Q1 Which of the following best describes the type of work your team does?
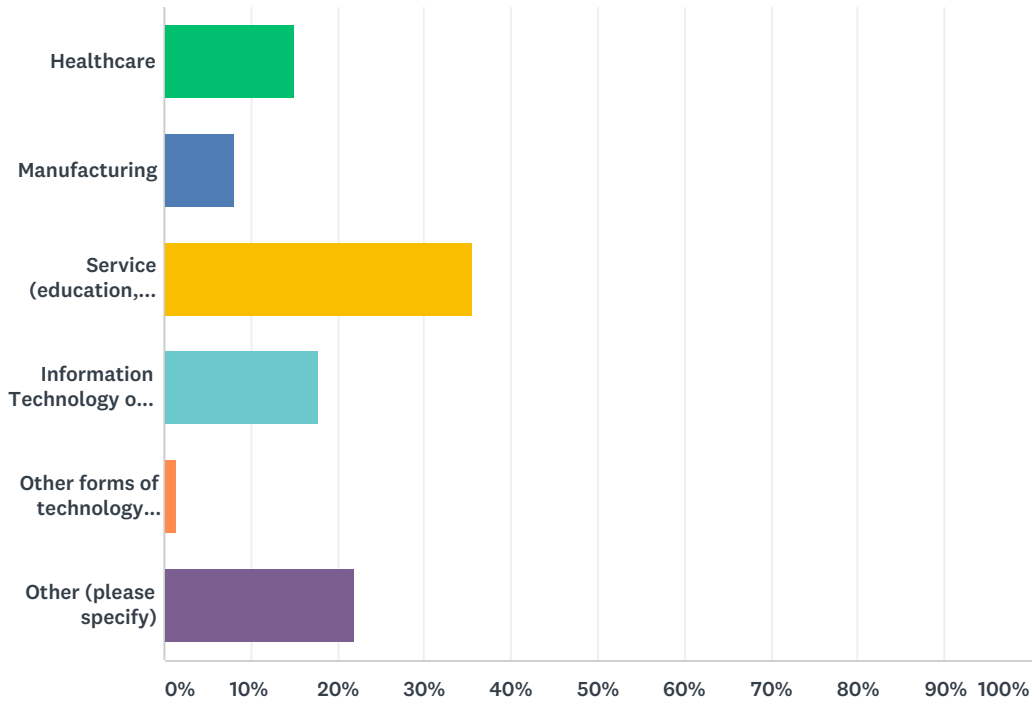
Answered: 73   Skipped: 0

ANSWER CHOICES	RESPONSES	
Healthcare	15.07%	11
Manufacturing	8.22%	6
Service (education, consulting)	35.62%	26
Information Technology or Software Development	17.81%	13
Other forms of technology design or engineering	1.37%	1
Other (please specify)	21.92%	16
TOTAL		73

#	OTHER (PLEASE SPECIFY)	DATE
1	Broadcast technology	1/11/2018 11:34 PM
2	consulting	12/10/2017 3:33 PM
3	Technology & Government	12/8/2017 12:32 PM
4	Construction	12/7/2017 11:40 AM
5	Payroll service outsourcing (category: BPO) or Bsuienss Service	12/7/2017 10:17 AM
6	Sales support - entering orders, prices, rebates	12/7/2017 3:54 AM
7	Automotive distribution & retail	12/6/2017 5:09 PM
8	Sales	12/6/2017 4:27 PM

9	Architecture, Engineering, Construction (AEC industry)	12/6/2017 2:13 PM
10	Organizing an event	12/6/2017 2:01 PM
11	marketing	12/6/2017 1:10 PM
12	Customer Service	12/6/2017 12:41 PM
13	Coaching	12/6/2017 11:55 AM
14	We create animations, virtual reality experiences for healthcare and virtually every other type of business.	12/6/2017 11:39 AM
15	architecure/engineering/construction	12/6/2017 11:24 AM
16	Company is manufacturing but team works on global procurement	12/6/2017 12:24 AM
9	Architecture, Engineering, Construction (AEC industry)	12/6/2017 2:13 PM
10	Organizing an event	12/6/2017 2:01 PM

Q2 If you would like to give the name of your company I will sort the data for those who identify with your company and provide the data only to the members of your company. This is totally optional.
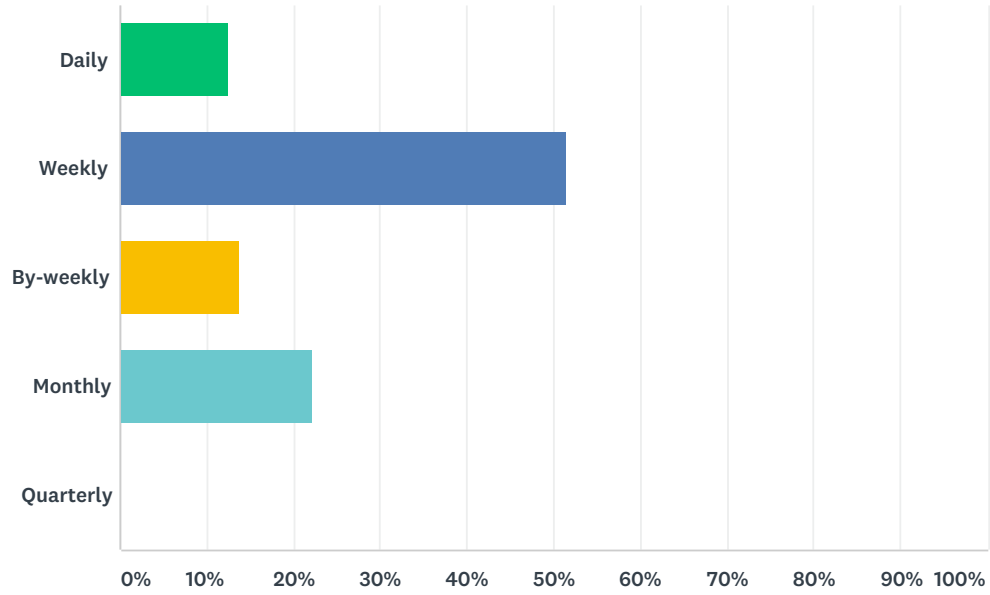
Answered: 43   Skipped: 30

#	RESPONSES	DATE
1	MultiChoice	1/11/2018 11:34 PM
2	Critical Process Systems	12/14/2017 9:21 AM
3	QPIC, LLC	12/13/2017 9:59 PM
4	NATIONAL MANAGEMENT SYSTEMS	12/10/2017 3:33 PM
5	Inova Payroll, Inc.	12/8/2017 4:44 PM
6	no	12/8/2017 1:52 PM
7	(volunteer teachers at group foster home)	12/7/2017 5:57 PM
8	Harman	12/7/2017 10:20 AM
9	Invoa Payroll	12/7/2017 10:17 AM
10	Earth Friendly Products	12/6/2017 7:31 PM
11	Udemy Udemy	12/6/2017 4:27 PM
12	retired World Bank group, kmbs.ua	12/6/2017 3:59 PM
13	Jellyfish Health	12/6/2017 3:55 PM
14	Unum Group	12/6/2017 3:55 PM
15	Raviyah	12/6/2017 2:45 PM
16	Insurance	12/6/2017 2:43 PM
17	GDKMath	12/6/2017 2:22 PM
18	na	12/6/2017 2:13 PM
19	Baha'i summer school	12/6/2017 2:01 PM
20	Deloitte Luxembourg	12/6/2017 1:20 PM
21	Udemy Udemy	12/6/2017 1:10 PM
22	Celestica	12/6/2017 1:07 PM
23	Udemy Udemy	12/6/2017 12:41 PM
24	Udemy Udemy	12/6/2017 12:26 PM
25	OPUS, Inc.	12/6/2017 12:22 PM
26	Udemy Udemy	12/6/2017 12:10 PM
27	Akili	12/6/2017 12:06 PM
28	Udemy Udemy	12/6/2017 12:04 PM
29	-	12/6/2017 11:49 AM
30	Austin Visuals 3D Animation Studio	12/6/2017 11:39 AM
31	SSOE	12/6/2017 11:24 AM
32	LNS Global	12/6/2017 11:07 AM
33	Merck	12/6/2017 10:47 AM

34	The Brazik Group LLC	12/6/2017 10:21 AM
35	VON	12/6/2017 10:18 AM
36	Intergraph	12/6/2017 10:08 AM
37	The Brazik Group	12/6/2017 9:31 AM
38	Optima	12/6/2017 8:53 AM
39	VON	12/6/2017 8:39 AM
40	Warner Electric	12/6/2017 5:30 AM
41	Apax.org.uk	12/6/2017 5:29 AM
42	Sappi	12/6/2017 12:24 AM
43	VON Canada	12/5/2017 9:53 PM

Q3 How often does your team meet?

Answered: 72   Skipped: 1

ANSWER CHOICES	RESPONSES	
Daily	12.50%	9
Weekly	51.39%	37
By-weekly	13.89%	10
Monthly	22.22%	16
Quarterly	0.00%	0
TOTAL		72

Q4 Regarding the responsibility of your team, which is most accurate?

Answered: 73   Skipped: 0
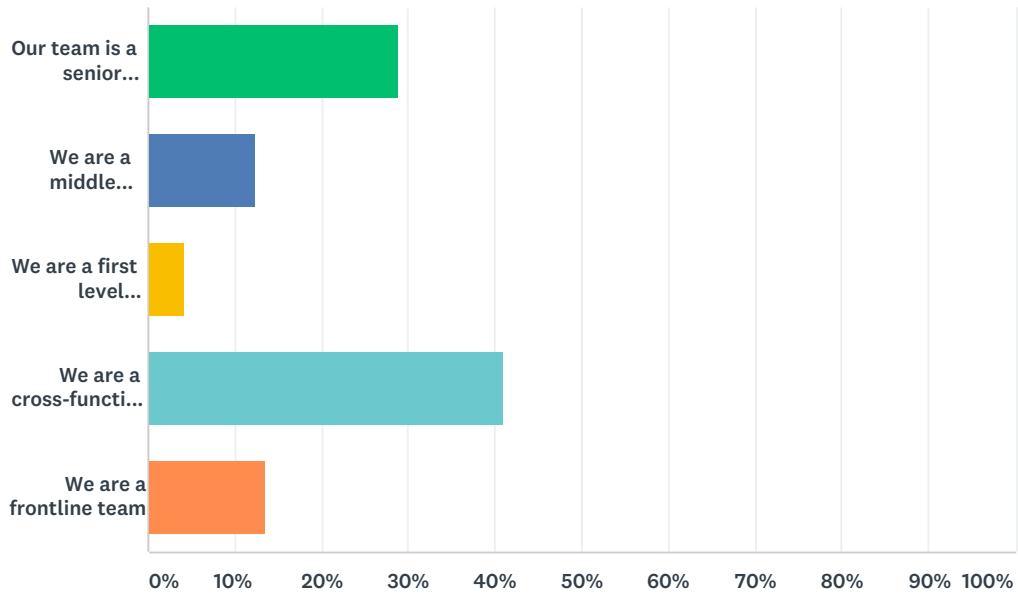
ANSWER CHOICES	RESPONSES	
Our team is a senior management team	28.77%	21
We are a middle management team	12.33%	9
We are a first level management team	4.11%	3
We are a cross-function or project team	41.10%	30
We are a frontline team	13.70%	10
TOTAL		73

# Q5 Which of the following is most true about the team on which you participate?

Answered: 72   Skipped: 1
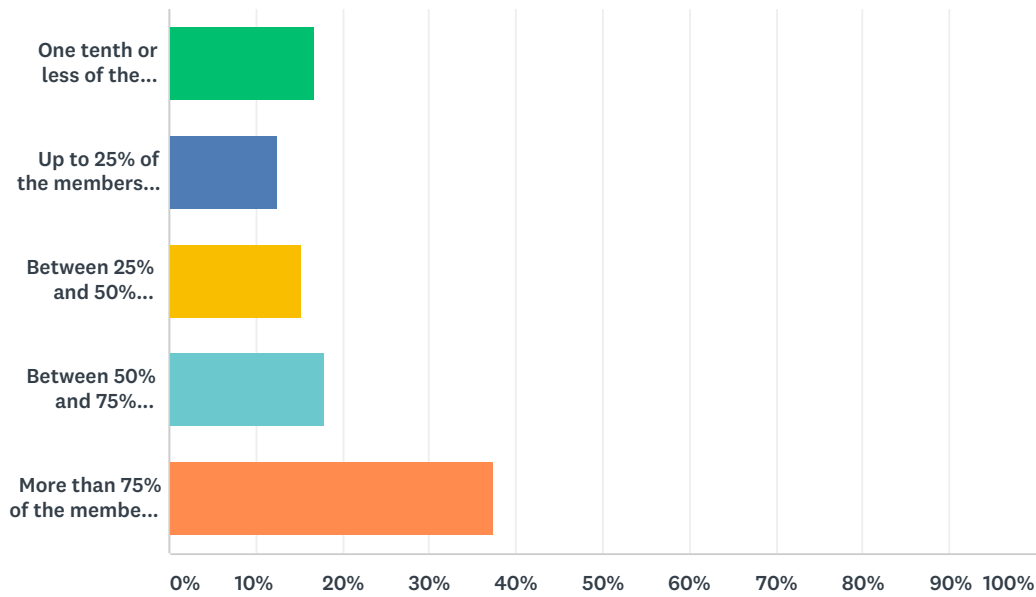
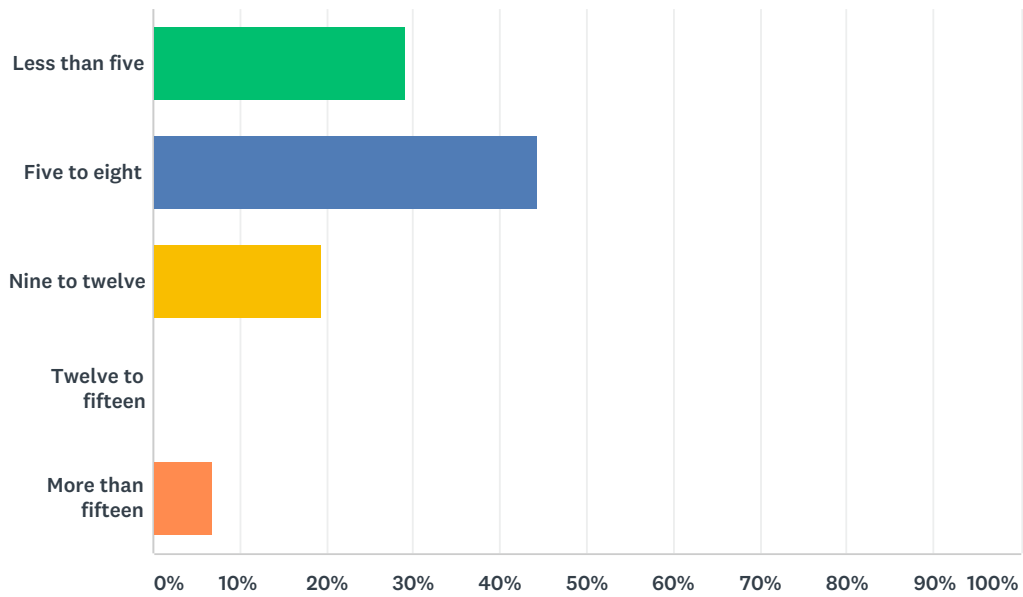| ANSWER CHOICES	RESPONSES	
One tenth or less of the team members participate from a distance.	16.67%	12
Up to 25% of the members usually participate from a distance.	12.50%	9
Between 25% and 50% participate from a distance.	15.28%	11
Between 50% and 75% participate from a distance.	18.06%	13
More than 75% of the members participate from a distance.	37.50%	27
TOTAL		72

Q6 How long has this team been meeting virtually?

Answered: 73   Skipped: 0
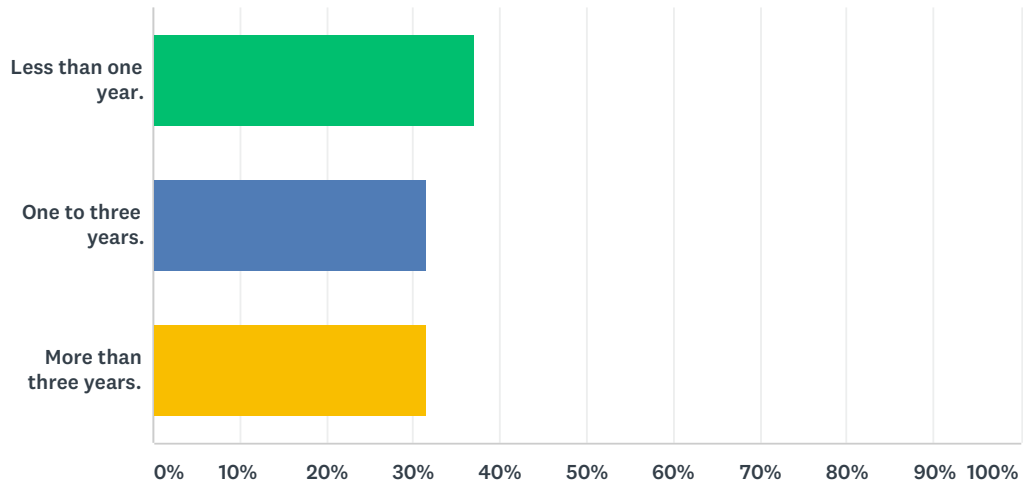
ANSWER CHOICES	RESPONSES	
Less than one year.	36.99%	27
One to three years.	31.51%	23
More than three years.	31.51%	23
TOTAL		73

Q7 How many total members of the team typically meet in your virtual meetings?

Answered: 72   Skipped: 1

ANSWER CHOICES	RESPONSES	
Less than five	29.17%	21
Five to eight	44.44%	32
Nine to twelve	19.44%	14
Twelve to fifteen	0.00%	0
More than fifteen	6.94%	5
TOTAL		72

Q8 What is the most typical length of time for your meetings?

Answered: 73   Skipped: 0
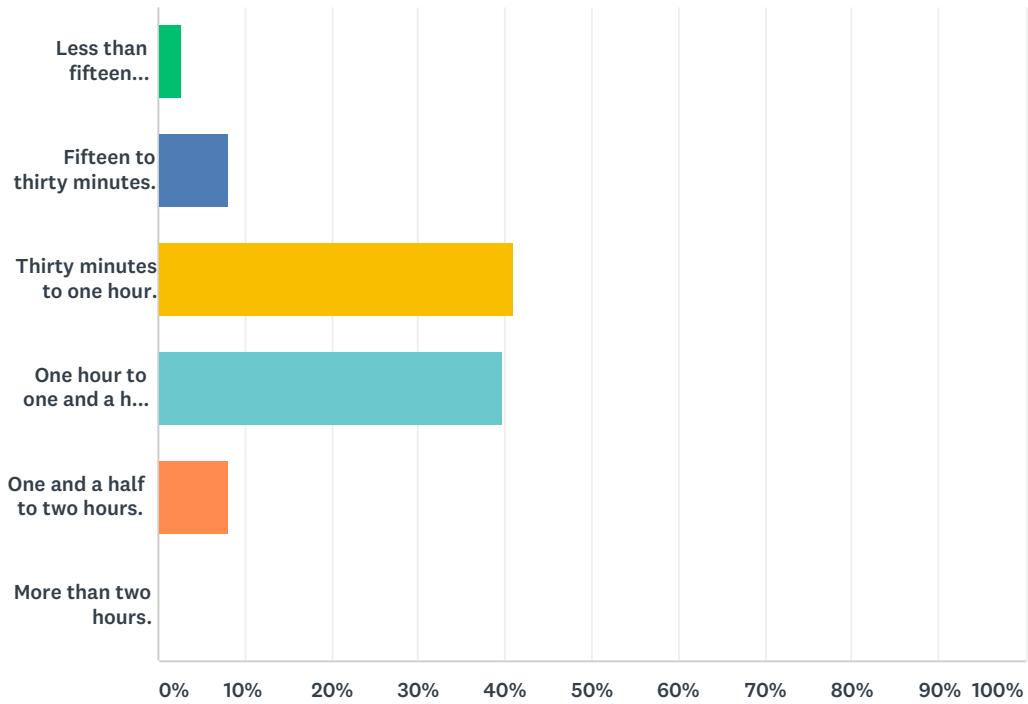
ANSWER CHOICES	RESPONSES	
Less than fifteen minutes.	2.74%	2
Fifteen to thirty minutes.	8.22%	6
Thirty minutes to one hour.	41.10%	30
One hour to one and a half hours.	39.73%	29
One and a half to two hours.	8.22%	6
More than two hours.	0.00%	0
TOTAL		73

Q9 Which software does your team use to enable your virtual meetings?

Answered: 67   Skipped: 6
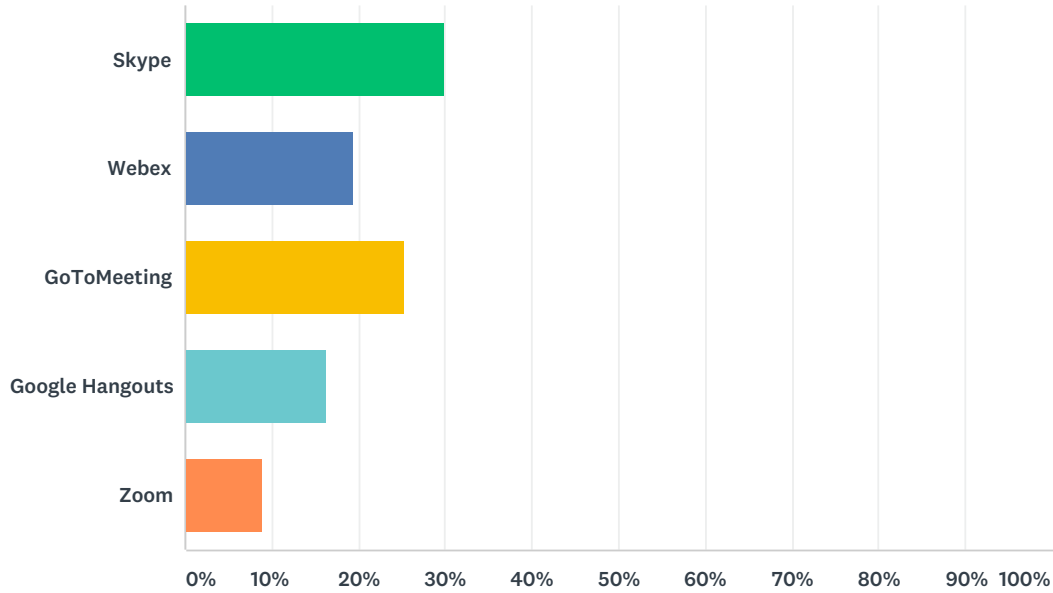
ANSWER CHOICES	RESPONSES	
Skype	29.85%	20
Webex	19.40%	13
GoToMeeting	25.37%	17
Google Hangouts	16.42%	11
Zoom	8.96%	6
TOTAL		67

#	OTHER (PLEASE SPECIFY)	DATE
1	Whats app	1/2/2018 11:00 AM
2	Teams	12/8/2017 12:32 PM
3	email	12/7/2017 5:57 PM
4	Skype, zoom and hangouts depending on need. Prezzi for live idea building	12/7/2017 7:55 AM
5	Mainly share screens and voice on speakerphone	12/6/2017 5:09 PM
6	Adobe	12/6/2017 3:55 PM
7	Video conferencing	12/6/2017 3:48 PM
8	vPlanner or TouchPlan production management software	12/6/2017 2:13 PM
9	Hangouts and GoToMeeting	12/6/2017 12:41 PM
10	Government software	12/6/2017 12:24 PM
11	Skype and GoToMeeting	12/6/2017 12:22 PM
12	We use multiple tools, Skype, WebEx, Zoom	12/6/2017 12:06 PM

13	We use all these depending on number attending and whether or not participants from Europe/Asia/Australia attend	12/6/2017 11:39 AM
14	Phone	12/6/2017 11:27 AM
15	Tried Skype and Webex as well	12/6/2017 10:21 AM
16	We also use Skype, Webex and GoTomeeting ... but Hangout most often	12/6/2017 9:31 AM
17	Lync and use of conference calling facilities	12/6/2017 12:24 AM

Q10 When we use this software we can see each members picture live so we can see facial expressions.

Answered: 73   Skipped: 0
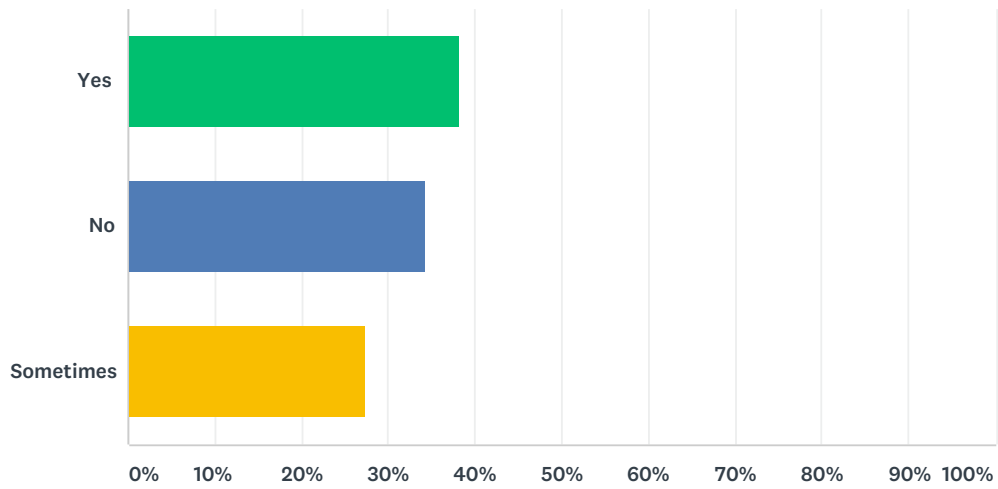
ANSWER CHOICES	RESPONSES	
Yes	38.36%	28
No	34.25%	25
Sometimes	27.40%	20
TOTAL		73

Q11 How satisfied are you with this software?

Answered: 73   Skipped: 0
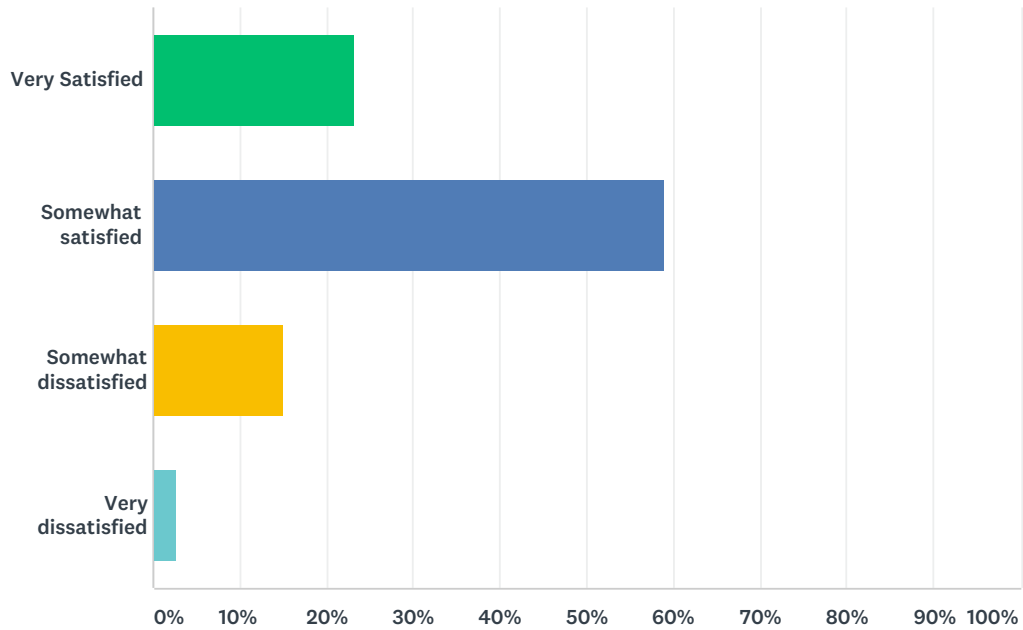
ANSWER CHOICES	RESPONSES	
Very Satisfied	23.29%	17
Somewhat satisfied	58.90%	43
Somewhat dissatisfied	15.07%	11
Very dissatisfied	2.74%	2
TOTAL		73

Q12 Which would you say is the most difficult or problematic aspect of your virtual team meetings?

Answered: 71   Skipped: 2
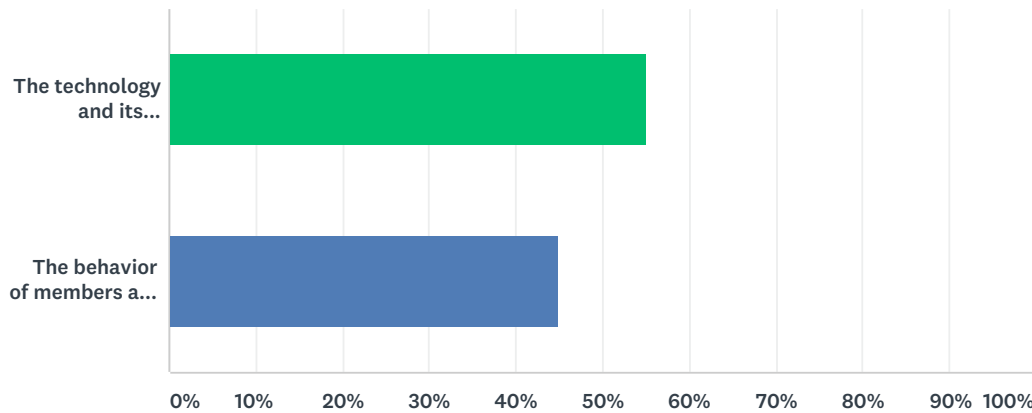
ANSWER CHOICES	RESPONSES	
The technology and its problems.	54.93%	39
The behavior of members and facilitation.	45.07%	32
TOTAL		71

Q13 What is the single greatest problem with your current meeting technology?

Answered: 73   Skipped: 0

#	RESPONSES	DATE
1	It sometimes take up to 15 minutes to get connected	1/11/2018 11:34 PM
2	Dropping off due to internet speeds	1/2/2018 11:00 AM
3	Slow connection	12/20/2017 9:09 AM
4	Disconnections and poor quality in the connection	12/18/2017 6:31 AM
5	not as effective as being there	12/14/2017 9:21 AM
6	Really nothing	12/13/2017 9:59 PM
7	no	12/11/2017 6:01 AM
8	Connection quality. Lack of emotional participation	12/10/2017 3:33 PM
9	When one quits this software, the audio functionality of other apps is disabled, and restarting one's computer seems the only fix.	12/8/2017 6:03 PM
10	NA	12/8/2017 4:44 PM
11	I prefer Zoom. It offers a friendlier platform.	12/8/2017 1:52 PM
12	Lag time.	12/8/2017 12:32 PM
13	It allows for evasiveness, non-participation.	12/7/2017 5:57 PM
14	Need better voice capturing equipment and lack of note taking/collaboration boards	12/7/2017 1:45 PM
15	People can switch off when Group too large	12/7/2017 11:40 AM
16	communication	12/7/2017 10:20 AM
17	sound being clearly heard by all particpants.	12/7/2017 10:17 AM
18	Bandwidth. Multi tasking screen share etc can crash meetings.	12/7/2017 7:55 AM
19	sound breakup from time to time, the connection is unstable	12/7/2017 3:54 AM
20	user friendliness	12/6/2017 7:31 PM
21	Slow at times	12/6/2017 6:03 PM
22	quality of voice is inconsistent - in part due to the distance from Guam to the U.S. Mainland	12/6/2017 5:09 PM
23	Getting audio setup in both offices every time	12/6/2017 4:27 PM
24	how to effectually consult with virtual members	12/6/2017 3:59 PM
25	Very impersonal	12/6/2017 3:55 PM
26	Sharing and collaboration.	12/6/2017 3:55 PM
27	Finding availability of rooms with VC across sites	12/6/2017 3:48 PM
28	occasional failure to connect	12/6/2017 2:45 PM
29	Stability	12/6/2017 2:43 PM
30	Short times of losing either visual or audio contact	12/6/2017 2:22 PM
31	dependability	12/6/2017 2:16 PM
32	Ability to mark up drawings, collaborate as if in person	12/6/2017 2:13 PM
33	Learning it. I was used to using Skype for my virtual meetings.	12/6/2017 2:01 PM

34	Connection quality	12/6/2017 1:20 PM
35	Google hangout is unreliable sometimes doesn't work or mic doesn't work	12/6/2017 1:10 PM
36	Very limited interaction	12/6/2017 1:07 PM
37	no one will bring up new business for fear of extending the length of the meeting	12/6/2017 1:07 PM
38	doesn't always work	12/6/2017 12:57 PM
39	Doesn't always work	12/6/2017 12:49 PM
40	Limited number of cameras allowed	12/6/2017 12:41 PM
41	Tech failure - employees sometimes muted out. Lagging on video/audio due to poor connection	12/6/2017 12:41 PM
42	Wish I could see everyone	12/6/2017 12:35 PM
43	data connection issues, browser related audio issues	12/6/2017 12:26 PM
44	Lack of team participation	12/6/2017 12:24 PM
45	Speaker phone and headset sound quality, connection issues.	12/6/2017 12:22 PM
46	It's unreliable	12/6/2017 12:14 PM
47	It's not so much the GotoMeeting service itself, it's the IT issues in the room (e.g. getting our laptop connected to the monitor in the meeting room).	12/6/2017 12:10 PM
48	Audio. VOIP. vs. Dial-In. Microphones.	12/6/2017 12:06 PM
49	sound quality	12/6/2017 12:04 PM
50	none	12/6/2017 11:55 AM
51	We can share a display, but cannot see each other.	12/6/2017 11:49 AM
52	hearing everyone	12/6/2017 11:44 AM
53	Audio degredation must mute attendees if more than 4 attend.	12/6/2017 11:39 AM
54	Reactions	12/6/2017 11:27 AM
55	multi-media	12/6/2017 11:24 AM
56	Losing connection with team members	12/6/2017 11:08 AM
57	Reliability and ability of people to get started before organizaer actually logs on	12/6/2017 11:07 AM
58	we do not see any of the non verbals or to see if people are fully engaged	12/6/2017 10:47 AM
59	Unless we use expensive videoconference facilities, the lack of quality always reminds you of the barrier. Even expensive equipment can be jarringly distractive if, e.g., the camera switches from one voice to another or if/when people are off camera in a room with limited seating.	12/6/2017 10:43 AM
60	taking the first 5 minutes to get all connected properly or on time.	12/6/2017 10:21 AM
61	It allows behaviours to not be managed	12/6/2017 10:18 AM
62	Lack of video for each attendee or group of them.	12/6/2017 10:08 AM
63	Getting everyone connected to get a meeting started on time ...most always some technical adjusting needed by some members.	12/6/2017 9:31 AM
64	If Skype is functioning well that day	12/6/2017 9:22 AM
65	only voice	12/6/2017 8:53 AM
66	cannot play videos so team can watch together	12/6/2017 8:39 AM
67	Occasional inability to receive a shared screen.	12/6/2017 5:30 AM
68	Connection and delays; it sometimes hangs	12/6/2017 5:29 AM
69	can't draw easily, don't have two or more screens to share different parts of a project/team	12/6/2017 1:43 AM
70	Connectivity and background noise	12/6/2017 12:42 AM
71	Network connectivity speeds in South Africa (cost of bandwidth)	12/6/2017 12:24 AM

| 72 | Having to turn off video due to connection | 12/5/2017 11:27 PM |
| 73 | The knowledge of those using the software | 12/5/2017 9:53 PM |

Q14 What is the one greatest problem in regard to human behavior?

Answered: 70   Skipped: 3

#	RESPONSES	DATE
1	We don't have any issues	1/11/2018 11:34 PM
2	Often distracted by other things taking place	1/2/2018 11:00 AM
3	cannot read the body language of the group as a whole	12/20/2017 9:09 AM
4	When the quality of the connection is low, we have to turn off the video which makes it very difficult to communicate effectively	12/18/2017 6:31 AM
5	can't always 'read' emotions	12/14/2017 9:21 AM
6	Lack of humility	12/13/2017 9:59 PM
7	-	12/11/2017 6:01 AM
8	Lack of moral responsibility for what has been said	12/10/2017 3:33 PM
9	People "multitask" rather than paying attention	12/8/2017 6:03 PM
10	NA	12/8/2017 4:44 PM
11	Distraction	12/8/2017 1:52 PM
12	People don't love being on video so it can be hard to understand emotion.	12/8/2017 12:32 PM
13	different levels of commitment to project.	12/7/2017 5:57 PM
14	Get too into the weeds with topics	12/7/2017 1:45 PM
15	Not listening or misinterpreted info	12/7/2017 11:40 AM
16	making sure the message is clear and understood.	12/7/2017 10:20 AM
17	occasionally someone looks at their phone. but I terseley and publicly stop them.	12/7/2017 10:17 AM
18	Full attention across time zones. Not completing tasks agreed in meetings.	12/7/2017 7:55 AM
19	engagement - getting people to participate and agree to actions	12/7/2017 3:54 AM
20	engagement, awareness, active listening	12/6/2017 7:31 PM
21	multi-tasking during meetings	12/6/2017 6:03 PM
22	Participants may be multi-tasking on the other end	12/6/2017 5:09 PM
23	Engagement, having remote employees chime in with opinions/thoughts	12/6/2017 4:27 PM
24	poor communication skills	12/6/2017 3:59 PM
25	Ill at ease with the technology	12/6/2017 3:55 PM
26	Engagement	12/6/2017 3:55 PM
27	Ensuring all the team attends	12/6/2017 3:48 PM
28	nothing in particular	12/6/2017 2:45 PM
29	Visibility credibility	12/6/2017 2:43 PM
30	None. We all seem to be on the same page	12/6/2017 2:22 PM
31	focus	12/6/2017 2:16 PM
32	Non-facilitative leadership leading to poor participation	12/6/2017 2:13 PM
33	Talking overtop each other. Courtesy. Yest not participating by not speaking up.	12/6/2017 2:01 PM
34	Lack of focus	12/6/2017 1:20 PM

35	politics at work	12/6/2017 1:10 PM
36	Limited personability	12/6/2017 1:07 PM
37	are people as engaged as if we were in a room together? are they doing other things/distracted?	12/6/2017 1:07 PM
38	late arrivals	12/6/2017 12:57 PM
39	Feeling unified, in sync. I miss being able to touch people or look them directly in the eye. I don't understand how to achieve this virtually.	12/6/2017 12:41 PM
40	Talking over eachother	12/6/2017 12:41 PM
41	?	12/6/2017 12:35 PM
42	nothing really jumps out	12/6/2017 12:26 PM
43	See above	12/6/2017 12:24 PM
44	Most have adapted. But several clients call in only, these days all need screen view	12/6/2017 12:22 PM
45	Remote employees do not participate	12/6/2017 12:14 PM
46	Running over time.	12/6/2017 12:10 PM
47	Focus	12/6/2017 12:06 PM
48	none	12/6/2017 11:55 AM
49	Being late or missing calls because they feel they can work faster - on their own.	12/6/2017 11:49 AM
50	call etiquette (remembering to mute, etc)	12/6/2017 11:44 AM
51	Meeting deadlines.	12/6/2017 11:39 AM
52	Reactions	12/6/2017 11:27 AM
53	participant engagement	12/6/2017 11:24 AM
54	Talking versus listening	12/6/2017 11:08 AM
55	Verbosity	12/6/2017 11:07 AM
56	attendance	12/6/2017 10:47 AM
57	paying attention	12/6/2017 10:21 AM
58	Lack of vision, outcomes and leadership	12/6/2017 10:18 AM
59	Inattentiveness because we cannot see one another.	12/6/2017 10:08 AM
60	Wanting to use the technology to meet more frequently.	12/6/2017 9:31 AM
61	keeping on the agenda and not letting project items cross meetings	12/6/2017 9:22 AM
62	lack of participation	12/6/2017 8:53 AM
63	multitasking	12/6/2017 8:39 AM
64	Following through on assigned tasks.	12/6/2017 5:30 AM
65	It's impersonal, and not as conducive for effectiveness as if we were meeting in person	12/6/2017 5:29 AM
66	not making sure everyone is on the sane page and checking	12/6/2017 1:43 AM
67	Losing concentration when others speak	12/6/2017 12:42 AM
68	Commitment of team members varies - no different from normal team dynamics, but distance can make it more difficult	12/6/2017 12:24 AM
69	People not participating, looking at phone.	12/5/2017 11:27 PM
70	Not being prepared. Set up ahead	12/5/2017 9:53 PM

Q15 The following question asks about the effectiveness of team leadership or facilitation. For the purpose of this question I am using the term "leader" and "facilitator" synonymously.

Answered: 73   Skipped: 0
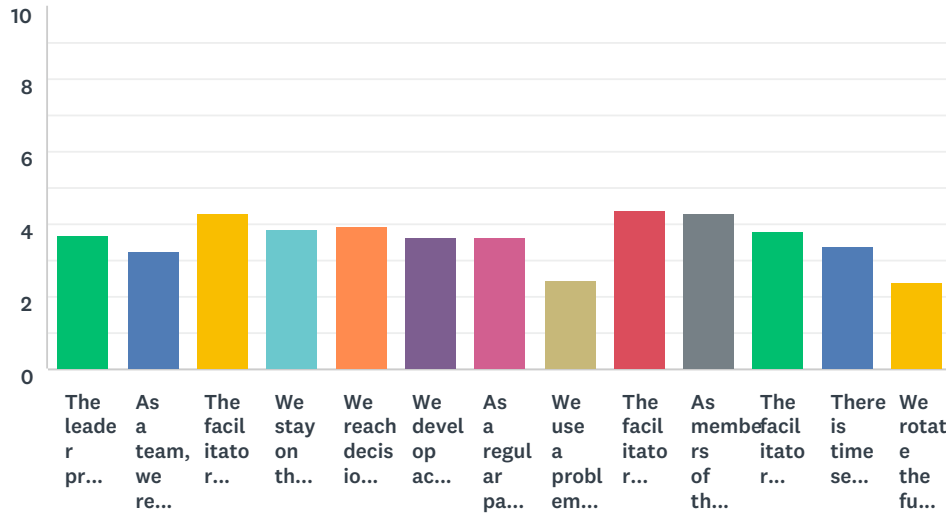
	NEVER	RARELY	SOMETIMES	USUALLY	ALWAYS	TOTAL	WEIGHTED AVERAGE
The leader provides an agenda prior to the meeting.	8.22% 6	9.59% 7	21.92% 16	23.29% 17	36.99% 27	73	3.71
As a team, we review the agenda at the beginning of the meeting and can make changes.	12.33% 9	20.55% 15	23.29% 17	19.18% 14	24.66% 18	73	3.23
The facilitator makes clear the current topic of conversation.	2.74% 2	0.00% 0	15.07% 11	30.14% 22	52.05% 38	73	4.29
We stay on the topic until it is complete.	1.37% 1	0.00% 0	26.03% 19	58.90% 43	13.70% 10	73	3.84
We reach decisions and the leader summarizes those decisions so that they are clear to all.	0.00% 0	4.11% 3	19.18% 14	56.16% 41	20.55% 15	73	3.93
We develop action plans that define the what, the who, and the when for our decisions.	1.37% 1	10.96% 8	30.14% 22	34.25% 25	23.29% 17	73	3.67
As a regular part of our meetings we follow-up on the status of prior decisions and action plans.	1.37% 1	12.33% 9	28.77% 21	32.88% 24	24.66% 18	73	3.67
We use a problem solving process that we all understand (PDCA, A3, DMAIC, etc.)	30.56% 22	22.22% 16	25.00% 18	13.89% 10	8.33% 6	72	2.47
The facilitator provides an opportunity for all to participate.	1.37% 1	4.11% 3	5.48% 4	31.51% 23	57.53% 42	73	4.40
As members of the team we feel respected and heard during our meetings.	0.00% 0	4.11% 3	12.33% 9	32.88% 24	50.68% 37	73	4.30
The facilitator provides recognition to members for their participation.	2.74% 2	12.33% 9	21.92% 16	26.03% 19	36.99% 27	73	3.82
There is time set aside for recognizing the positive accomplishments of team members.	8.22% 6	19.18% 14	24.66% 18	20.55% 15	27.40% 20	73	3.40

We rotate the function of facilitation, note taking, timekeeping, or other roles among the members.	34.25% 25	24.66% 18	17.81% 13	13.70% 10	9.59% 7	73	2.40

We rotate the function of facilitation, note
taking, timekeeping, or other roles among the
members.

34.25%	24.66%	17.81%	13.70%	9.59%

Q16 What is one piece of advice that you would give to others who will facilitate a virtual team?

Answered: 62   Skipped: 11

#	RESPONSES	DATE
1	Be mindful of all the skills of each team member and ensure that everybody participate. Don't invite people if you don't need them to resolve a problem or make a decision. Time is important to everybody.	1/11/2018 11:34 PM
2	Have a clear agenda, who the internaction wil work and rules on play (3-4 only)	1/2/2018 11:00 AM
3	Ensure everyone participate on the call to prevent disenagement	12/20/2017 9:09 AM
4	Ensure that you are able to see each other's faces during the meeting	12/18/2017 6:31 AM
5	use agenda to guide team direction - make continuous effort to include everyone.	12/14/2017 9:21 AM
6	Devlop an effective team elevator speech with everyone's involvement: what are we doing, why are we doing it, what do you expect out of me, and what's in it for me (WIIFM)	12/13/2017 9:59 PM
7	Never use virtual space to build teamwork	12/10/2017 3:33 PM
8	Avoid virtual teams; the most efficient and effective method of conveying information to and within a team is face-to-face conversation.	12/8/2017 6:03 PM
9	Pause. Do not move on quickly. I learned to pause for 2 minutes after asking a question. It works like magic!	12/8/2017 1:52 PM
10	When the meeting ends, and remote people sign off. The meeting needs to end, otherwise the virtual members miss out on the "after-meeting" meeting.	12/8/2017 12:32 PM
11	Spell out the guidelines. Everyone interprets them in their own way.	12/7/2017 5:57 PM
12	Figure out some mechanism to ensure engagement whether via video, collaboration tools, or ownership of tasks during calls.	12/7/2017 1:45 PM
13	Create ground rules or a charter and follow them!	12/7/2017 11:40 AM
14	Keep it simple and to the point	12/7/2017 10:20 AM
15	Distinguisgh between a "review / update" meeting vs. "problem solving" meeting. A review meeitng should not become a problem solving meeting. if problems ar epresented, a task force should be appointed to solve it.	12/7/2017 10:17 AM
16	Take nothing for granted. Always check, and develop multiple ways to do it so you it doesn't become dull.	12/7/2017 7:55 AM
17	Prepare well in advance - send reminders of what the members are expected to have prepared before the meeting	12/7/2017 3:54 AM
18	have an agenda, have a scribe, note action items, everyone participates!	12/6/2017 7:31 PM
19	Set ground rules in advance and have everyone agree to them	12/6/2017 6:03 PM
20	Be inclusive in communicating with the team, avoid ego, encourage and support members	12/6/2017 5:09 PM
21	Agenda is key	12/6/2017 4:27 PM
22	demonstrate timeliness and efficiency	12/6/2017 3:59 PM
23	Take care how you relate to the remote folks.	12/6/2017 3:55 PM
24	Stay neutral and focused	12/6/2017 3:55 PM
25	Produce an agenda, time box and stick to it	12/6/2017 3:48 PM
26	none	12/6/2017 2:45 PM
27	Advise team to be prepared before attending the meeting	12/6/2017 2:43 PM

28	Do not interrupt someone. The technology does not handle this well.	12/6/2017 2:22 PM
29	Go slow to go fast - development team charters that lay out key teamwork agreements - R&R, decision making, expected outcomes and behaviors, etc.	12/6/2017 2:13 PM
30	Give rules/groundwork for listening skills and taking turns protocol.	12/6/2017 2:01 PM
31	Make sure clear and complete minutes are distributed shortly after the meeting to avoid misunderstandings	12/6/2017 1:20 PM
32	slack channels and other ways for informal chat is key	12/6/2017 1:10 PM
33	I find younger people like short, text interaction while older people prefer person to person.	12/6/2017 1:07 PM
34	Don't. But if you must...set agenda with time limits for each topic; give people an expectation of length of meeting; encourage participation	12/6/2017 1:07 PM
35	high level of communication, introductions, set meeting objective at outset	12/6/2017 12:57 PM
36	Set an agenda	12/6/2017 12:49 PM
37	Make sure that you can see each other	12/6/2017 12:41 PM
38	Be on time	12/6/2017 12:41 PM
39	Smile	12/6/2017 12:35 PM
40	be rigorous in planning and sticking to format	12/6/2017 12:26 PM
41	Have a plan, agenda, keep to agenda,summarize, have action plan. I'm the facilitator. I'm the one that needs help :-)	12/6/2017 12:24 PM
42	Rehearse the tech ahead of meeting, show screen, have links to materials ready to post in chat or emailed ahead of time.	12/6/2017 12:22 PM
43	Ensure that the remote team members lead the meeting from time to time	12/6/2017 12:14 PM
44	Pause and give them an opportunity to chime in or see if they have any questions/anything they'd like to add before moving on to the next topic if they've not already spoken.	12/6/2017 12:10 PM
45	Facilitation discipline in virtual meetings is even more important than in face to face meetings -- if that is possible.	12/6/2017 12:06 PM
46	actively seek inclusion	12/6/2017 11:55 AM
47	Get the right technology match for your environment. We bought base products, but wouldn't pay for features that would really benefit our meetings (seeing each other)!	12/6/2017 11:49 AM
48	Build relationships outside of calls	12/6/2017 11:44 AM
49	Before adding anyone, have one on one conversations (at least two) about expectations. and have biographies (roles, experience, responsibilities, duties) of each member readily available as a reference to all team members, Ok that's two :)	12/6/2017 11:39 AM
50	Thanks	12/6/2017 11:27 AM
51	prepare, dont wing it	12/6/2017 11:24 AM
52	Prepare and manage not only the content but also the process	12/6/2017 11:08 AM
53	Do it	12/6/2017 11:07 AM
54	attendance is an issue	12/6/2017 10:47 AM
55	Err on the side of inclusion, even if it means a bit of a roll call occasionally.	12/6/2017 10:43 AM
56	set up regular times to meet	12/6/2017 10:21 AM
57	Clear scope	12/6/2017 10:18 AM
58	Have video	12/6/2017 10:08 AM
59	Meet in person first (and periodically thereafter) before going virtual ... very difficult to build affinity with "talking head" strangers.	12/6/2017 9:31 AM
60	keep the agenda up-to-date and have enough time set aside to cover each topic. Don't let agenda items from different virtual groups cross into different meetings.	12/6/2017 9:22 AM

| 61 | Make it meaningful | 12/6/2017 8:53 AM |
| 62 | include face to face meetings whenever budget and schedules allow | 12/6/2017 8:39 AM |

Q17 If there was one thing you could do to improve your virtual team meetings, what would that be?

Answered: 66   Skipped: 7

#	RESPONSES	DATE
1	It working well, so I can't add anything	1/11/2018 11:34 PM
2	Make the whole person visible to all others	1/2/2018 11:00 AM
3	Use better technology	12/20/2017 9:09 AM
4	Be able to see body language, because sometimes it is only the face or nothing at all.	12/18/2017 6:31 AM
5	more training for all members on virtual meetings	12/14/2017 9:21 AM
6	Have everyone there on time.	12/13/2017 9:59 PM
7	Real symposiums	12/10/2017 3:33 PM
8	Somehow prevent people from "multitasking."	12/8/2017 6:03 PM
9	Make it mandatory to turn cameras on.	12/8/2017 1:52 PM
10	Better use of video and audo, and technology that doesn't lag	12/8/2017 12:32 PM
11	Reduce my own fear/anxiety of rocking the boat, upsetting other members.	12/7/2017 5:57 PM
12	Remove the distractions of someones computer where possible	12/7/2017 1:45 PM
13	Use avatars - there is technology available	12/7/2017 11:40 AM
14	more visual aids and animations	12/7/2017 10:20 AM
15	It is running perfectly. The purpose is department report of KPIs and status review. All KPIs are e-mail teh nuight before and then reviewd. Every department has their own specifc KPI. Each departmetn ehad reports for about 5 minnuts +/-	12/7/2017 10:17 AM
16	Time!!! Australia, US, Middle East and Europe are difficult to co-ordinate	12/7/2017 7:55 AM
17	get agreement from the team to participate every time	12/7/2017 3:54 AM
18	establishing a clear agenda	12/6/2017 7:31 PM
19	Participation	12/6/2017 6:03 PM
20	More candid back and forth between locations (instead of just static presentations)	12/6/2017 4:27 PM
21	find and use better tools	12/6/2017 3:59 PM
22	The quality of the experience	12/6/2017 3:55 PM
23	Better white-boarding tool, ground rules for meetings	12/6/2017 3:55 PM
24	Agenda	12/6/2017 3:48 PM
25	not sure	12/6/2017 2:45 PM
26	Avoid distraction and give priority to meeting	12/6/2017 2:43 PM
27	More facilitative leadership	12/6/2017 2:13 PM
28	Make sure everyone has equal time and not let domineering personalities ale more than their share of the planning time.	12/6/2017 2:01 PM
29	Allocate time for each agenda item	12/6/2017 1:20 PM
30	better tech	12/6/2017 1:10 PM
31	A more efficient way of taking and transcribing notes.	12/6/2017 1:07 PM
32	Stick to agenda and time	12/6/2017 1:07 PM

33	understanding of what tools work best for what situations.	12/6/2017 12:57 PM
34	Have technology that consistently works	12/6/2017 12:49 PM
35	Seeing everyone involved vs trusting that they are listening	12/6/2017 12:41 PM
36	Be on time	12/6/2017 12:41 PM
37	Complete the agenda earlier on	12/6/2017 12:35 PM
38	have meeting agenda & notes attached to virtual screen and shared with live note taking happening for all to see	12/6/2017 12:26 PM
39	See sbove	12/6/2017 12:24 PM
40	review all the tools capabilities, screen markup, etc..	12/6/2017 12:22 PM
41	Greater team participation, more time for Q&A	12/6/2017 12:14 PM
42	Voice clarity - e.g. poor connection and/or cellphone reception.	12/6/2017 12:10 PM
43	microphones all around the table. the most common problem is having to restate something because folks could not hear. Also, people with foreign accents are a challenge to understanding, pace must be unrushed.	12/6/2017 12:06 PM
44	nothing	12/6/2017 11:55 AM
45	Focus is usually best on our virtual team meetings, but if we could see each other, there would be less multi-tasking in the background.	12/6/2017 11:49 AM
46	more collaborative/ participative elements	12/6/2017 11:44 AM
47	People interrupting each other due to tech lag.	12/6/2017 11:39 AM
48	Thanks	12/6/2017 11:27 AM
49	more vigorous engagement of folks remote from the facilitator	12/6/2017 11:24 AM
50	Agenda well before the meeting, in the shape of questions (to make people think)	12/6/2017 11:08 AM
51	Use a facilitator	12/6/2017 11:07 AM
52	make them more formal like a regularly scheduled meeting	12/6/2017 10:47 AM
53	Technology quality	12/6/2017 10:43 AM
54	technology	12/6/2017 10:21 AM
55	Develop boundaries as to when and when it is appropriate	12/6/2017 10:18 AM
56	Have video	12/6/2017 10:08 AM
57	Eliminate all of the technical difficulties.	12/6/2017 9:31 AM
58	good facilitation improves the meeting experience	12/6/2017 9:22 AM
59	better facilitation	12/6/2017 8:53 AM
60	have everyone's full attention and engagement	12/6/2017 8:39 AM
61	Visual controls to indicate the status of projects with responsible person stated.	12/6/2017 5:30 AM
62	Strive to continuously make it a safe environment so people an be themselves	12/6/2017 5:29 AM
63	have professional facilitation training	12/6/2017 1:43 AM
64	Follow up on previously discussed action items	12/6/2017 12:42 AM
65	Engagement of all attendees	12/5/2017 11:27 PM
66	That people focused on the task at hand and not multitask while on calls	12/5/2017 9:53 PM

Q18 Have you considered using any form of robotic representation for distant members?
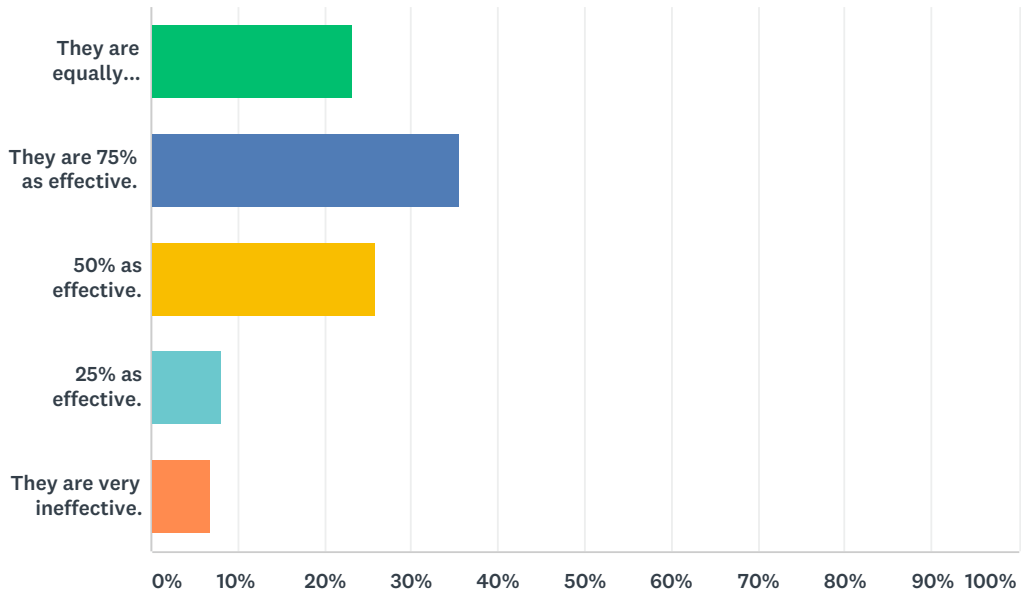
Answered: 71   Skipped: 2
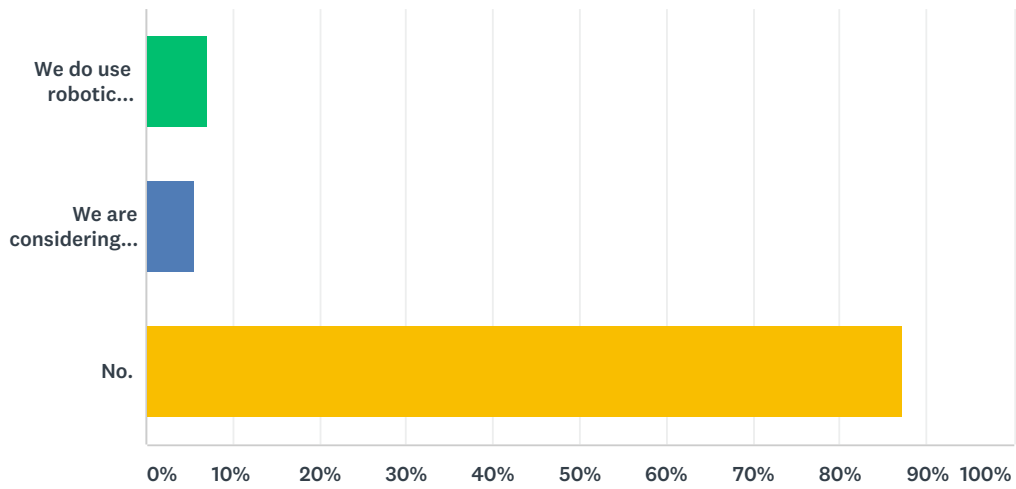
ANSWER CHOICES	RESPONSES	
We do use robotic technology to represent members.	7.04%	5
We are considering this.	5.63%	4
No.	87.32%	62
TOTAL		71

Q19 Compared to non-virtual meetings in which all are present in the same room, relatively how effective are your virtual meetings?

Answered: 73   Skipped: 0

ANSWER CHOICES	RESPONSES	
They are equally effective.	23.29%	17
They are 75% as effective.	35.62%	26
50% as effective.	26.03%	19
25% as effective.	8.22%	6
They are very ineffective.	6.85%	5
TOTAL		73