

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

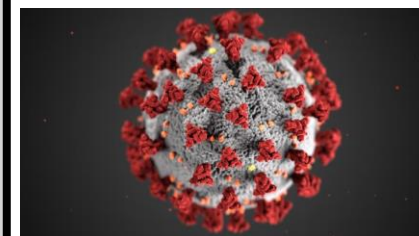
- Communication is instant and constant at all levels
- Team meetings are faster and more efficient
- Team members have access to all reports in one central location

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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