## Virtual and Collaborative Teams: Process, Technologies and Practice

### Table of Contents

Preface ........................................................................................................................................ vi

**SECTION I: MAKE-UP OF VIRTUAL TEAMS**

Chapter I
Virtual Teams as Sociotechnical Systems ................................................................. 1  
*Haydee M. Cuevas, University of Central Florida, USA*  
*Stephen M. Fiore, University of Central Florida, USA*  
*Eduardo Salas, University of Central Florida, USA*  
*Clint A. Bowers, University of Central Florida, USA*

Chapter II  
Effective Virtual Teamwork: A Socio-Cognitive and Motivational Model ................................................................. 20  
*Lynne J. Millward, University of Surrey, UK*  
*Olivia Kyriakidou, University of Surrey, UK*

Chapter III  
Understanding Composition and Conflict in Virtual Teams .................. 35  
*Richard Potter, University of Illinois at Chicago, USA*  
*Pierre Balthazard, Arizona State University West, USA*
SECTION II: LEADING VIRTUAL TEAMS

Chapter IV
Leading from Afar: Strategies for Effectively Leading Virtual Teams ................................................................. 49
Stacey L. Connaughton, Rutgers University, USA
John A. Daly, The University of Texas at Austin, USA

Chapter V
Creating Positive Attitudes in Virtual Team Members ..................... 76
D. Sandy Staples, Queen’s University, Canada
Ann Frances Cameron, Queen’s University, Canada

Chapter VI
Trust in Virtual Teams ................................................................................. 99
Wray E. Bradley, The University of Tulsa, USA
George S. Vozikis, The University of Tulsa, USA

SECTION III: COMMUNICATION IN VIRTUAL TEAMS

Chapter VII
Newcomer Assimilation in Virtual Team Socialization ...................... 115
Gaelle Picherit-Duthler, University of North Carolina at Charlotte, USA
Shawn D. Long, University of North Carolina at Charlotte, USA
Gary F. Kohut, University of North Carolina at Charlotte, USA

Chapter VIII
Negotiating Meaning in Virtual Teams: Context, Roles and Computer-Mediated Communication in College Classrooms .......... 133
Janel Anderson Crider, University of Minnesota, USA
Shiv Ganesh, University of Montana, USA

Chapter IX
The Strategic Use of “Distance” Among Virtual Team Members:
A Multidimensional Communication Model ........................................... 156
Paul M. Leonardi, Stanford University, USA
Michele Jackson, University of Colorado at Boulder, USA
Natalie Marsh, University of Colorado at Boulder, USA
Chapter X
How Hard Can It Be to Communicate? Communication Mode and Performance in Collaborative R&D Projects................................. 174
William H. A. Johnson, Bentley College, USA

Chapter XI
Technology and Virtual Teams................................................................. 193
Sharmila Pixy Ferris, William Paterson University, USA
Maureen C. Minielli, Indiana University-Purdue University at Indianapolis, USA

SECTION IV: EFFECTIVE USES OF VIRTUAL TEAMS

Chapter XII
Virtual Teams and their Search for Creativity ..................................... 213
Mila Gascó-Hernández, Open University of Catalonia, Spain
Teresa Torres-Coronas, Universitat Rovira i Virgili, Spain

Chapter XIII
Virtual Teams in an Executive Education Training Program ............. 232
Martha Reeves, Duke University, USA
Stacie Furst, Louisiana State University, USA

Chapter XIV
Motivational Antecedents, Constituents, and Consequents of Virtual Community Identity ................................................................. 253
Utpal M. Dholakia, Rice University, USA
Richard P. Bagozzi, Rice University, USA

Chapter XV
A Model for the Analysis of Virtual Teams........................................... 269
J. H. Erik Andriessen, Delft University of Technology, The Netherlands
Robert M. Verburg, Delft University of Technology, The Netherlands

About the Authors ................................................................................. 279

Index .................................................................................................... 289