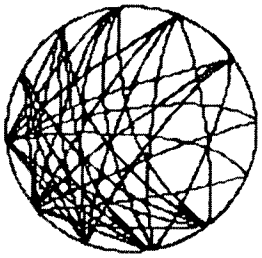
VIRTUAL TEAMS

Reaching Across Space, Time, and Organizations with Technology



JESSICA LIPNACK & JEFFREY STAMPS

JOHN WILEY & SONS, INC.

New York ? Chichester ? Weinheim ? Brisbane ? Singapore ? Toronto

Advance Praise for *Virtual Teams*

"... very well-written, clearly bringing forth the early essence of what I think is the most important foreseeable potential of the erupting digital technology—i.e., enabling rapid evolution of organizational forms representing much-improved species of social organisms. Read it; I think human survival depends upon this."

—Douglas Engelbart, Director of the Bootstrap Institute

"Virtual Teams emphasizes the practical how-to's of interpersonal bonding that allow industry/academic partnerships to utilize the technology of the network to excel as virtual teams."

—Bill Hanson, Industry Co-Director, MIT's Leaders for Manufacturing Program

"Lipnack and Stamps have been thinking about teams and networks longer and writing about them more than most. For those who want to lead the movement, catch up with it, or simply know where it is going, their books are packed with useful information and interesting stories."

—Dee W Hock, Founder and Chairman Emeritus, VISA

"This book provides a long overdue perspective on how to apply the discipline of real teams in the fast moving, increasingly dispersed information age of the future."

—Jon R. Katzenbach, Co-Author of The Wisdom of Teams

"Virtual Teams provides valuable insights into global teamwork and management through network technologies now available to all companies, large or small."

—Jim Lynch, Director, Corporate Quality, Sun Microsystems, Inc.

"Lipnack and Stamps have written an important handbook for the 21st century corporation. It is a practical guide for using the new tools of networking technology to leverage the productivity, efficiency, and genius of teams. For virtual teams, time and space constraints vanish without its members sacrificing their individual contribution, enthusiasm, and interest. Here you will read about the dynamic organizations of the future."

—Regis McKenna, The McKenna Group, Author of Relationship Marketing

"This book fills a big gap in what's available to help teams. Jessica and Jeffrey go beyond the theory on networking people and teams to actual how-to and tools to get the job done. When you are working on multiple distributed projects, you need a reliable process and tool kit."

—William Miller, Vice President, Research and Business Development, Steelcase, Inc.

"*Virtual Teams* is chockful of striking examples of how technology and innovative people are reshaping the way companies compete globally."

—*Lars Nyberg, Chairman & CEO, NCR Corporation*

"Lipnack and Stamps have done it again. Having shown the world long before it became obvious how to use networks of smaller independent companies to outperform bureaucratic giants, they now show us how and when to use virtual teams to overcome the barriers of location, time, and organizational separation. Essential lessons for anyone seeking to be effective in the information age.

—*Gifford and Elizabeth Pinchot, Authors* of The Intelligent Organization and The End of Bureaucracy

"Lipnack and Stamps wrote the original book on networking years ago. While others seem to have recently discovered the possibilities inherent in the convergence of new ways of organizing teams and new communication technologies, they have been working at the bleeding edge for decades. If you want to see where organizational communications are going in the future, heed what these pioneers have written today."

—*Howard Rheingold, Author of* The Virtual Community *and Founder of Electric Mind*

"Virtual Teams is *the* cookbook for the emerging network-based organization. The role models portrayed clearly demonstrate just what can be accomplished when we break down the traditional barriers of space and time. Even already practicing virtual team members will learn new 'tricks' from this marvelous compendium, driving their organization towards even more effective ways of working."

—*Harry J. Saal, Smart Valley, Inc.*

"Jessica and Jeffrey are right on the mark! I have participated on virtual teams for over a decade with the likes of Adobe Systems, Apple Computer, and Oracle Corp. And now with Borland International I interact daily with various teams whose participants are in many functional areas located around the world. A lot of these teams are 'Intra'-Borland, but many are 'Inter'-Borland in that they include participants from other companies, accounting, and consulting firms."

—*Del Yocam, Chairman and CEO, Borland International, Inc.*

VIRTUAL TEAMS

Books by Jessica Lipnack and Jeffrey Stamps

Other Books in This Trilogy

The Age of the Network: Organizing Principles for the 21st Century

The TeamNet Factor: Bringing the Power of Boundary Crossing into the Heart of Your Business

Other Books by the Authors

The Networking Book: People Connecting with People

Networking: The First Report and Directory

Holonomy: A Human Systems Theory *by Jeffrey Stamps*

This test is printed on acid-free paper.

Copyright© 1997 by Jessica Lipnack and Jeffrey Stamps Published by John Wiley & Sons, Inc.

All rights reserved. Published simultaneously in Canada.

Reproduction or translation of any part of this work beyond that permitted by Section 107 or 108 of the 1976 United States Copyright Act without the permission of the copyright owner is unlawful. Requests for permission or further information should be addressed to the Permissions Department, John Wiley & Sons, Inc.

This publication is designed to provide accurate and authoritative information in regard to the subject matter covered. It is sold with the understanding that the publisher is not engaged in rendering legal, accounting, or other professional services. If legal advice or other expert assistance is required, the services of a competent professional person should be sought.

ISBN 0-471-16553-0

Printed in the United States of America

To

Eliza Lipnack Stamps

in honor of her high school graduation and

Miranda Shoket Stamps

in honor of her entry into adulthood