Transitioning to Virtual Teams During a Pandemic: A Case Study

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Introduction
• Organizations need to find ways to quickly react and adapt in a crisis
• Communication with internal stakeholders is critical during a crisis
• The focus of this study is to investigate the effectiveness of implementing Microsoft Teams during a crisis by examining and analyzing how a builder changed its internal procedures during the COVID-19 pandemic

Methods
• Literature Review:
  - Crisis Management
  - Crisis Communication
  - Sensemaking
  - Virtual Teams
  - Creating Change
• Participant observation
• Semi-structured interviews
• Twenty-one years of experience in the Real Estate industry

Results
How the new system departs from the old one
• Only virtual meetings
• How information is passed from corporate to field
• Electronic documents only – My Home, My Earth program

The benefits of the new system
• Communication is instant and constant at all levels
• Team meetings are faster and more efficient
• Team members have access to all reports in one central location

Issues that need to be resolved in the new system
• Information overload
• Accuracy of data entered in the trackers
• Comment tracking

Conclusions
• Organization did an outstanding job during the transition
• Improved communication during crisis led to improved decision making and productivity – All information in central location
• More research is needed on internal crisis communication between the organization and employees

Literature Cited

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Further Information
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