

ACKNOWLEDGMENTS

A book is a complex project. We have been blessed with the help of many people who are our colleagues in trying to understand the new organizational phenomenon of virtual teams.

Jim Childs, our editor and publisher on our last two books and our publisher once again on this one, was the first to express interest in the book. This long collaboration continues to inspire us. Jeanne Glasser, our editor, has been an enthusiastic source of energy and encouragement. Publishing with the nearly two-centuries-old John Wiley & Sons is an honor.

Reuben Harris, chair of the Department of Systems Management at the Postgraduate Naval Academy and a dear friend, gave us early and invaluable guidance on how to approach this topic. Bob Buckman of Buckman Laboratories calls Reuben “America’s best-kept business secret.” Perhaps we can help put an end to that secret.

A group of devoted people took the time to line edit the manuscript for no reason other than that the topic interests them. They are the kinds of friends everyone wants. Their hard-hitting queries caused us to write a better book: Kathi Albertini, Frank Alla, Rick Berenson, Don Brown, Curt Crosby, Bernie DeKoven, David Paeper, Pete Rogers, Caryn Siegel, Gary Wheeler, and Peter Wiley. This was the second time Kathi and Frank provided this service to us. And Frank did triple duty—we also interviewed him for the book, as we did Curt, Bernie, and Gary. David and Caryn generously volunteered from afar. Pete, a member of our extended family, did such an extraordinary job as an editor that he may have yet another career in his future. Peter went far beyond the call of duty. Abiding thanks to all of you.

Cathy and Ron Cordes, colleagues and dear friends, were unwavering in one commitment. Weekend after weekend during the book's writing, they made sure that we ate at least one very delicious meal. They also made us laugh. We use their wonderful product TeamFlow in all our projects. Judy Smith, another extended family member, called innumerable times to ask how it was going, as she has on all our books. For nearly 20 years, she has housed us when we visit our publisher.

As part of our research for this book, we interviewed 75 people. We thank them for the time they took to carefully consider the complex questions that face organizations when people work across boundaries:

Rebecca Adamson, First Nations Development Institute;
Frank Alla, Management Insight Technologies;
Haluk Ariturk, The Acacia Group;
Fern Bachman, Jr., Apple Computer;
Victor Baillargeon;
Larry Banks, Hewlett-Packard;
Erik Boe, Apple Computer;
Antonia Bowring, Women's World Banking;
C. Marlin Brown, Sun Microsystems Computer Company;
Don Brown, NASA/Johnson Space Center;
Harry Brown, EBC Industries, Inc.;
Bob Buckman, Buckman Laboratories;
Peter Buesseler, Minnesota Department of Natural Resources;
Rita Cleary, The Learning Circle;
Camen Criswell;
Curt Crosby, Sun Microsystems Computer Company;
Bill Crowley, SunExpress;
Richard Dale;
Earnest W. Deavenport, Eastman Chemical Company;
Bernie DeKoven, Mattel Media;
Timm Esque, Intel Corporation;
Susen Fagrelus, Susen Fagrelus & Associates;
Mike Fraser, National Oceanographic and Aeronautics Administration;
George Gates, Core-R.O.I.;
David Gibson, SunService;
Al Gilman;

Diane Gilman, Context Institute;
Loree Goffigon, Gensler;
Rogier Gregoire;
Georgene Hanson-Witmer, Boise Cascade;
Nadia Hijab, United Nations Development Programme;
Will Hutsell, Eastman Chemical Company;
Jean Ichbiah, Textware Solutions;
Sture Karlsson, Tetra Pak Converting Technologies;
Rob Lau, Steelcase, Inc.;
John E.S. Lawrence, United Nations Development Programme;
Celestine Lee, SunService;
Ed Lynch, Identity Clark County;
Jim Lynch, Sun Microsystems;
Kathleen Shaver Madden, Foundation for International Nonlinear Dynamics;
Pamela Martin, Apple Computer;
Ginger Metcalf, Identity Clark County;
Arch Miller, Executive Forum;
Jeff Morgan, *Men's Health*;
Charles T. Nason, The Acacia Group;
Ike Nassi;
Dan Nielsen, Voluntary Hospitals of America;
Aron Oglesby, Dance New England;
Lynda Popwell, Eastman Chemical Company;
Leslie Rae, Science Applications International Corporation;
Frank Reece, US TeleCenters;
Dennis Roberson, NCR Corporation;
Charlie Robertson, Red Spider;
Judi Rosen, CSC Index;
Rustum Roy, Pennsylvania State University;
Harry Saal, Smart Valley, Inc.;
Scott Simmerman, Performance Management Company;
Nova Spivack, EarthWeb;
John Steele, Eastman Chemical Company;
Brian Stenquist, Minnesota Department of Natural Resources;
Evelyne Steward, The Calvert Group;
Cane Strahorn, Boise Cascade;
W.R. Sutherland, Sun Microsystems;

Steve Teicher, Apple Computer;
Steve Tromp, First Community Bank/BankBoston;
Alison Tucker, Buckman Laboratories;
Valerie Veterie, Pfizer, Inc.;
Jim Vezina, Carnegie Group, Inc.;
Art Wagner, Blue Sky Advertising/Marketing, Inc.;
Irvania Waters, APM, Inc.;
Linda J. Welsh, Sun Microsystems;
Clay Wescott, United Nations Development Programme;
Gary Wheeler, Perkins & Will/Wheeler;
Scott Woods, SunService;
Yurij Wowczuk, Wheeling Jesuit University;
Tern Yearwood, Minnesota Department of Natural Resources; and
Tom Young, SunService.

Another group provided help in connecting us with our interviewees:
Calvin Colbert, Voluntary Hospitals of America; Rod Cox and Lynn Swartzlander, Executive Forum; George Brennan, Bob Farkas, Debbie Moore, and Lola Signom, NCR Corporation; Patricia Fiske, Worldwide Partners; Alex Kleinman, The Advisory Board Company; Bahman Kia and Jose Cruz-Osorio, United Nations Development Programme; Barbara McConville, Buckman Laboratories; Tony Pribyl, *Men's Health*; and Patricia Sutton and Nancy Ledford, Eastman Chemical Company.

Annie Marascia, who has lived through three books with us, has been tireless—a sophomore in high school when she started with us, she is now a sophomore in college. Lorienne Schwenk has been a talented research assistant.

Nancy Marcus Land at Publications Development Company of Texas has made this book's production a virtual team dream.

Marion Metcalf and Lisa Kimball provided key insights as they both did on our last book. Thank you, sisters. Al Gilman was an early and perceptive contributor to the ideas.

Our clients and their organizations are where we learn the most. We are especially grateful to Steve Teicher and Pam Martin at Apple for many hours spent on various continents exploring virtual teams in practice. Gail Snowden of First Community Bank/BankBoston and Heather

Stoneback of Rodale Press have taught us things we could only know by learning about their organizations. We are also grateful to our many friends at Steelcase, including Bill Miller, Doug Parker, and Kyle Williams. Steelcase makes it possible for virtual teams to work together. Our 15-year connection with The Calvert Group has taught us how values sustain virtual teams. Our colleagues with whom we organized “MassNet: Collaboration for the Commonwealth” showed our local community what can happen when diverse organizations decide to cooperate.

Finally, as has been the case with all our books, our daughters, Liza and Miranda, are the point of it all. Having lived with these ideas since they were born, they know more than anyone.

JESSICA LIPNACK

JEFFREY STAMPS

West Newton, Massachusetts

February 1997