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Challenges and Strategies of Virtual Team Leaders: A Global Overview

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Challenges and Strategies of Virtual Team Leaders: A Global Overview

Darics & Gatti (2019) and Walsh (2020) found that employees who work part-time or full-time out of their offices can be described as a virtual team provided there is an interrelationship between members. Regardless of the time committed while working off-site, all virtual teams have specific needs to be addressed before optimizing effectiveness. Unique attributes characterize virtual teams—such as collaboration and communication (Darics & Gatti, 2019; Walsh, 2020). Due to the COVID-19 pandemic, professionals were forced to work from anywhere, which pushed the boundaries of work (Dey et al., 2020). Employees are challenged in new ways to accomplish work across digital boundaries and with dividing lines between work-life balance (Anders, 2016; Bodell & Levins, 2012). There are numerous issues that include being able to collaborate, build, and maintain relationships in a virtual environment. Consequently, leaders have to navigate these challenges and employ a series of best practices (Darics & Gatti, 2019; Walsh, 2020).

Data provided through a recent survey conducted by Salesforce (2020) with 20,000 global workers revealed that 33% are more connected to their colleagues and clients, and 48% are more productive in a Global Virtual Team (GVT) (Salesforce, 2020). Subsequently, a Gallup (2020) report showed that 55% of managers allow their employees to work remotely more often than they did before COVID-19. There are also criteria defined for optimal remote work conditions. These include the ability for employees to perform duties outside of an on-site workplace, tasks, and processes are well-defined, and the role does not require interdependent work for success (Gallup, 2020). With the increased demand and necessity for virtual work, leaders need to understand team attributes and determine best practices.

The purpose of this study is to assess the attributes and best practices of virtual team leadership and the best practices leaders of virtual teams can employ. The researchers aimed to answer two fundamental questions: (a) what are the attributes of GVT management?, (b) what are the best practices of GVT leadership? The researchers conducted interviews with GVT leaders and built on pre-existing literature findings of the attributes of GVT leaders and the strategies and best practices they tend to apply to their team members to increase performance.

Literature Review

GVTs are a group of people who work interdependently to execute tasks following a standard guideline, often not in the confines of physical office spaces (Weyers & Wong, 2021). The concept of a GVT revolves around space, time, and organizational boundaries supported by technology to help enable communication among the members (Newman et al., 2020). Thus, a GVT is composed of members dispersed across different countries but working towards realizing and executing a common goal. Weyers & Wong (2021) further elaborate that most businesses embrace international teams to help them take advantage of the productive teamwork attributed to diversity in culture, skills, and technological know-how.

Attributes of Global Virtual Team Management

Virtual teams are defined by the high use of technology, access to information, independently of its quality, and collaboration among members (Kirkman and Mathieu, 2005). Therefore, to manage global virtual teams effectively, leaders must be aware of critical attributes, such as (a) use of technology to enhance communication, (b) extra effort to develop the team members and guide them towards common goals, and (c) use the data to build cohesion information and inclusion of all team members (Jovceska and Junununi, 2022).

Communication

One of the critical attributes of GVT management is the communication channels used to engage members across different countries (Bhat et al., 2017). Due to the high demand for efficiency in virtual teams, the communication platforms are used to enhance transition and ensure effective collaboration between members (Newman et al., 2020). Consequently, the management of a GVT requires integrating different communication media as described below. Qureshi & Zigurs (2001) explain that emails are the most commonly used tools for disseminating information. In addition, members may subscribe to group emails depending on the project at hand that needs completion. GVT members have access to such email, ensuring that all members know the direction and progress of a particular task or project.

Video conferences are another channel of communication used in GVTs (Walsh, 2019). The emergence of mobile and web applications such as Google Hangouts and Zoom has simplified the flow of information. These applications have simulated face-to-face meetings and streamlined how members coordinate their efforts to achieve a common goal. Cloud-based platforms have also become essential, especially when managing members from different countries (Zhu & Lee, 2017). It implies that members can share documents, review, or edit while working remotely, saving time and improving the team's productivity. In addition, collaboration is enhanced with applications such as Google Drive and Dropbox.

Employee Development

Employee development is a primary goal for organizations. Investing in employee development is attributed to enhanced productivity (Khan & Khan, 2018). Thus, an organization should develop strategies to ensure personnel progresses through training (Taras et al., 2018). Acquisition of new skills enhances employee throughput. Getting results from employees in a

virtual setting can be a daunting task, especially without proper coordination on duties execution. However, picking the right team and promoting a culture of excellence can act as the catalyst to producing results in a virtual team (Zhang et al., 2018). Essential factors to consider to drive the team towards results include a clear definition of roles to be executed, fostering trust among the team members, and aligning the organizational goals with an effective leadership style (Zhang et al., 2018; Roy, 2012).

Group Cohesion

Lacerenza et al. (2018) elaborate that managing a virtual team is one of the organizations' significant challenges, especially during the global pandemic. It is critical to ensure all members are on board and aligned to the mission to embrace team spirit in an organization (Roy, 2012). Further, the success of a global virtual team depends on how well the team members familiarize themselves with embracing cultural diversity, among other things. For instance, people drawn from different geographical regions represent different beliefs, leading to a conflict of interests (Roy, 2012).

To ensure cohesion among the team, the leadership within the organization should establish ground rules for acceptable behavior (Lauring & Jonasson, 2018). Basing the work ethics on values such as honesty and commitment will ensure unity among team members. Emotional intelligence is an essential aspect of talent acquisition and development. Emotional intelligence is crucial in ensuring that people embrace diversity in culture and ideas in a virtual team setting (Holtz et al., 2020). The concept of emotional intelligence has become an important element in promoting cohesion in successful team building. Working in a virtual team implies that organizations should promote the well-being of their team (Quisenberry, 2018). The leadership style will be critical in getting the best of all team members working from different

locations. Social awareness refers to the ability to understand and manage personal and group emotions in an organization. It plays a significant role in overcoming challenges that are likely to stifle the common good of the whole team (Quisenberry, 2018).

Bhat et al. (2017) explain another significant attribute of GVT management is dealing with competing priorities. Much attention is directed toward prioritizing tasks to ensure that the team can swiftly accomplish tasks at hand despite being miles apart. Flexibility is also critical in evaluating how to utilize different skills to encourage critical thinking and develop cost-effective amicable solutions (Bhat et al., 2017). This is crucial for enumerating the approach to counter a particular problem. The leader can engage different members based on strengths and the scope of the task. It is essential to consider other assigned roles and establish the criteria to ensure appropriate team members are selected to handle the outlined tasks (Bhat et al., 2017; Quisenberry, 2018). The management of GVTs requires that both members and leaders collectively find independent ways of structuring their time and resources to ensure proper organization and track the progress of the work done (Zhu & Lee, 2017). Zhu & Lee (2017) further explain that it is facilitated by the availability of technology that enables the implementation of robust solutions suitable to the issues at hand. Technology also plays a significant role, especially in monitoring the team and eliminating the aspect of micromanagement (Walsh, 2019).

Transparency from leaders is critical to GVT members, especially when the team faces uncertainty. For example, a business unit might face difficulties delivering the expected results, meeting deadlines, and upholding the organizational objectives and key results (Banerjee et al., 2020). Therefore, the leader must address their team by utilizing one of the outlined communication channels to share plans to achieve the set goals (Banerjee et al., 2020; Walsh,

2019). Communication helps the team members feel the support of the organization's management, consequently enhancing their ability to deliver on a timely basis (Bhat et al., 2017; Newman et al., 2020).

Best Practices of Global Virtual Leadership

Employees working remotely can present several challenges, including coordination of duties, effective monitoring, and utilization of available resources. However, with effective GVT leadership, it is possible to promote collaboration and enhance productivity. Some of the leading approaches to global virtual leadership are discussed as follows (Darics & Gatti, 2019; Walsh, 2020). Mehtab et al. (2017) stated that holding global virtual employees accountable is one of the significant challenges that leaders face. However, a GVT leader should take the first initiative to drive the team's agenda forward (Mehtab et al., 2017). This is done by ensuring that remote employees report their daily work schedules or achievements to their leader. A leader must assume responsibility and request the presentation of weekly and monthly progress reports to ensure employees remain steadfast and focused (Newman et al., 2020).

Communication

Considering the distance, effective communication must be a best practice of leaders in virtual team management. Coordinating the activities of employees located in different places poses several challenges that, when addressed, can ensure the team's success (Jimenez et al., 2017). Thus, virtual team communication can embrace different technologies to propagate a standard message that can be understood by all (Weyers & Wong, 2021). Some of the most used technological platforms for video-conferencing include Zoom and Google Hangouts, which allow individuals to connect without being physically together (Haron et al., 2019; Walsh, 2019).

Global virtual leadership has embraced the need for effective communication to ensure team members and leaders can easily interact whenever the need arises (Newman et al., 2020; Weyers & Wong, 2021). In particular, global virtual leadership has adopted several communication channels such as emails, videoconferencing, and live chats with team members to familiarize themselves with contentious issues that can impact the employees' work (Weyers & Wong, 2021). Additionally, leaders can plan to meet employees in person or bring everyone together for summits to strengthen relationships (Jimenez et al., 2017). GVT leadership recognizes the importance of showing concern for the employees' welfare, being attentive to their personal needs, and providing moral support whenever necessary (Lauring & Jonasson, 2018). Thus, leaders can create situations that demonstrate empathy and strengthen their relationships through effective communication tactics.

Discipline

Leadership also calls for discipline both from members and their leaders. Being self-disciplined is a global virtual leader who encourages members to follow suit and adhere to outline protocols and standard operating procedures (Alward & Phelps, 2019). Self-discipline eradicates cases of laxity, lack of accountability, and general incidents that would otherwise interfere with teamwork. Additionally, the leader can recognize those members who stand out among others for a reward, while at the same time, a reprimand might suffice for GVT members who neglect their responsibilities or underperform (Lauring & Jonasson, 2018; Alward & Phelps, 2019). Thus, promoting team discipline and self-discipline in virtual teams is a practice leaders must perform to hold team members accountable for activities and results. By doing so, leaders will also give team members a sense of purpose, while enhancing cohesion among the team.

Lauring & Jonasson (2018) explained that coordinating operational activities for GVT members is not an easy task for leaders. The leader expects to drive members towards realizing the goals, which requires formulating motivational cues to keep members focused on the common goal. Motivating members aids in building a good rapport between members and the leaders (Lauring & Jonasson, 2018). A good relationship is demonstrated through member performance and their determination to go the extra mile. The employees who achieve their targets are recognized through rewards to keep them energized to undertake other tasks. Similarly, the employees who are deemed to underperform are also reprimanded for refocusing their attention and improving performance (Jimenez et al., 2017).

Coordination

One aspect of global virtual leadership that stands out is how the leader manages and coordinates activities across different countries and achieves the outlined goals. As such, members are encouraged to work as a team and steer the organization's objectives to greater heights of success (Eisenberg & Krishnan, 2018). Collaboration is fundamental in global virtual leadership since it allows team members to monitor the progress made by other members while promoting the integration of activities based on a joint project (Alward & Phelps, 2019). GVT leadership is anchored on the ability of the leader to adapt to different working environments (Alward & Phelps, 2019). At times, the leader might have to travel and hold one-on-one meetings with team members, which implies that adjusting to different environments is crucial to managing the team. Thus, virtual leaders must be flexible and comfortable working in any environment (Alward & Phelps, 2019).

Collective Efficacy in Virtual Teams

Self-efficacy analyzes individual behavior in four dimensions: accomplishments, experiences, verbal persuasion, and psychological state (Bandura, 1977). Collective efficacy expands this view to a group of individuals working together. It refers to the shared confidence a group has in their abilities to perform an activity and create results (Stajkovic et al, 2009). Collective efficacy is believed to be related to team efficacy (Kozlowski, 2018).

In virtual teams, the use of leadership best practices, listed previously, are believed to influence the collective efficacy and, as a consequence, the results a virtual team can create. A study conducted by McLarnon & Woodley (2021) showed that building a collective is paramount in virtual teams over time.

Methodology

The methodology for this study is qualitative and employs a phenomenological, descriptive approach. The researchers conducted interviews to understand the attributes of GVT leaders and the best practices they use to lead their teams. Due to COVID-19 restrictions in the United States and Brazil, the interviews were conducted via Zoom, a video conferencing technology. This approach allowed the researchers to access leaders in different areas of both the US and Brazil, which adds depth and breadth to the pool of interviewees. Virtual interviews helped the interviewees and researchers to feel more comfortable completing the interviews during the pandemic. Criteria for the interviewees include being a team leader in either the US or Brazil, overseeing at least three team members and a minimum of one year of experience leading virtual teams. 14 interviews were completed per the interview sample specifications for qualitative research given by Creswell (2014).

Before the interviews, the study was approved by the Pepperdine University IRB in March 2021, ID #21-01-1514. The interviewees were contacted via LinkedIn, a professional social networking website. Precautions were taken to protect interviewee information and confidentiality per the IRB requirements. Interviews were transcribed using Trint, a special interview transcription service. The transcripts were then coded using the procedure specified by Creswell (2014). The interviews consisted of a pre-approved set of 12 questions. The researchers asked the same set of questions to each interviewee to ensure the consistency of the data.

The interviewees fell into a few different categories. There were three levels of experience; (a) extensive, (b) fair, and (c) limited. 57.14% of the interviewees had extensive experience, 35.71% had fair experience, and 7.14% had limited experience. The participants from Brazil had more extensive experience as interviewees compared to the US. Additionally, leaders had charge over teams with a varying number of members. For example, 35.71% of interviewees had large teams consisting of fifteen or more members. 50% of interviewees had medium-sized teams comprised of 15 or fewer members. 14.29% of leaders have small teams of 5 or fewer members. The interviewees were also asked about the different nationalities represented on their teams. 64.29% of participants had more than one nationality represented. 14.29% were unsure about how many different ethnicities were represented. 21.43% of participants stated that they only had one nationality represented on their team. This data represents essential information about the interviewees and their insights based on their different lived experiences, primarily as it supports qualitative research.

Data Analysis

The data analysis confirmed and built on pre-existing literature findings of the attributes of global virtual team leaders and the strategies and best practices they apply to their team

members to increase performance. To understand the attributes of global virtual team management, leaders were asked about their characteristics and strengths. The top attributes mentioned by the participants can be summarized by the following themes: (a) communication, (b) people development, (c) results-oriented, (d) teamwork, (e) global awareness, and (f) emotional intelligence. The frequency of these themes appearing among the respondents is shown in Table 1.

Table 1

Attributes of Global Virtual Teams Management

Themes	Unique Interviewees
Communication	57.14%
People Development	50.00%
Results-oriented	35.71%
Teamwork	21.43%
Global Awareness	21.43%
Emotional Intelligence	21.43%

Source. Elaborated by the authors from the interview data (2021).

Communication was cited by 57% of the participants. This finding means that the leaders seek constant contact and alignment with their team members. They over-communicate important topics to make sure everyone clearly understands the goals and tasks. Another communication characteristic valued by the respondent is transparency. Lastly, some respondents believe that a more horizontal management structure favors and fastens the communication flow in virtual teams. While discussing communication, the participants mentioned that they use

technological solutions to enhance communication. The applications are usually validated by the organizations and they include several options such as MicrosoftTeam, GoogleMeets, Zoom, Asan, and others (Haron et al., 2019).

People development, cited by 50% of the leaders, is an attribute that includes training and mentoring team members. People-oriented leaders believe in building trusting relationships, giving team members autonomy, and adopting a hands-off approach. These leaders seek to understand how employees work and tend to be available. Additionally, some of the interviewed participants said they lead by example, which is a characteristic of servant leaders (Northouse, 2019). All those characteristics increase team members' engagement.

Results-oriented was mentioned by 35% of the leaders. In practice, results-oriented leaders set clear goals for team members, ensuring that everyone is focused on achieving that goal. These leaders combine discipline with a dynamic approach. They also tend to delegate more and, sometimes, use a horizontal management approach to facilitate the communication and execution of the tasks.

Teamwork, *global awareness*, and *emotional intelligence* were less cited themes that are nevertheless important. *Teamwork* includes collaboration, connectivity, team building, and the valuing of each contribution. *Global awareness* recognizes the different cultures, languages, time zones, and regional sensitivities that may exist. Finally, *emotional intelligence* involves empathy, social, and diversity awareness. Leaders with these characteristics embrace members, giving them space, and supporting them when making them feel part of the team.

Several studies show that virtual teams face unique challenges imposed by the absence of physical contact between the leaders and team members. Examples include lack of physical and social interaction and confidence (Ford et al., 2017), time zone coordination, team cohesion

(Alfehaid & Mahamed, 2019), technological and structure issues (Mehtab, et al., 2017), member appreciation and celebration of team milestones (Hacker et al., 2019). Thus, to recognize the best practices and strategies leaders use with their virtual teams, the participants were asked two questions. One question is about the strategies they use to overcome the unique challenges of virtual teams, and the other question is about the best practices.

The strategies to overcome challenges are represented in Table 2. The top strategies mentioned in the interviews are: (a) improving communication, (b) improving virtual meetings, (c) valuing individuals, (d) promoting people development, (e) creating team bonds, and (f) avoiding junior employees.

Table 2

Strategies to Overcome the Challenges of GVTs

<i>Themes</i>	Unique Interviewees
Improving Communication	42.86%
Improving Virtual Meetings	35.71%
Valuing Individuals	28.57%
Promoting People Development	21.43%
Creating Team Bonds	21.43%
Avoiding Junior Employees	7.43%

Source. Elaborated by the authors from the interview data (2021).

Some of the strategies mentioned by the interviewed leaders resonate with the previously mentioned attributes, such as *communication* (42.8%) and *people development* (21.4%). Others

build on the virtual team leader's attributes. For example, *improving virtual meetings* (35.7%) is an essential strategy. Most of the leaders mentioned they faced several issues with virtual meetings during the Pandemic of COVID-19. Therefore, the leaders established new procedures such as the use of cameras to enhance the visual contact, structured and shorter agendas, and a balanced number of virtual meetings to mitigate zoom fatigue.

Another strategy is *valuing individuals* (28.5%). It includes creating a safe space where employees can speak freely, share their opinions, and enhance work-life balance. With the movement to work from home, professionals lost the division between work and home space. Therefore, they started to work more hours, and work-life balance was compromised. Along with valuing individuals is another strategy, *creating team bonds* (21.4%). That means including every team member in the decision, enhancing team collaboration and inclusion. One practice that some leaders started to reinforce the team members' bond was the virtual happy hour. And lastly, an interesting approach mentioned by two interviewees from Brazil is *avoiding junior employees*. These leaders mentioned that it is very hard to manage team members in junior positions or trainees. For them, virtual teams work when the members have a high maturity level and autonomy.

In addition to the strategies to overcome challenges, the interviewed leaders mentioned a list of best practices shown in Table 3. The top best practices cited by the interviewees are: (a) people-oriented strategies, (b) timely, clear and frequent communication, (c) effective meetings, (d) clear guidance and vision, (e) technologies, and (f) language and global awareness.

Table 3*Best Practices of GVTs' Leaders*

<i>Themes</i>	Unique Interviewees
People-oriented Strategies	50.00%
Timely, Clear, and Frequent Communication	35.71%
Effective Meetings	28.57%
Clear Guidance and Vision	28.57%
Technologies	21.43%
Language and Global Awareness	14.29%

Source. Elaborated by the authors from the interview data (2021).

People-oriented strategies (50%) include all the practices cited previously on themes related to people development. Additionally, it adds other strategies such as informal connections, one-on-one meetings, building respectful relationships, flexibility, and hiring well. *Timely, clear, and frequent communication* (35.7%) builds on the previously mentioned themes about communication. Leaders included new best practices such as being a good listener and using official communication channels. For *effective meetings* (28.5%), leaders mentioned they send pre-reads to the participants, so they go to the meeting knowing the topic. They also try to make meetings shorter and more focused. *According to the interviewees, clear guidance and vision* (21.4%) are crucial to keeping the team members moving in the right direction. These leaders believe that clarity is even more important among team members who are physically

distant because they work alone most of the time, so they must know where they are going. Providing the right *technologies* (21.4%) is another critical strategy for virtual team leaders because the tools will enhance collaboration and communication, which virtual teams frequently face. Finally, *language and global awareness* (14%) is about having a common language such as English and recognizing differences in time zones.

Findings

Regarding the attributes of global virtual team management, several themes found in the research confirm the findings mentioned in the previous literature. Communication, people-orientation, and results-driven are hallmark attributes found both in the literature and in interviews. As perceived during the conversation with the leaders, these attributes are interdependent and essential for virtual team performance and sustainable growth.

Clear, timely, and transparent communication is crucial to strengthening the culture of the team (Ramserran & Haddud, 2018; Harvard Business Review, 2010; Banerjee et al., 2020; Walsh, 2019). In global virtual environments, technological platforms support effective communication (Bhat et al., 2017; Newman et al., 2020). Effective communication allows leaders to align the goals and roles to guide the team members (Zhang et al., 2018) and understand members' developmental needs. Investing in people helps leaders to overcome global virtual teams' unique challenges such as time zones and culture coordination. In this process of communicating, developing people, and generating results, leaders need to be flexible (Bhat et al., 2017) and develop emotional intelligence (Holtz et al., 2020) to respond quickly and effectively to the changes in their environment. A good example relates to the Pandemic of COVID-19. Leaders had to practice these characteristics to adapt and survive the new economic and social context imposed by social distancing policies.

Leaders build on their managerial attributes to establish strategies to overcome challenges and best practices to increase performance and motivation in global virtual teams. Many of the themes related to strategies and best practices also validate the literature. People and communication skills stand out among leaders' strategies and best practices. Communication ensures teams' success when the team is working remotely (Jimenez, 2017). Leaders use their skills to guide employees toward organizational objectives. Best practices, also cited by the interviews, include the effective use of emails, conferencing, chats (Weyers & Wong, 2021), and periodically meeting in-person to strengthen relationships (Jimenez et al., 2017). Interviewed leaders believe that, even though virtual work has its advantages, it is necessary to physically meet team members to create a stronger bond and adapt their communication style to each individual.

People skills support communication. They include leaders' accountability for creating rapport and keeping people focused and motivated (Newman, 2020), empathetic actions toward employees' welfare, moral support, and motivation (Lauring & Jonasson, 2018), and encouragement of discipline among team members (Award & Phelps, 2019). Using these approaches allows leaders to recognize individuals' contributions and create team bonds that also enable collaboration. Global virtual team integration and collaboration are essential to improving progress and performance (Eisenberg & Krishnan, 2018, Award & Phelps, 2019).

Distinct Findings

This study also offers distinct strategies used by leaders of virtual teams that add to current literature. The first strategy relates to members' maturity level. Leaders were challenged to go virtual during the COVID-19 pandemic, and they reported that not all employees were able to work remotely. Therefore, they started to avoid junior positions such as trainees for certain

activities. A second strategy applied during this period was establishing rules and procedures to make virtual meetings more effective and shorter. All of the interviewed leaders declared that the number of virtual meetings drastically increased in 2020 compared to the previous years. Thus, it was necessary to change their approaches to virtual meetings. Finally, a strategy cited among Brazilian leaders was the need to develop English proficiency. Global virtual teams tend to use English as a standardized language. Therefore, it is critical for team members in countries where English is not the first language to master it.

Conclusion

Significance of the Study

This study both agrees with and builds upon the existing literature. The two major points of agreement with the literature are in the areas of communication and collaboration. The literature explains that leading geographically spread-out teams can have adverse effects on the team (Newman et al., 2020). This is consistent with the data showing that communication is a key strategy in overcoming challenges and a best practice for leading teams. Similarly, collaboration is mentioned as key to meeting team goals (Eisenberg & Krishnan, 2018) and data from the study shows that 28.57% of interviewees cited collaboration strategies as important to leadership.

Although there is data consistent with the literature, data from this study also presented some new learnings. The first key addition is the workable best practices that leaders use to lead their teams. Interviewees mentioned effective use of specific technologies such as virtual whiteboards, specific meeting cadences that vary depending on the needs of the team members, and having a global awareness that includes an understanding of different countries' holidays. This is important because some of these practices are only small changes, but they have a

significant impact on the team's success. For example, having an international holiday schedule can help avoid communication and collaboration barriers when leading team members who may have different holidays due to their geographic location. Similarly, 35.71% of interviewees said that improving meetings were instrumental in overcoming virtual team challenges citing specific actions such as creating meeting agendas, using the camera function, and balancing zoom meetings to avoid fatigue. These are actionable findings that build on existing literature surrounding virtual teams.

Limitations

There are three limitations to this study that should be addressed. First is that this data was collected in the midst of the global pandemic. The impact of the pandemic may impact specific answers by the interviewees that may be answered differently in non-pandemic times. The impact of the pandemic on the data cannot be measured and should be considered when deciding how and why to implement the findings in future teams. Additionally, although the leaders interviewed are affiliated with different businesses, it is impossible to know whether the results will be consistent across various industries. For example, best practices in one industry may not have a proportionate impact in other industries.

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