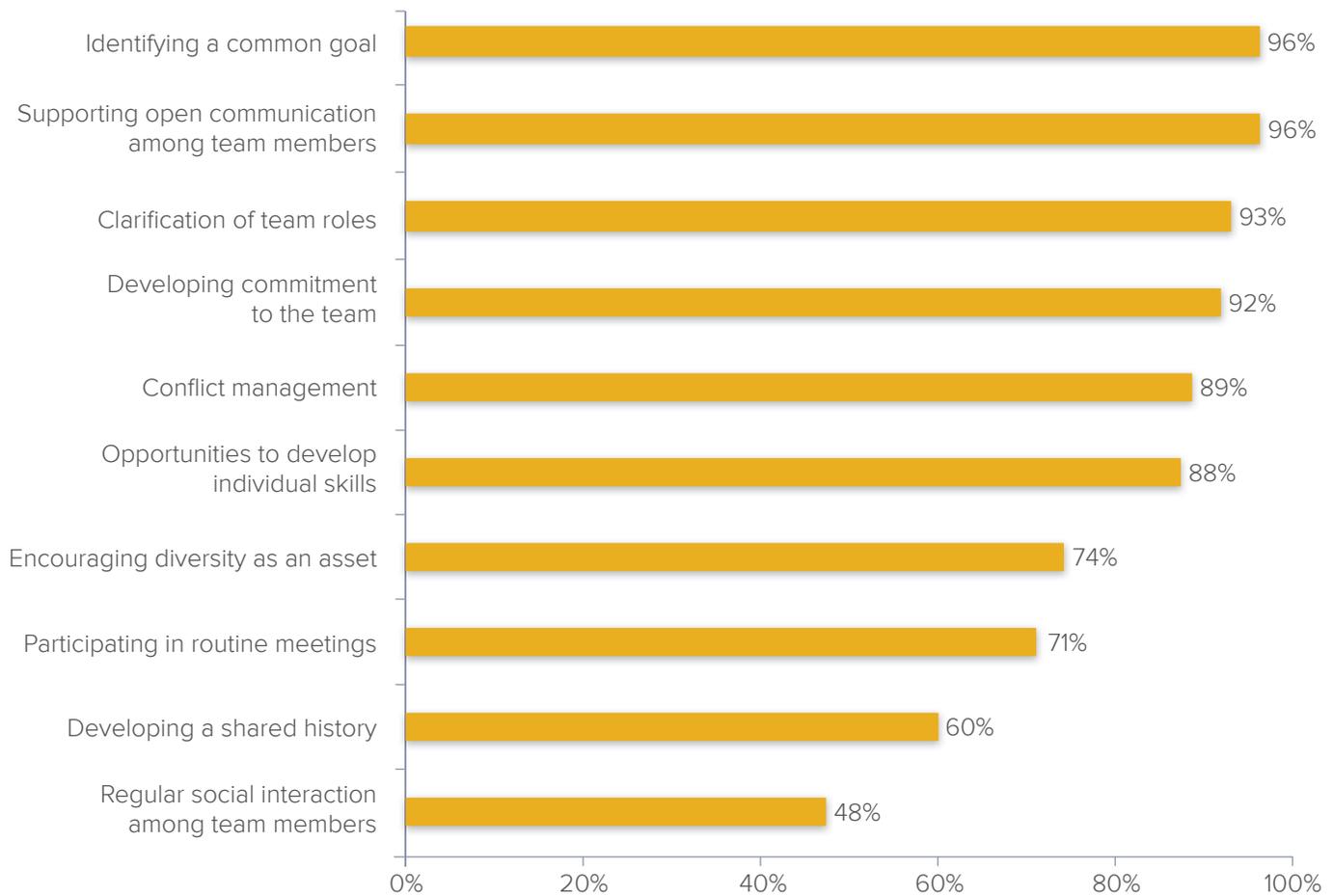


Figure 7. Which of the following team-building strategies do you think are most effective? (n=255)

Figure 7 displays the percentage of respondents who report the team-building strategies are “Effective” or “Very Effective”. Identify a common team goal, develop open communication and clarify roles and responsibilities are effective ways of addressing work team challenges.

and planning. What is the goal of this team? Can it be clearly and quickly articulated? Duncan elaborated on this critical and initial step that sets the tone for the life of the team moving forward. “Teams need to present a united front and that begins with clear, shared outcomes determined at the onset of a project,” she said. “Common goals, and agreement with and commitment to those goals, are critical to success. Being in unison outside of the room is what builds trust, transparency, and accountability.”

2. Develop open communication. No matter how a team is structured—face-to-face, virtual or a combination, effective communication is a fundamental key to success. Open lines of dialogue pave the way for productive conflict, trust, increased diversity, and innovative, creative thinking. The risk is great if open communication is not fostered, as Davey remarked. “Building diversity and trust on a team is a big challenge...it’s a lot easier to say ‘he’s not like us’ and move along, than it is to fill a team with different types of people that might slow things down. But if we really want to have great teams, we need that diversity, and we

“Team maintenance and continually keeping everyone focused on the task is critical. It’s only natural that over time, team members will ‘take turns’ being a little bit less engaged than the next person. Keeping things on an even keel—sustainable enthusiasm, balanced conflict, equal distribution of work and team coordination—is the ultimate challenge.”

—NATALIE ALLEN, PH.D.,
DEPARTMENT OF PSYCHOLOGY,
WESTERN UNIVERSITY IN
LONDON, CANADA

need to value those different perspectives; to see differences as complimentary and not just causing friction.” Open communication is one of the hallmarks of the most effective and productive organizational teams.

3. Clarify roles and responsibilities. A secondary part of establishing a common team goal is a clear understanding of how each team member will contribute to that objective. Though it may seem an obvious part of the process, teams may suffer from a lack of understanding about their individual roles, which can easily result in frustration, feeling useless, or feeling competitive with other team members. This issue can become especially magnified in bigger projects or ones with higher stakes. “Project success depends on effective multidisciplinary efforts, involving teams of people and support organizations interacting in a highly complex, intricate and sometimes even chaotic way,” one practitioner wrote. “[The] process requires experiential learning, trial and error, risk taking, and cross-functional coordinating, a complex process that is being seen by many managers as fuzzy [and] difficult to describe.”¹² The uncertainty of business today all but requires that the structures around work like teams are more deliberately designed and communicated to all parties involved in them.

Conclusions and Recommendations

The increased use and reliance on organizational teams is a workforce trend that is here to stay, and one that continues to grow.¹³ As business tasks and objectives have shifted, so too has the way in which the work is accomplished. Progressively, organizations and leaders are focusing on task forces and the creation of smaller, task-oriented teams to accomplish goals quickly and effectively. Complicating this change are the many nuances that can accompany such groups. Distance, work styles, leadership, time zones, cultural differences and many other factors affect how a team functions and whether or not team members are positioned to consistently give their best work. One practitioner put it succinctly: “Culturally-diverse teams are intrinsically complex, highly dynamic and continuously changing.”¹⁴ In order to best leverage the skill and productivity a team can provide, organizations and leaders need to better understand how to build and maintain nimble, flexible and effective team structures, no matter the types of challenges they face.

In addition to exploring the different team types that exist in organizations, this research helps illuminate the most common barriers facing effective organizational teams today and provides concrete tips to address those issues. Among the lessons learned from this research are several key questions leaders should field when analyzing current or future teams within their business.

Focusing on these questions will help organizations and leaders maximize the use and productivity of organizational teams. Ultimately, a revitalized process of designing teams, addressing challenges, and implementing team-building strategies will result in increased goal achievement and preparedness for the future.

“Teams need to be used much more thoughtfully in business to be effective. The manager needs to ask several questions: What is the task? What are the skills involved? What are the personality skills or traits needed? If you require the multiple skills of multiple people and the task requires people to work interdependently, then use a team. But if not, look for a different work method to accomplish the goal at hand.”

—NATALIE ALLEN,
PH.D., DEPARTMENT OF
PSYCHOLOGY, WESTERN
UNIVERSITY IN LONDON,
CANADA

Is this issue best addressed by a team?

Though simple, this is a critical question that is often neglected. Rather than rushing to create a team or task force to solve every organizational problem, leaders need to determine how the use of a team could help—or hinder—achieving a particular goal. Certain tasks are better left to individuals, where others more clearly require multiple perspectives and skill-sets. “No organization can see the future, but knowing what outcomes you want to achieve should form in the beginning of any conversation. Upfront clarity is vital in establishing effective teams,” Duncan said.

What are the distinct roles and responsibilities of each?

As indicated by our data, confusion around team roles and responsibilities is a large source of frustration. An inherent part of the team-building process is distinguishing what every member will bring to the table, and how the amalgamation of those skills contributes to the end goal, a topic that Lisa George from Cardinal Health elaborated on. “Highly collaborative, productive teams are all about the people,” she said. “If you have the right people in the right roles together on the right team, you can harness the collective skills of each person. That leads to richer thinking, productive debate and outcomes that include contingency plans—to deliver the best results possible.”

How is information disseminated within the team?

In this day and age, the communication channels available are practically limitless, and yet, it is an area that every organization struggles with. Focus on the frequency of communication and the necessity of collaboration before determining how the team will communicate with one another. Consider standing meetings, online discussions, chat interfaces and conference calls.

What steps are taken to ensure diversity of thought and action?

The greatest teams are made up of individuals that offer different perspectives and skills, yet are respectful of each others’ opinions. “Diversity is crucial in successful teams, but diversity without a strong sense of underlying trust and communication is a powder keg,” Davey said. “It’s critical that we have diversity built on a foundation of trust.” Having diversity of thought and action on a team paves the way for healthy discussion and debate, and ultimately, results in better, more innovative and creative solutions.

What specific team-building strategies are used to sustain effectiveness?

Equally as important as assembling the right team is implementing methods to ensure the team remains cohesive and productive. Define the team-building strategies that can be used to ensure team solidarity and can help a team regroup when unexpected issues arise or changes are made.

Appendix A: About the Research Partners



The Human Capital Institute

HCI is the global association for strategic talent management and new economy leadership, and a clearinghouse for best practices and new ideas. Our network of expert practitioners, Fortune 1000 and Global 2000 corporations, government agencies, global consultants and business schools contribute a stream of constantly evolving information, the best of which is organized, analyzed and shared with members through HCI communities, research, education and events. For more information, please visit www.hci.org.



Knightsbridge Human Capital Solutions

Knightsbridge is a human capital solutions firm that truly integrates the expertise of finding, developing, and optimizing an organization's people to deliver more effective solutions to maximize their investments in people and delivering better performance. Knightsbridge was created from its inception to be different, by bringing together teams of specialists with a broader integrated perspective across recruitment, leadership and organizational development, learning, and career and workforce management. These specialists challenge our clients' assumptions and work as a team to accurately diagnose the underlying issues limiting organizational performance. The result is more objective advice and multi-faceted solutions that are customized and implemented based on a client's specific needs, making them more effective and reducing costs by eliminating redundant investments. Knightsbridge helps organizations strengthen the capability of their people to deliver results. www.knightsbridge.com

About the Author



Aubrey K. Wiete, MA is a Senior Research Analyst at the Human Capital Institute in the Organizational Development and Leadership Practice Area, where she focuses on conducting research to help professionals learn more effective ways to support and manage human capital talent. Most recently, she has authored reports on the new convergence of talent mobility and how organizational cultures can drive high performance. Aubrey's other areas of interest include using robust onboarding programs to jumpstart employee engagement, and how workplace teams function most effectively. She earned a bachelor's degree from Saint Louis University and a Master's degree in Organizational Communication from the University of Kentucky. Aubrey is based in Cincinnati, Ohio where she enjoys shoes, writing, Scrabble, (occasionally) running, and spending time with her family.

Appendix B: Respondent Demographics

AGE	
18-33 years old	8%
34-50 years old	43%
49-66 years old	46%
67 + years old	2%
GEOGRAPHIC REGION	
North America	86%
Central/South America	0%
Africa	3%
Middle East	1%
Asia/Pacific	5%
Europe	4%
FUNCTIONAL AREA	
Human Resources / Recruiting	63%
Executive Management	14%
Other	13%
Operations	4%
Marketing & Sales	3%
IT	2%
Finance/Accounting	1%
Research and Development	1%
LEVEL OF SENIORITY	
Manager/Team Leader	35%
Director	25%
Vice President	11%
Team Member	11%
C-level (CEO, CHRO, CIO, etc.)	7%
Analyst	5%
Other	4%
Executive Vice President/Senior Vice President	2%
NUMBER OF EMPLOYEES	
Less than 100	15%
101 - 499	18%
500 - 999	4%
1,000 - 2,499	14%
2,500 - 4,999	7%
5,000 - 7,499	8%
7,500 - 9,999	4%
10,000 - 19,999	10%
More than 20,000	22%

2012 REVENUE	
Less than \$10 million	20%
\$10 - \$50 million	12%
\$50 - \$100 million	6%
\$100 - 500 million	12%
\$500 - 750 million	4%
\$750 - 1 billion	7%
\$1 - 10 billion	26%
\$10 - 50 billion	7%
\$50 - 100 billion	2%
More than \$100 billion	4%
CURRENT ORGANIZATIONAL EMPLOYEE TENURE	
Fewer than 6 months	3%
7 -11 months	9%
1 - 3 years	28%
4 - 6 years	20%
7 - 10 years	17%
11 - 15 years	11%
More than 15 years	12%
INDUSTRY	
Business/Professional Services	14%
Financial Services/Real Estate/Insurance	12%
Other	12%
Government	9%
Health care	8%
Non-Profit	7%
Auto/Industrial/Manufacturing	6%
Chemicals/Energy/Utilities	6%
Retail	4%
Telecommunications	4%
Education	3%
IT Hardware/Software	3%
Aerospace & Defense	2%
Bio/Pharmaceuticals/Life Sciences	2%
Construction	2%
Higher-Education	2%
Food & Beverage/Consumer Goods	2%
Transportation/Warehousing	2%
Media & Entertainment/Travel/Leisure	1%
Travel	1%

Appendix C: References

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