



UNIVERSITY OF GOTHENBURG

Relationship Building and Motivation in Virtual teams

- Activity-based analysis on teleconference

Zhuqing TANG

Master in Communication Thesis

Report No.: 2013:113

ISSN: 1651-4769

University of Gothenburg
Department of Applied Information Technology
Gothenburg, Sweden, Aug 2013

Acknowledgement

First of all I would like to thank my supervisor Nataliya Berbyuk Lindström, who offered help and support both academically and personally all the way through this thesis. I am also very grateful to two virtual teams especially their leaders who participated in this study by offering cooperation on interviews and recording. And many thanks to Lena Napolskikh, who helped to contact interviewee, collect the recordings and contributed to a few parts of transcriptions and methodology study. Without these supports, this thesis wouldn't have been finished by now.

Abstract

With the technique development and globalization, international companies rely more and more on virtual teams to carry out short- and long-term projects. It is pretty challenging of leading a virtual team, with the consideration that all the communication happen through emails or over the phone. Teleconference is the focus in this thesis. An activity structure coding is offered to help analyzing pre-collected teleconference recordings with activity-base approach, which gives a better understanding of communication behavior on teleconference. Together with interviews of e-leaders, this thesis presents challenges that leader faces in leading teleconference, leader's communicative behavior and relationship building in virtual context. The purpose of this study is to examine how is motivation generated from leader's communicative behavior, and how relationship develops in virtual circumstances.

Key words: motivation, relationship building, virtual team, e-leadership

Content

Acknowledgement

Abstract

Chpt.1 Introduction.....	4
1.1 The purpose and the goals.....	4
1.2 Thesis outline.....	5
Chpt. 2 Background studies and theoretic framework.....	7
2.1 Virtual team.....	7
2.2 Communication in virtual teams.....	8
2.2.1 Teleconferencing.....	9
2.3 Leadership.....	10
2.4 e-Leadership.....	10
2.5 Motivation in virtual teams.....	11
2.5.1 Relationship building.....	12
2.5.2 Leader’s motivating language.....	12
Chpt. 3 Methodology and Data.....	14
3.1 Data collection methods.....	14
3.2 Types of teams that participated in study.....	15
3.3 Analysis of data.....	17
3.3.1 Analysis of recordings of teleconference.....	18
3.3.2 Analysis of interviews.....	19
Chapt. 4 Results and Analysis.....	20
4.1 Teleconferencing as a social activity.....	20
4.2 Leaders’ views on leading virtual team and teleconference.....	25
4.3 Communicative behavior that contributes to relationship building.....	26
4.3.1 Greeting/roll-call and possible small talk.....	26
4.3.2 Individual calls.....	31
4.3.3 Leaders’ views on relationship building in virtual teams.....	32
4.4 Motivating language use in virtual teams.....	32
4.4.1 Direction-giving speech.....	32
4.4.2 Empathetic speech.....	35
4.4.3 Meaning-making speech.....	35
Chpt. 5 Conclusion.....	37
5.1 Motivation in virtual teams: relationship building and motivating language.....	37
5.2 Limitations.....	37
5.3 Future studies.....	38
Bibliography.....	39
Apendix.....	43
Interview transcriptions	
Transcription of teleconferences	

CHAPTER 1

INTRODUCTION

1.1. The purpose and the goals

The purpose of this Master thesis is to describe and analyze communicative behavior in virtual business teams' teleconferences with a special focus on leadership, especially on motivation which is generated from leader's communication behavior.

Virtual communication has become common in both business and private settings. It is hard to imagine two friends, irrespective of whether they live a couple of blocks away from each other or on different continents, not exchanging instant messages or updating each other about their lives via telephone, Skype or Facebook. In the same manner, it is hard to imagine a global, or even a local company, without long threads of emails, telephone and video meetings, online presentations and real-time data conferences with shared texts and graphics – all the things that constitute a lifecycle of a virtual business team. In this thesis we are focusing on one type of computer-mediated communication in virtual teams -- telephone meetings, or teleconference.

The use of virtual teams in business environment has started nearly 25 years ago, and the business justification for it is strong. Using virtual teams helps cross time and distance boundaries; draw talent quickly from different functions, locations and organizations; extend companies' market opportunities; broad team members' careers and perspectives; cut down travel costs as well as time and human costs of being away from home (Duarte & Snyder, 2006).

However beneficial it is to use virtual teams in business environment, along with the problems of traditional teams, virtual teams encounter problems of their own. Earlier research in this field was for the most part concerned with the impact of technology on productivity and communication in such teams. However, while problems related to technology get settled along with the technological progress, problems related to communication, team building, trust building, leadership in the absence of normal social cues – in other words, human related problems, still remain. Hence, leading a virtual team is a more challenging task. It requires much more than computer skills, and in certain cases, it requires even more competence than leading a traditional team.

The purpose of this thesis is to study the communication in virtual circumstance, with the focus on leadership, relationship building in the team and motivation by examine the communication behavior in virtual context.

Although some attempts have been made in research of communication in virtual

teams in general – study of Kaiser et al.,(2000) states that a clear team structure has positive effect on virtual team success, studies on intercultural issues in virtual team show that culture differences may cause coordination difficulties (Johansson et al., 1999;Kayworth & Leidner, 2000) and drawback to effective communication (Kayworth & Leidner, 2000;Sarker & Sahay, 2002; van Ryssen & Godar, 2000), and McDonough et al.,(2001) claim that trustworthiness of workmates is difficult to access since they have not even met each other in real life, and Warkentin et al., (1997) has compared relationship-building and team cohesion in virtual team and face-to-face team -- functioning of a virtual team has never been studied from activity-based communication analysis point of view. Thus this thesis is an attempt to contribute to the development of research on communication in virtual teams, specifically from an activity-based communication theory point of view.

The purpose mentioned above implies **several goals**:

- To analyze teleconferences of virtual business teams as a social activity in respect to such features as its purpose, activity structure, typical procedures, roles of participants, their rights, obligations and competencies, artifacts used and the environment in which the interaction take place.
- To analyze teleconferences with motivating language theory by its three categories: direction-give, empathetic and meaning-making speech.
- Compare leadership behavior in regard to leading a co-located team over the phone and leading a dispersed team over the phone.
- Identify common communication problems/challenges that virtual team leaders face.

By analyzing these telephone-meeting recordings and interviews with two e-leaders we expect to answer following questions:

- What are challenges that e-leaders encounter when leading teleconference?
- How does leader-member / member-member relationship develop in virtual teams ?
- How is motivation generated from leader's communicative behavior?

1.2 Thesis outline

The thesis is organized as follows. Chapter 1, “Introduction”, includes the purpose and the goals of the thesis, as well as the academic importance of the research. Chapter 2, “Background”, presents basic terms and concepts as well as previous studies. Chapter 3, “Methodology and data”, describes the data that were used for writing the thesis, including data collection methods, participants involved and data

analysis methods. Chapter 4, 'Results', presents the results of the study. Chapter 5 includes discussion and conclusions. The reference list and appendices can be found in the end of the thesis.

The terms teleconference, telephone meeting, and virtual team's meeting are used interchangeably in the thesis. Also, such terms as traditional teams and face-to-face teams are used interchangeably.

CHAPTER 2

BACKGROUND STUDIES AND THEORETICAL FRAMEWORK

In this part we will provide an overview of relevant studies which we get inspired by in our research. Some basic concepts as 'virtual team', 'e-leadership' will be discussed, and focus will be on relationship building and motivating language theory. Although there are several studies that compared the relationship building in traditional team and virtual team, and give the suggestion that relationship building would benefit the virtual in team outcomes. However I will focus on how relationship develops associated with leader's communicative behavior. As to motivating language theory, it has been examined in normal context but no study found about this theory applying in virtual teams. Thus I will go through teleconferences regarding motivating language use. Meanwhile previous research related to telephone communication and communication in virtual teams will be discussed. Video conference is also used in virtual teams but in the case of this study it is only used when there is a presentation to be made or pictures/graphics to be shared. Of course there is technology issue that video conference is not often applied, but also it is because audio-only teleconferences are sufficient according to both leaders. They even claim that sometimes video images might cause distractions during the meetings. That is to say, even the technology problem disappears with the development, telephone meetings will still be the major tool in virtual teams. Therefore the study of telephone meetings in this thesis will offer an insight of communication in teleconferences which would benefit the communication in virtual teams.

2.1. Virtual Team

Facing increasingly global demands, more and more businesses are expanding globally, and there is a trend for organizations towards physically dispersed teams. In other words, it is getting more common to combine talents, skills and expertise from different locations and even time zones. People who work in such teams may not meet face to face daily, instead their communication relies on technologies like telephone, e-mails, audio/video calls and so on.

Forms of virtual work vary, depending on the number of persons involved and the degree of interaction between them. The options are telework, virtual groups, virtual teams and virtual communities. Telework refers to work which is done off site from main company with the information through telecommunication (Bailey & Kurland, 2002; Konradt, Schmook, & Mälecke, 2000). Virtual groups are formed by several teleworkers who report to the same manager, while virtual teams exist when the members of a virtual group interact with each other in order to accomplish the same goals (Lipnack & Stamps, 1997). Unlike virtual team, a virtual community is usually initiated by some members in the organization and it is not implemented within the organizational structure. Compared to virtual teams, virtual communities are larger

entities of distributed work in which people work via Internet with guide of common purposes, roles and norms (Wellman, 1997).

As many virtual teams are formed within global organizations, the term of global virtual team is introduced by previous studies and defined as a “*temporary, culturally diverse, geographically dispersed, electronically communicating work-group of members who think and act in concert within the diversity of the global environment.*” (Jarvenpaa & Leidner, 1999:792). According to Hertel et al., (2004), virtual teams are *groups with members collaborating from geographically distant locations, using electronic communication media, and reflecting recent trends of globalization and interdependent teamwork.* Lipnack & Stamps (2000) define virtual team as an *interdependent group working on a project across time and space relying on information and communication technologies.* By definitions presented above, I would define virtual as a collaborative group with cultural diversity, dispersed members who communicate with the facilitation of electronic devices.

Virtual teams can be of several types. The classification (Duarte & Snyder, 2006) is based on types of assignments and challenges teams have to face. Though virtual teams can undertake almost all kinds of tasks, team leaders and members still need to have a solid understanding of the type of virtual team they work in and the special challenges that each type presents.

Most common types of virtual teams include:

Networked teams are often found in consulting firms and in high-tech organizations. They are generally geographically distributed and not necessarily from the same organization. These teams are frequently created and just as frequently dissolved; they are usually formed to discuss specific topics where members from the area of expertise, possibly from different organizations, pitch their ideas in the same discussion. Membership is diffuse and fluid.

Parallel teams carry out special assignments, tasks or functions that the regular organization does not want to or is not equipped to perform. Simply speaking they are highly task oriented and are consisted of specialized professionals. Unlike networked teams, parallel teams are only required for short time span, and such teams have a distinct membership that sets it apart from the rest of organization.

Project or product development teams conduct projects for users or customers. Difference from parallel teams is that project development teams usually exist for a longer time, but like networked teams, they may also have members moving on and off the projects as their expertise is needed. Such teams can make decisions, not just provide recommendations, and their final project is clearly defined.

Work, functional, or production teams usually exist in one function, such as accounting, finance, training, or research and development. They also have clearly defined membership. It has become commonplace for people on virtual work teams to telecommute from home. Team members usually meet face to face once or twice each year for a conference.

Service teams are geographically located in different time zones and are assigned to a particular service such as customer support, network upgrades, data maintenance, etc. Each team works on providing the particular service in their daylight hours and at the end of day work is delegated to the next team which operates in a different time zone so that there is someone handling the service 24 hours a day.

Management teams are usually teams consisting of executive staff of an organization that live in many parts of the world and collaborate on a regular basis by means of audio/video conferences.

Action teams offer immediate responses, often to emergency situations.

2.2. Communication in virtual teams

Like distribution, technique, group process, group culture and leadership, communication is also a very important dimension to virtual teams. Communication is considered 'the only artifact of a distributed team's existence' (Ahuja, Galletta, & Carley, 2003). Good communication flow within organization is considered to be important in complex business environment, and good communication among team members has also been reported to be important if team working is to operate successfully.

Communication difficulties have been found to relate to poor performance in both traditional and virtual teams (Carletta, Garrod & Fraser-Krauss, 1998). Good communication is definitely desirable for organizations which want to benefit from virtual working teams. In virtual teams, members rely heavily on information and communication technologies, including a variety of asynchronous and synchronous channels, to communicate with each other. Phone calls, voice mail and computer-mediated communication system such as e-mail, instant message, and audio/videoconference are widely used in virtual team communication to overcome the challenges brought by temporal and geographic distribution. However it is asserted that face-to-face communication is superior to computer-mediated communication. The absence of physical presence, or to say face-to-face communication and interaction, is considered to be the major drawback of virtual teams (Cohen & Gibson, 2003). Members in virtual teams tend to have less understanding of each other, potentially contributing to misunderstanding and conflicts because of the lack of non-verbal cues such as intonation, facial expressions, and gestures. And the absence of shared understanding caused by the lack of prior history, and time/geographic dispersions make communication critical in virtual teams (Piccoli, Powell, & Ives, 2004). Some virtual team members may be less productive or satisfied because of the feeling of being isolated and detached from both the work and other members, and the team effectiveness is closely associated with strong social relationship between members. Nevertheless, it may be more difficult, or at least takes longer time, to create and develop social relationships in virtual environment (Walther,

1995; Warkentin, Sayeed, & Hightower, 1997).

Many studies and researches focus on ensuring good communication among members of the distributed team. According to Jarvenpaa and Lerdner (1999), regular and timely communication feedback was key to building trust and commitment in distributed teams; Kayworth and Leidner (2000) concluded that frequent ongoing communication was essential for success. And virtual team has more difficulties to develop a common sense of purpose since there was less intensive communication and interaction (Blackburn, Furst, and Rosen, 2003).

2.2.1 Teleconferencing

Teleconferencing is a generic word of any type of long distance discussion in which two or more separate groups are joined through a telephone system or any electronic link (Parker, 1976). Nilles expanded this definition and consider teleconferencing as the substitute of the term telecommunication and computers for the commute to work (Nilles,1982). According to John Penrose (1984), the term teleconferencing emphasize on the active interparticipation among those who form and use the network. Methods of teleconferencing include:

- a) audio only: telephone call, conference call, telelecture, telephone instruction
- b) print information: bulletin boards, mails,
- c) graphic information:

2.3. Leadership

Many studies have been conducted on leadership since it is one of the most popular and rapidly growing fields within business, yet confusions are there around how it is studied and what can be done to improve its practice. What is leadership? Leadership is a process whereby an individual influences a group of individuals to achieve a common goal (Northhouse, 2012). Yukl defines leadership as “the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives.” According to Donald Clark (Clark, 1997), leadership is a complex process by which a person influences others to accomplish a mission, task, or objective and directs the organization in a way that makes it more cohesive and coherent.

These definitions suggest several components central to the phenomenon of leadership (Rowe & Guerrero, 2011):

- leadership is a process;
- leadership involves influencing others;
- leadership happens within the context of a group;
- leadership involves goal attainment, these goals are shared by leaders and their

followers;

There are several theoretical approaches to the study of leadership, one well-known and contemporary framework is transformational/transactional leadership. Leadership is one of the most fundamental in virtual team dynamics (Pauleen, 2004).

2.4. E-leadership / virtual leadership

The virtual environment and its various communication technologies have created a new context for leadership (Avolio, Kahai, Dumdum & Sivasubramaniam, 2001a). E-leaders/virtual leaders lead organizations that are other than physical, and they inspire people from distance to develop self-management capabilities (Kerfoot, 2010). E-leadership/virtual leadership is socially influenced, mediated by advanced information technology, in order to bring about changes in attitudes, thinking, behavior and /or performance of individuals, group and/or organizations (Avolio, Kahai, & Dodge, 2001b, p617). Virtual leadership is considered essential for almost any business that strives to grow and expand (Shriberg, 2009). According to Avolio and Kahai (2003), e-leadership is not only just an extension of traditional leadership, but also a fundamental change in the way leaders and followers relate to each other within organizations and between organizations.

Seven distinct factors of e-leadership are identified by Annunzio (2001): honesty, responsiveness, vigilance, willingness to learn and re-learn, a sense of adventure, vision, and altruism. Cascio and Shurygailo (2003) pointed out following key challenges for e-leaders in virtual working teams:

- the difficulty of keeping tight and loose controls on intermediate progress towards goals;
- promoting close cooperation among team members;
- encouraging and recognizing emergent leaders;
- knowledge management;
- establishing and adhering to norms and procedures;
- establishing proper boundaries between home and work.

E-leadership is expressed through technology since the communication in virtual team is mediated by communication technology, therefore e-leaders must have a good understanding of how to make sense of technology in order to make the most competent use of it (Zigurs, 2003). E-leaders are advised to balance the traditional with the new, to openly communicate their intent and to fully use technology to reach-out and touch others (Avolio and Kahai, 2003). While Kerfoot (2010) suggests e-leaders depend on coaching/mentoring rather than supervision, in order to inspire team members to develop self-management capabilities. The concept of e-mentoring in virtual world has been examined by Hamilton and Scandura (2003), and the opportunity to extend technology to address relationship building was also discussed

in their research.

2.5. Motivation in virtual teams

Motivation is factors (both internal and external) that stimulate desire and energy in people to be continually interested and committed to a job, role or subject, or to make an effort to attain a goal.

Motivation results from the interaction of both conscious and unconscious factors such as the a) intensity of desire or need, b) incentive or reward value of the goal, and c) expectations of the individual and of his or her peers. In an organizational context, motivation can come from different sources, it can be the interest into the job itself (intrinsic motivation), the salary increase and career promotion (reward), job satisfaction by making achievements and getting praise/approval from both supervisor and colleagues (intrinsic resource). Motivational processes are crucial for the performance of teams. In virtual teams, it is more difficult to implement common goals, to build trust, and to maintain self-efficacy because of the reduced feedback, and low social control may lead to social loafing, all these are results of physical disconnectedness, which can cause various challenges of members' work motivation (Hertel, Konradt, & Orlikowski, 2004; Jarvenpaa & Leidner, 1999; Moore et al., 1999; Kirkman et al., 2004). Since members in virtual teams rarely meet personally, the virtual collaboration might meet challenges regarding team motivation, relationship building and the leadership of the team (Geister, Konradt, & Hertel, 2006). Geister et al. (2006) demonstrate in their study that information and feedback about the team situation is crucial to improving the motivation, satisfaction of members in virtual teams. Increasing feedback could have positive effects on motivation, satisfaction and therefore the performance of teams (Geister, Konradt & Hertel, 2006)

2.5.1 Relationship building

In a virtual environment, in which communication is supported by electronic channels, focus only on technical issues can cause expensive failure, while the probability of success can be increased by focusing on the people and organization issues (Coleman, 1997). Relationship building is one of these important issues (Warkentin et al; 1997), and has been shown to be a fundamental concern of virtual leaders (Pauleen, 2003-04). McGrath (1991) points out that teams need to engage in relationship-building activities to build up the group well-being function. Warkentin and Beranek (1999) point out that strong relational links have been associated with high task performance. Walther and Burgoon also state that strong relational links are associated with enhanced creativity, motivation, increased morale, better decisions and fewer process losses. To build and maintain personal relationships among team members will contribute to effective communication, which is the key to successful virtual teams (Lau et al; 2000). However, the research conducted by Warkentin et al.,(1997) shows that it is more difficult to complete relationship-building in a strictly virtual context than in a face-to-face one. Daft et al., (1987) explains this with media richness theory,

which says the lack of contextual cues and timeliness of feedback inherent in computer-mediated communication can negatively affect the relationship building.

2.5.2 Leader’s motivating language

As the call for high technology information exchange, the competent interpersonal skill is more than ever needed and is very important to optimize workplace outcomes (Mayfield, 2009). Effective leader communication is considered to be the key to high performance. As a form of strategic verbal communication, motivating language a powerful form of leader speech, which is directly associated with employee performance and their job satisfaction (Mayfield, 2009). Sullivan’s motivation language theory (1988) also proposes that strategic leader speech can have positive influences on critical employee outcomes which are associated with motivation.

Motivating language theory is derived from well grounded linguistics research on speech acts, and is composed of following three main types of leader communication:

1. Direction-giving speech which reduces uncertainty.
2. Empathetic speech which expresses compassion and humanistic respect for employees.
3. Meaning-making speech that clarifies cultural norms within an organization.

These three categories are expected to cover most leader-to-subordinate language.

TABLE. 1 Motivating language practices:

Categories of ML communication	Examples	Practices
Direction giving language	-Goal getting, -vision sharing, -management objectives	-Clearly define the task that an employee needs to accomplish, -Provide the employee with necessary specific directions, including time-lines and output quality levels, -Check with employee to make sure they understand directions.
Empathetic language	-Congratulations on well-done tasks, -Validation of negative emotions	-Be aware of when employee need emotional support, -Provide support through appropriate verbal means, -Follow up with supportive behaviors.
Meaning making language		-Decide on pertinent cultural aspects that employee need to know, -Tell employee about these aspects,

		-Include multiple stories about the complex cultural aspects.
--	--	---

In this study, a research approach called activity based communication analysis (Allwood, 1976, 1993, 2000, 2007) will be used to examine the communication in teleconferences that are collected, presenting telephone meetings in virtual teams by going through their structures, purposes, roles, artifacts and environments, with the combination of the study on relationship building and motivation in virtual teams. Leadership is also examined with focus on their motivating language use.

CHAPTER 3

METHODOLOGY AND DATA

This chapter presents the data collection and data analysis methods that we used in this thesis. The main method of data collection is audio recordings of teleconferences and recording of the interviews conducted with virtual teams' leaders. The quantitative and qualitative analysis of the transcribed recordings of the teleconferences is combined with analysis of the interviews.

The data for this thesis were collected and analyzed within the framework of Activity Based Communication Analysis (ACA), developed by Allwood (1976, 1993, 2000, 2007). The theory states that the best way to study linguistic interaction is to study it in different social activities. The context, in which interaction is taking place, defines vocabulary, grammar, pronunciation and interactive style. Thus, analyzing linguistic interaction in context, i.e. with due account for the type of social activity of which this interaction is a part, gives an idea about the language use in particular social activities – what in particular gets changed in the use of the language with the change of activity.

Allwood (2007) suggests the main type of method for this type of analysis -- recordings, registration and analysis of authentic linguistic interaction, in as “naturalistic” circumstances as possible, i.e. circumstances independent of the researcher's control and manipulations. The study presented in this thesis meets the criteria of “naturalistic” circumstances, since most of the participants in the study were either not aware of the fact that they were being recorded or it was a common practice in their teams to record teleconferences.

Allwood also mentions that “the primary focus will be face-to-face, direct, multimodal communication, but there is also room for studies of communication which use different kinds of communication technology, such as telephones or computers” (Allwood, 2007:2). This is exactly the case in the study presented in this thesis.

3.1. Data collection methods

Recordings of teleconferences

Team leaders were contacted and invited to participate in the research project. It was explained to them that we were interested in analyzing communication patterns in virtual business teams' meetings, i.e. communicative behavior of virtual team members during teleconferences. Upon their agreement and before the recording started, they were given an ethical statement and consent form to sign – a form stating the observance of confidentiality. Apart from the team leaders, no other member of

the teams was aware of the research. However, in some teams, team members knew they were being recorded due to the fact that it is a common practice in a company to record teleconferences so that other team members, who could not participate, could listen to the meeting recording later. In some cases team leaders acted as meeting leaders, however, in the rest of the cases meetings were led by functional leaders, who are not the actual leaders of the team. Team leaders recorded the meetings without our assistance, and later provided us with the links to download the recordings. Functional leader is one who conceives of leadership not as a person but rather as a set of behaviors that help a group perform their task or reach their goal. In the case of some of meeting recordings, the meeting leader serves as a leader on regards of the meeting. (http://en.wikipedia.org/wiki/Functional_leadership_model)

Therefore, the recordings represent authentic linguistic interaction during teleconference sessions.

Interviews

Semi-structured interviews were conducted with team leaders/project managers after the recordings were made. Interviewees were asked to comment on their experience of leading virtual team, the main challenges that they face, particular accidents during the meetings. They also provided general information about their teams, companies and operation of their teams.

TABLE. 2 General Overview of data used in the thesis

Data collection methods	Amount of data	Duration (minutes)
Recordings of teleconferences	11	359
Interviews	2	150

The recordings of teleconferences are sources of data on what happens in actual interactions in terms of participants’ communicative behavior. The analysis of interviews, in its turn, provides information about the leaders’ attitudes and views on communication.

3.2. Types of teams that participated in the study

Two main types of teams are examined:

- Partially co-located teams (when most of the participants are co-located in the same company office, while the leader is leading the meeting via the phone)
- Dispersed teams (when all of the participants are on the phone, and don’t see each other).

Three recordings are collected from the co-located team and the rest from dispersed

teams. There are some differences in the opening session of the teleconferences of two different types of team, like how meeting starts and how participants greet. The leader-member relationship also differs between these two teams, which cause different communicative behavior in teleconferences.

The participants:

Number of participants varies in different meetings according to different meeting purposes. Due to the agreement with these two leaders, no detail information of these two companies will be offered in this study but hereby I will give a brief introduction of these two leaders' teams.

Chris leads project teams in a company in medicine-related industry, which almost every member are dispersed all over the Europe (even worldwide). Some of them do not have English as mother language and members tend to have different cultural backgrounds. It is a project team, which consists of one or two from each department. Team members don't meet each other unless they are from the same department. They know each other from the phone calls, e-mails.

While Tania's team is a bit different. She works with marketing and has a team which most of her team members are located in the same office physically in Canada, with a few extra members who are located at other places attending meeting time by time, most importantly, the team leader – Tania - is located thousands miles away in Sweden, Europe. Most of them have English as mother tongue. She used to be at the same location with her members in Canada before she started to remote.

Types of meetings:

- Progress review / Weekly production meeting:
To review the progress of members' work and of project
- Decision making:
There is some decision need to be made concerning the project
- Design:
Discuss the product design

These meeting types are defined by their purpose. A conference call can be any one of above three types, but it doesn't necessarily to be the only one. A meeting can have more than one purpose, for example both progress review and decision making. And goals differ according to the different purpose as well. There are also individual meeting between team leader and one team member, usually with the purpose of progress review of this specific member, and it also helps building the relationship between leader and member.

TABLE. 3 General information of recordings of meetings:

	Date	Duration	Number of participants	Meeting leader	Location	Type of meeting
--	------	----------	------------------------	----------------	----------	-----------------

1	11 Sept (bad quality)	26 minutes	6	Tania	Co-located	Progress review meeting
2	12 Sept (bad quality)	34 minutes	3 Robert, Nick, Tania	Tania	Dispersed	Design
3	17 Sept	25 minutes	6 Tania (passively), Rob, Rob D, Nick, Gen, Melissa	Robert	Dispersed	Decision making
4	25 Sept	30 minutes	8 Tania, Shelby, Canny, Amanda, David, Melody, Bob, Melissa	Tania	Co-located	Progress review meeting
5	6 Nov	44 minutes	8	Tania	Co-located	
6	16 Nov	33 minutes	2 (Tania, Melody)	Tania	Dispersed	Individual meeting
7	16 Nov	19 minutes	2	Tania	Dispersed	Individual meeting
8	16 Nov	39 minutes	2	Tania	Dispersed	Individual meeting
9	3 Sept	43 minutes	6 Stephie, Sonja, Chris, Teresa, Vanessa, Jessica	Steffi	Dispersed	Progress review, Decision making
10	6 Sept	30 minutes	6(7?) Chris, Elis, Stephie, Dina, Vicky, Marsela	Chris	Dispersed	Progress review, discussion, decision making
11	17 Sept	36 minutes	7 Stephie, Chris, Jeanie, Vanessa, Sonja, Vicky,	Chris	Dispersed	Progress review

			Jessica			
--	--	--	---------	--	--	--

3.3. Analysis of data

The data presented in this thesis will be analyzed with activity based approach which is introduced by Jans Allwood (2000). Analysis of interviews is also combined in this study.

3.3.1 Analysis of the recording of teleconferences

Recording of these conference calls were transcribed directly from recordings according to GTS (Göteborgs Transcription Standard) with some modifications (Nivre et al., 2004).

TABLE. 4 Transcription conventions:

Symbol	Explanation
[]	Overlap brackets
(...)	Unclear utterances which are not able to be transcribed
(?)	Transcriber's uncertainty of what is being said
/, //, ///	Pause (short, intermediate and long)
+	Incomplete word
...	Incomplete sentence
:	Lengthening
<>	Transcriber's comments

Meetings transcriptions are then analyzed as social activities, according to following activity parameters. (Allwood, 2007):

a) Purpose, goals and procedures

The reason for an activity's existence as purpose, and achievements what are expected to be made by participants in the activity as goals, and procedures are often conducted from the purpose and goals. In this study, goals differ on the type of meeting, though general structures of teleconferencs are more or less the same since the meeting as a social activity generally has same purpose. The activity structure of the meeting in general comprises:

- greeting/introduction
- identification of the reason for meeting,
- collecting relevant information,
- discussion
- making decisions (if necessary),
- conclusion and leave-taking.

It is worth pointing out here that the above-mentioned phases do not necessarily occur in the order presented; moreover, they can overlap and recur during the teleconference

b) Roles: competence, rights and obligations:

Competence, rights and obligations are often associated with particular role in the

activity;

c) Artifacts

Instruments, tools, and media which are needed for the participants to pursue an activity

d) Environment

Comprises both social environment (culture, social institution and organization) and physical environment (physical settings such as sound, lighting, furniture etc.).

Here in this study, qualitative analysis is used instead of quantitative statistics on the data that is collected from meeting recordings, with the combination of comparison between two major team types that have been studied in this thesis.

3.3.2 Analysis of the interviews:

The analysis of the recordings are integrated with interview analysis. Interviews with two leaders were audio-recorded and then transcribed. Analysis focuses on a number of questions and their corresponding answers, in order to get leaders' views on leadership in virtual teams, concerning leading calls as well as leadership in rest of team settings. Analysis aims to get more comprehensive understanding on team setting, team relationship and motivation from leaders' comments.

Interview questions include 'How is meeting planned?' 'How is the message delivered?' 'Challenges that you face?' In these interviews leaders also commented on information exchange (normally via e-mails), individual calls and personal relationship in virtual teams.

CHAPTER 4 RESULTS AND ANALYSIS

Analysis on teleconferencing as a social activity will be presented in this chapter, integrated with analysis on interviews of two team leaders/project manager, who offer insight into virtual communication and how to lead virtual teams from leader's perspective. The results were derived by examining the communication behavior with concern on the relationship building, leaders' motivating languages, combined with leaders' views on these aspects. Comparison of communication in teleconference is also made between two major different types of teams.

4.1 Teleconferencing as a social activity

It is important to understand the activity structure of teleconferences in order to have better understanding of the communicative behaviors of participants in teleconferences, especially of leaders in this study.

Teleconference is a kind of meeting activity based on telecommunication that a group of people have conversation and discussion over telephone or other electronic devices since the participants are not physically in the same location. Here I will offer an overview of its activity coding.

TABLE. 5 A teleconference in virtual teams consists of three major parts: before meeting, during meeting and after meeting.

Before meeting	Plan the meeting Send out invitation/reminder via email Deliver information regarding the meeting
During meeting	Greeting/roll call/self-identification Checking if audibility is good Possible small talk Checking who has gathered Checking what an absent person is up to Briefly explain the purpose of the meeting Determining agenda if necessary Discussion 'Any questions?' Conclusion and leave-taking.
After meeting	Individual calls if necessary Continuing discussion via emails Meeting minutes share

Teleconferences are usually planned ahead. For a project team, the progress review or let's say project follow-up meetings are planned at the beginning of the project (Chris' interview). As to Tania's co-located team, which members are not gathered only for one or two projects, the progress review meeting, or the weekly production

meetings are planned long ahead at the beginning of the year. They plan weekly meetings and weekly individual meetings for the coming year and put it into everyone's schedule.

An invitation or reminder for teleconference will be send out by team leader/project manager via e-mail. Information and materials regarding the meeting such as agenda are delivered out through e-mails as well before the teleconference.

Meeting is carried out according to the agenda after roll call, greeting and possible small talks. Meeting minutes will be shared after meeting is finished and some individual call will be made if necessary.

The purposes vary from meeting to meeting. Generally the purposes of these teleconferences are to share information, share ideas and discuss about recent work. With specification of particular meeting, the purpose can be working progress review, project follow up, these normally apply to those weekly production meeting or progress review meeting; design meetings serve the purpose of brainstorming, sharing information and ideas and discussing about product design in case of Tania's team. Meeting for decision making of course has the purpose of discussing on the issue in order to achieve an agreement or make up a decision on that.

Consequently the goals of each meeting would be different according to the meeting purpose, whether it is keep updated of the project/working status, make a decision, or try to get a design of product.

Procedure might slightly differ regarding different goals and purposes of meeting but all kinds of teleconferences basically share a same structure and procedure.

It is worth mentioning that there are also individual conference calls collected in this study, which took place between team leader and one team member. In this case, beside the working progress review, or let's say follow up, the teleconference serves also another purpose, that is to help developing the leader-member relationship, which would positively influence the performance of the team.

TABLE. 6 Teleconferencing: Purpose, structure, goals and procedure

Type of meeting	Purpose	Goals	Structure	Procedure
Progress review/ Weekly production meeting	<ul style="list-style-type: none"> - Review team members' working progress; - share updated information - project follow up 	<ul style="list-style-type: none"> - Keep team leader and fellow workers updated; 	<ul style="list-style-type: none"> - Greeting/roll call/self-identification - Briefly explain the purpose of the meeting - Determining agenda if necessary - Discussion - 'Any questions?' - Conclusion and leave-taking. 	<ul style="list-style-type: none"> - Roll call, check participants' presence; - Check audibility - Possible small talk; - Team member report to leader; - Leader share updated information; - Further discuss - Conclusion/Make up decision - Make it clear what is to be done after meeting
Decision making	<ul style="list-style-type: none"> - Share latest information - Discuss about certain issues in order to make decision on them 	<ul style="list-style-type: none"> - Make decisions on discussed issues 		
Design-discussion	<ul style="list-style-type: none"> - Share information and ideas - Brainstorming - Discuss product design 	<ul style="list-style-type: none"> - Share ideas of product design - Try to figure out a good design 		

TABLE. 7 Teleconferencing: roles, competences, rights and obligations

Roles	Team leader/ Project manager	Meeting leader/ Function leader	Other participants
Competences	<ul style="list-style-type: none"> - Management skills; - Professional experiences; - Knowledge of this industry 	<ul style="list-style-type: none"> - Professional skills; - Experience/skills of leading meetings 	<ul style="list-style-type: none"> - Professional skills and experience;
Rights	<ul style="list-style-type: none"> - Lead/Manage the team/project; - Evaluate team members' performances; - Ask participants to contribute to meetings/team; 	<ul style="list-style-type: none"> - Lead the meeting; - Ask participants to contribute to meetings; 	<ul style="list-style-type: none"> - Get the information from leader and other participants; - Get directions on work
Obligations	<ul style="list-style-type: none"> - Lead the team/project - Ensure the productivity of the team; - Push the project forward; - Motivate team members; - Offer help if it's necessary 	<ul style="list-style-type: none"> - Lead the meeting and fulfill the goal of the meeting; - Motivate the participants to contribute to meetings 	<ul style="list-style-type: none"> - Share the information; - Report to leader and contribute to the meeting; - Answer questions from team leader/meeting leader

As stated in the table above, the participants in teleconference have different competences, rights and obligation regarding their different roles. It is clear that different roles have different competence of their own profession, related education and working experiences. Rights and obligation sometimes cannot be split with a clear cut. That is to say, rights could be obligations as well in some cases, and vice versa. For example, it is both right and obligation for a leader to lead/manage a team/project; and a functional leader for meeting's purpose has the right to lead the meeting while on the other hand he/she is obligated to lead the meeting in order to fulfill the goals of the meeting.

Devices such as telephone, headphone, computer with internet access are main instruments here in teleconference, other instruments include writing utensils, and participants' files. As technique develops, it is possible to have both audio and video conference calls with the help of internet-based communication system. However teleconferences that presented in this study are audio-only meetings, so direct speech is used as media for communication in teleconference, additionally, some acoustic/auditory non-verbal cues are found in the communication, for instance, Tania's changing voice of speaking, which give non-verbal cues to other participants within the condition that no other non-verbal information like body language or eye contact exist.

Speaking of environment, participants are, maybe of different level, acquaint to each other. For instance in Chris' team, Chris himself has met half of those members who usually attend in those teleconferences, while those members they know each other over the phone, from the e-mail back and forth. And in Tania's co-located team it goes without saying that they know each other since they work at the same location. Concerning the physical environment, teleconference happens at either home-based office or company-based office.

TABLE. 8 Teleconferencing: artifacts, instruments, media and environment

Artifacts	Instruments	Media
	<ul style="list-style-type: none"> - Telephone - 'spider' with multiple microphones - Headphones - Computer (optional) with Internet access - Writing utensils - Participants' files (top five list, notes) 	<ul style="list-style-type: none"> - Direct speech - Auditory/acoustic non-verbal cues
Environment	Sociocultural	Physical
	<ul style="list-style-type: none"> - Social and cultural background of the participants (age, gender, cultural background) - Length of participants' being a member in this team - Participants' degree of acquaintance with each other 	<ul style="list-style-type: none"> - Home-based office - Company-based office

Devices such as telephone, headphone, computer with internet access are main instruments here in teleconference, other instruments include writing utensils, and participants' files. Direct speech is used as media for communication in teleconference, additionally, some auditory non-verbal cues are found in the communication, for instance, Tania's changing voice of speaking, which give non-verbal cues to other participants within the condition that no other non-verbal information like body language or eye contact exist.

Speaking of environment, participants are, maybe of different level, acquaint to each other. For instance in Chris' team, Chris himself has met half of those members who usually attend in those teleconferences, while those members they know each other over the phone, from the e-mail back and forth. And in Tania's co-located team it goes without saying that they know each other since they work at the same location. Concerning the physical environment, teleconference happens at either home-based office or company-based office.

4.2 Leaders' views on leading virtual teams and teleconference

In this section I am going to review interviews from two team leaders, and try to study their views regarding leading virtual teams and leading teleconferences.

It is crystal clear that it is challenging to lead a virtual team, and it reflects on leading teleconference.

Here follow I will present challenges that leaders face when they having teleconference with team members and how they solve these problems.

Challenge 1. Get everyone to participate

Chris: Sometimes it's <challenging> getting everyone to participate, you know, what I usually do is I have my agenda, and I'll call on individual people to assign the updates, instead of saying "OK, who has an update." Then it will just silence, people don't voluntarily contribute. So that's the hardest part, but that's how I learned to assign individuals to present their specific updates, where you can get contribution from everyone.

With the consideration of not providing wrong information or insufficient information, people might be less active during the teleconference, which means the leader will need to motivate participants to make the contribution. Leaders need to be more specific in their directions instead of asking brief questions, which are not directly addressed to certain person, which leads to inactive performance or no responses. And it is easier to avoid question or give excuses over the phone, that makes it even more difficult for leaders to motivate.

Challenge 2. 'Going off topic.'

Chris: another challenge is, I suppose, going off topic. You have a lot of people in the room, what is important to me to discuss is not always what they think is important, and we only have limited amount of time. But sometimeswhat one person say is not necessarily relevant to other people not necessarily relevant to anyone else on the call. So that's hard also, to make everyone relevant.

It is difficult for e-leaders keep tight and loose controls on intermediate progress towards goals (Cascio & Shurygailo, 2003). Here in this case it reflects on the control of holding the conversation on topic. When people discuss over the phone, people may easily forget that they are not the only one on the phone, so their speech would get out of track unconsciously. The leader has to make sure that discussion/conversation is relevant to everyone on the phone call, and cut off in time when the conversation if off topic. Tania experiences similar problem, which is not people's talking off topic, but they are talking too much which is not listed on 'top five' according to agenda. Knowing that they have fixed amount of time for meeting, she cuts off the speech as she would do in real life, to make sure that teleconference is carrying out according to agenda.

Challenge 3. Get people prepared before coming to meeting

Chris: one challenges is that people aren't prepared enough, and that happens; or they keep giving the same update every time they haven't made any progress. That

causes extra work, because then you have to / you know / either I will have to talk with them during the conference, or ideally talk with them afterwards, you know.

Tania: that there would be an additional agenda item tacked in the end of that meeting. So, for example, if we are gonna talk about naming concepts or we are going to talk about some other project, I would let them know, I would ask them to do some research or come in informed, if that's gonna be the case. So I would send, you know, for example, maybe not this week but the week before, and I said 'we are going talk about this a little bit more, wrap it up , come in prepared to discuss it'.

Leaders need participants to be prepared on teleconference. It happens sometimes that they come unprepared, which would cause extra work and time. So normally the leader will send out reminder to make sure everyone is information and getting prepared before meeting, especially when there is special topics to be discussed.

Challenge 4. Not able to read body language.

Tania: That's one of the biggest drawbacks to be, you know, in a distance, and having people in different places, you have no opportunity to read body language. I can only read tone, and I can only read delivery of verbal communication cues,..... but I would also say that a lot of it is team member depended also, so my senior team members is not that much of an issue, but I have junior people who are not as honest, are not as open , and I have to do more, I have to read them more, I have to interpret more and that is a much bigger challenge.....

Chris: Um: i mean I don't know. I guess I don't reflect too much on it, because a lot we do is pretty measurable. non-verbal communication is very important, but in this context we have a lot of ways of measuring our results.

Regarding the lack of body language, two team leaders have different opinions. Both of them claim that non-verbal communication is important, however Chris does not reflect on the lack of non-verbal communication, because the outcome of members in his team is quite measurable, they don't really need non-verbal communication to help evaluating the results. While Tania thinks it is much harder when she can only read tone and verbal communication cues, especially when it is with junior members that she is not as familiar as with senior members.

Other challenges like intercultural challenges, information communication breakdown and technique availability are also claimed by both leader, though they are not as significant as challenges stated above.

4.3 Communicative behavior that contributes to relationship building

Like in any working teams, relationship building is crucial for team performance in virtual teams as well, however the virtual context makes relationship building more difficult than usual. By reviewing the opening section of teleconference I am going to study if there is any communicative behavior related to relationship building especially leader-member relationship, and how relationship develops in this case.

4.3.1 Greeting / role call and possible small talk

With dispersed team members, the meeting usually starts with a roll call, to check who is there on line and who is absent, together with checking the audibility. There is barely personal information exchange except stating their own names and sometimes

the divisions/departments that they are from. At the same time meeting leader (not necessarily the team leader, can be a function leader only for leading the meeting) helps to check if everyone who should attend is in the line. Normally it takes long time to go through the presence checking, because you don't see people in audio-only teleconferences, the voice and participant's self identification is the only way to tell who the person is. It may depends on the acquaintance level to recognize the voice, and when some technique problem occurs, these information might be not received properly by other participants, which make the identifications even harder.

EXAMPLE. 1 'We have also absence of Jessica?'

Leader: Hello.
<name>: Hello I'm (...) here.
<name>: I'm [(...)]
Leader: [what?]
<name>: (...)
Leader: OK. I know we have Vicky. Any one else?
Vanessa: Hey it's Vanessa from Italy.
Leader: Vanessa from Italy. Who else?
Jeanie: Jeanie. I'm here.
Leader: Hello Jeanie. So it's the last one I guess.
Gosia: Hi it's Gosia.
Leader: Gosia. Do we have Sonja?
Sonja: Yeh I'm in the line, hi!
Leader: Hi Sonja. Do we have Chris?
Chris: yep. Hi, Stephanie.
Leader: Hi, hi Chris.
Leader: OK, let's check.
<name>: [and I...]
Leader: [also check (...)], we have also office of/ er: Jessica?
Jessica: Hello I'm here.
Leader: Hi.
Jessica: Hello.
Leader: I don't know, Gosia we've got, Vanessa we've got Sonja, um: Teresa just dropped me a message, I think she is possibly to record of meeting. And I think I (...). Yeh. So OK, we can get started.

In this example we can see a long roll call conducted by the meeting leader trying to figure out who is online. At the beginning it was not easy to recognize who was talking and what was the content. It could be the technique issue, or sometimes people talk at the same time so that the overlapping part cannot be heard clearly.

EXAMPLE. 2 'Do I miss someone?'

Leader: This is record of (...), Chris we got, Jeanie, Jessica, Vanessa, Sonja, Terresa and (...)<name>. Did I miss someone?
Leader: I think that's it. We will wait for someone from (...) to join. ok?
Chris: No I think (we) get started.

Example presented above shows that the leader was double check the presence of participant after a round of roll call. This happened in both meeting that led by this meeting leader.

This kind of long roll-call section is common in teleconference in dispersed teams. They need longer time to go through this which, in my opinion, squeeze the time for greeting and possible small talks within the limited time of teleconference.

While in the partially co-located team, which has only the team leader (also leader of the meeting in most cases) located in another place, they skip this role call part, instead they just simply say hi to the team leader and have some small talks and exchange some personal information before the meeting. These small talks and personal information exchanges are considered to be helpful for developing interpersonal relationship in virtual context.

EXAMPLE. 3 'Is everybody there?' (Nov. 6th)

Everyone greets, saying hi.

Tania: [laughter] Are you guys having a big group today?

Multiperson: [yes.][yes.]

Tania: Fancy. <voice in high pitch>

Tania: Alright. Is everybody there:?

Multiperson: [Yep.] [Yep.]

Tania: Mm OK! Let's get started, shall we?

Obviously the roll-call in opening session of teleconference is simplified in co-located team. An overview of opening part of teleconferences will be found in table below.

It is also interesting that conversations about personal life occurs several times in Tania's team, which is not found in Chris' team. Chris might greet simply other participants with joyful voice, but that's all, then the meeting gets down to the agenda which is already fixed.

EXAMPLE. 4 'How is every one?' (Sept. 6th) vs. Birthday pictures (Sept. 25th):

Chris: Good morning or good afternoon or good lunchtime.

<beep>

Elis: Hellooo. [It's Elis]

Chris: [Hi]

Chris: Hi Elis

Chris: How is everyone?

Stephie: Stephanie. Very well, thank you.

Some voices in the room. Then conversations starts among the team members in the room.

Shelby: (...) pictures from birthday, so cute. (...), she got messy.

Tania: Those were great pictures. That was a good outfit too.

<More people join the conversation.> <Laughing.>

It is a totally non work-relation conversation in this example which happened between team leader Tania and one of her team member who is co-located with some other members. In this meeting the team leader shared even a little bit of her experience of receiving her family to visit and some other personal information like weekend plans. Then they check very quickly if everyone's there and get the meeting started. Whereas in Chris' meeting with dispersed members, he greets only with very simple greeting like 'good morning' or 'how is everyone', which are found in only one of those three meetings that are collected for this study. Of course conversation like family visit and birthday pictures in Tania's meetings happened when they were

waiting for other participants, it's reasonable that happens only before meeting officially starts because time is limited for teleconference. Even though, this kind of conversation about personal life never happened in Chris' conference calls. Why is it so different? Is it because of the two different team types? Tania has a co-located team and most of her team members are sitting at the same location. In this case the relationship among team member is easier to develop. Moreover, before Tania came to Sweden and started working remote, she used to work with her team at the same location, that is to say a leader-member relationship has already been established since they started to together. While Chris always works remote, with his dispersed team, located all over the Europe or worldwide, they seldom meet each other, they know each other but they don't 'know' each other. Therefore, it would be more likely for Tania to bring up such personal topics. However, according to both leaders, they are not very keen to socialize with their team members:

Tania: a lot of those people socialize together, I don't socialize with those people really, just because it's not the nature of our relationship, ultimately they report to me, I do their year performance review every year, I determine their salary and we don't hang out. I probably hang out a little bit more with one of my team member who I started with there, we have the longest working relationship.....and we have completely different responsibilities, so my interaction is much more strategic.

Chris: but I would say one of the benefits is it cuts through a lot of the interpersonal bullshit. Because I'm remote, in a sense I don't have to care as much about their feelings, I don't. I'm pretty serious over the phone most of the time, basically all I'm focus on is what I need to tell them, and what they, what I need to hear from them. Very business, you know what I mean?

Tania stated that she normally don't hang out with them (those team members) because of the nature of their relationship (leader-subordinate) and their different responsibilities. She responded to their conversation only with a simple comment on those 'birthday pictures'. As a project leader in virtual context, Chris is very direct down to the point, he doesn't want any interpersonal considerations get into the way, he needs only people to talk about project stuff with him. It might sound a bit cold and detached but it is efficient in virtual context.

Based on analysis above, no much relationship building behavior is found in the first session of teleconference. The existing greetings and possible small talks, either they are sort of routine in the meeting or just to fill up the time that they are waiting for meeting to start.

TABLE. 9 Opening session in teleconferences: roll call, greeting and possible small talks

Date	Team	Team type	Number of participants	Time duration for		Notes
				Roll call	Greeting/small talk	
11 Sept	Tania	Co-located	6	/	45 seconds	
12 Sept	Tania	Dispersed	3	/	5.5 minutes	
17 Sept	Robert (Tania)	Dispersed	6	10.5 minutes	A few sentences	It took long time to deal with technical problem without succeeding, which leads Tania could only participate the meeting passively (listen to meeting and give some direction by e-mailing Rob) .small talks interwoven in roll call (both work-related and personal)
25 Sept	Tania	Co-located	8	<30 seconds	3 minutes	conversations of personal life
6 Nov	Tania	Co-located	8	<30 seconds	A few words	
16 Nov	Tania	Dispersed	2 (individual meeting)	/	Simple greetings	Individual meeting, no roll call needed.
16 Nov	Tania	Dispersed	2 (individual meeting)	/	3 minutes	Individual meeting. Simple greeting, together with about 3 minutes small talk
16 Nov	Tania	Dispersed	2 (individual meeting)	/	16 minutes	Individual meeting, started with talking about personal life
3 Sept	Steffi	Dispersed	6	3.5 minutes	Simple greetings	Participants simply greet 'hi'/'hello'
6 Sept	Chris	Dispersed	7	1 minute	A few words of greeting	Leader greets 'good morning', 'how's everyone',
17 Sept	Chris	Dispersed	7	1.5 minutes	Simple greetings	

4.3.2 Individual calls

Teleconference includes group calls and individual calls. Individual calls can serve many different purposes, progress review, discuss certain work, deliver the information, and so on. Leaders use individual calls when they want to find out more in detail what's going on, which helps leader get better understanding of the specific situation of this member. These calls are usually top level overviewed because they give more details about working progress.

Chris: to speak more openly about the issues and problems. And here the individuals are concerns, which can't really do in the group setting, you know, people don't really want to talk about their, not personal situation, but their individual work situation, cause we very rarely talk about personal stuff. Each fills its purpose right, but you have to use those individual calls sparingly, because I have individual calls with everyone then I wouldn't do anything else. So I have individual calls with some key players, and: you know, depend on how critical their role is. That determines the frequency how often that I have calls.

However it is very time consuming to making individual calls, so they are used sparingly depending on how critical the role is of that team member.

Individual calls could be planned in advance, like in Tania plans individual calls like she plans weekly production meeting. So a call with each team member every other week is scheduled in the beginning of the year. These call are concerning job satisfaction, follow up the working situation of specific member and find out if any help needed. Because of lacking non-verbal cues, it is very difficult to doing this kind of follow up.

Tania:every other week we would do individual 30 minutes of individual time, which is specifically designated for non-work related discussions. So this one-on-one meeting was an opportunity for me to be able to do that a little bit more . Which is much more difficult than doing it in person, but on the phone it becomes, it gets a little bit, off track. I need to always get it back to where it is supposed to be, that is job satisfaction, how are you feeling, any barriers, can I remove any barriers for you, are you facing any challenges, how can I help you, those kind of perceptions. It's very difficult from distance. Because they might be saying one thing to me on the phone, but their body language could be giving some other clues.

There are also spontaneous individual calls, for example calls after group meeting that continues discussion of certain issue which is not likely to be done in group call, or calls in some urgent situation.

Individual calls also help to build or develop interpersonal relationship in virtual context.

Chris: In the one-to-ones, I will try <consider their feelings>. I'll try because I think, you know, it helps to understand their individual circumstances and stuff.

Tania: I started to have more calls with just her. So that helped where I would just call her once or twice a week to say 'how are you doing', 'what are you working on', 'let's talk about this'. but it helped me in the group setting little more as well, if I talk to her more and build the relationship more one-on-one.

Both leaders stated in their interviews that they would put more effort on relationship building when they have individual calls.

4.3.3 Leaders' view on relationship building in virtual team.

It is agreed by both leaders that relationship building is important in virtual teams. Positive relationship will help in team settings and therefore positively impact on team performance. Chris pointed out that he would definitely get to know team member and fellow employee, but it is unnecessary to go deep into their personal life like their families. The bottom line is that you get to know them, their names, their voices, departments they work in, so that you could recognize them when you have conversation on teleconference. And it is also good to know their demeanor, their accountabilities; these knowledge will help when you work with them in virtual context, even through you might never met this person. People in virtual teams get to know each other mostly through phone calls and e-mails, relationship build up through these experiences of working together, or sometimes from other people's experience.

Chris: well / I mean yeh definitely / um: getting to know them, but not getting to know their kids and their wives and their birthdays. But it's always good to / like when I call someone, I can say 'hey it's Chris from Sweden.' If they know who I am even if we never met, they know who I am, it helps when I ask them if I have a request or I need a favor whatever. It helps that we have positive exchange past. But there's really not enough time to say 'how are the kid?'..... we're not completely strangers, but at the same time if I pass them in the street I have no idea of where they were.

While in the other team, Tania would like to spend more time with her team members in really life, in order to get to know them better. And large amount of trust in the relationship between Tania and her team members is based on her previous working experience with them.

4.4 Motivating language use in virtual meetings

After reviewing the transcriptions of these teleconference recordings, it is not difficult to find that motivating languages are largely use by leaders (both team leaders and functional leaders) in virtual contexts.

4.4.1 Direction-giving speech

In a teleconference context, there is no existence of body language like gesture, facial express or eye contact; in this case it is crucial that verbal speech should be more specific, especially when you want to get some information from certain participants, or you are delegating some tasks. For instance when asking questions, it is better address the name of the person who you are asking, and the question should be made clear to be understood. And information like time-line is necessarily helping to reduce the uncertainty. I will present some examples here under:

EXAMPLE. 5

Leader: (...). ok. And: novenski, would you check novenski (...)?

Sonja: um: let me check the follow up again. Er: I think we got (...)/ OK. I'll check.

Leader: Ok.

Leader: and (...)<name>, is it for: is (...) flexible or not?

<name>: I think it's: it's (...). I'll check that (...) i will let you know.
Leader: ok thank you.
Leader: um: Teresa, do you know (...) in your country?
Teresa: umm: I/ I have to check it.
Leader: OK, then: um, put all your checking at the end of this week and let me know which of you is pickable(?).

In this example the meeting leader is a so-called functional leader. She is not the leader of the whole project team, but the leader for this meeting's purpose only in this context. Despite of this, motivating language is also used by her, here above is the example that she gives the direction asking them to check the information which they are supposed to update and then report to her.

EXAMPLE. 6 'I'll go by names.'

Leader: no, ok. Ok then I get another question. Are all of your / um: checking or (...) the follow up letter that has been sent to the site (...) that I could try?
<silence>
<beep>
Leader: no? I can / I can go by name. <chuckle> Jessica.

It's the same functional leader here. There was a noticeable silence for a few seconds after she placed her question. Without getting any contributions from team members, she decided to make it more clear with "go by names" to motivate participants to give their answers. People try to avoid talking on teleconferences in order to avoid unnecessary mistakes; they prefer to write emails to make report more accurate. However leaders expect to get information from team members during the meeting, in this case, they need to motivate team members to talk and contribute.

EXAMPLE. 7

Leader: That is reminding when you / when you call your site that you know that they work from previous site recently, just ask them what's the reason for (...), because I would like to track these information at least you know just provide information when you got this.
Chris: [Yeh] if they, I mean, if they bring it up, I mean, you know, I don't offer one way or the other, I say bring it up, check with me before, and just relay that through Stefani.

The meeting leader's speech seemed a bit confusing, so the team leader gave a further explanation on the situation and then offered his opinion that members should check with him when they got the information from sites.

EXAMPLE. 8

Leader: Can you please check out your site, because um /for Italy I think all sites are excavated, should be able to reprove the (...), and before (...) dealer? And is there anything pending (?) on the sites can be help of their sites that (...)
Vanessa: OK.
Leader: //OK it was correct (?) <chuckle> is there anything that we can do for sites to / push them, or get them started?
Leader: Vanessa?
Vanessa: Yes, I / I'm not able to listen very well. I will see the (...) table for Italian site. I have the time today to see my mail after my vacation.
Leader: OK. Um:...

In this example, the member gave an answer which was not answering meeting leader's question, it seems that either she had some technical problem, or she didn't really get the question. Anyway, without getting an answer regarding her question, the leader tried to put the question more clearly, and required again the answer by addressing member's name.

EXAMPLE. 9

Chris: so those are options that we have to explore, that / yeh, if you can just do your best to finalize those document, um: for the / if we look back here, are realistic timeline for the 25th Tuesday, I mean that we will need to order IP, one, two, three<murmuring>, we need to order the IP no later than Thursday, September the 28th.

Sonja: Mm.

Chris: that means we will have to submit or have, you know, we need to submit the complete CDP package. I don't know, with inquiry stuff I would say, Friday the 14th, which is basically get this week and next week.

This was an urgent situation when a sudden change came from outside the project team. In this case, the team leader helped going through different alternatives and finally gave a solution, in which indicated the deadline for certain work. Therefore a clear direction from leader delivered to members which reduced uncertainty in that circumstance.

EXAMPLE. 10

Chris: So ask them today about the identity and the investigator fees. Can you get back / at least give me an update tomorrow or Wednesday?

Sonja: OK.

Chris: Alright. And follow up with the / with B4.

Sonja: (...) <very low voice>

Chris: OK?

Sonja: OK. No problem.

Chris: Thanks Sonja.

Once again the team leader gave direction on certain issue by claiming the task for the member.

EXAMPLE. 11 'Any questions?'

Tania: Good. Thanks, Canny. Any questions or comments for Canny?

Leader: Any question regarding this?

Above are two example of this question that is commonly used in the meeting by meeting leader, when a topic or a presentation is finished. Meeting leaders use this question in order to get other participants involved in discussion and to motivate them giving their own contribution. However this question is not addressed to any specific participants, so it is easily being skipped since the recipient of question is unclear. Therefore this kind of question would not be very motivating; in most case there wasn't any answer or contribution after this general question, unless the leader complement it with further notes or address one specific participant to answer it.

4.4.2 Empathetic speech

Empathetic speech expresses compassion and respect for crews, it could be either a validation to negative emotion or a compliment for one's good job. Empathetic speech helps the leader connect to his subordinates, which has positive impact on leader-member relationship. Consequently team members get motive from this.

EXAMPLE. 12 'I agree.'

Canny: I'd rather focus on last second deal ...

Tania: Yeah

Canny: [So]

Tania: [Yeah] I agree.

The leader agrees with opinion of the member, which means she validates the idea that the member stated. This could be considered as a positive feedback from leader regarding member's contribution.

EXAMPLE. 13 'Good' 'That's good'

Amanda:...Then I'm going to start updating ipad, it shouldn't really take too long... maybe I'll start on the template for their new presentation, and a couple of their first opening slides. We can take it for now until they provide us with more information. And I think that's on the top, that's all that I can think of right now.

Tania: Yeah, [good]

Tania: That's good, that's a good start.

Bob: That's all.

Tania: I think that's not like your entire list.

Tania: <changes her voice> Okay, thanks, Bob!

Tania: Alright, well, good job, everybody. Almost another web peck wrapped up. Thank you for your hard work.

Leader often gives compliment for any contribution that members have done, even if it is very simple job that members are supposed to finish like that. Affirmations from leader surely make members feel rewarded and motivated.

EXAMPLE. 14 'I can help there.'

Chris: well, what about a backup / for you Sonja, I'm wondering, er /can Jeanie go, can she do that while we (...) on 25th?

Sonja: Yes. The problem is that the contract issue / at the moment is regarding the payment.

Chris: Mm.

Sonja: [(...)]

Chris: [What exactly is] / what exactly is the issue? Because I can, I can help there. Is it they want more money?

One team member is facing some problem regarding a very important contract, which she could not proceed or fix the problem. She reports to the team leader and the leader tries to figure out what exactly the problem and wants to offer help if necessary.

4.4.3 Meaning-making speech

In these teleconferences that collected for this study, there is no sign of meaning-making speech. But it doesn't necessary mean that virtual leaders do not have any meaning-making speech in virtual context. Meaning-making speech would occur in a training course for the new members, to explain the working norm/culture in the group/organization.

The effect of motivating language of leaders is significant in virtual context. It develops leader-member relationship in a positive way, affects team members' performance that is associated with motivation.

Chapter 5 CONCLUSION

5.1 Motivation in virtual teams: relationship building and motivating language in teleconference

Virtual teams tend to be more task-oriented whereas less social-focus than traditional teams. This is reflected on both teams that have been studied in this thesis. One leader believes that role and function are more important than personal identification as individual in a virtual team. It is admitted that relationship building has positive influence on team building and team performance, which relate to motivation and job satisfaction, however, group meetings of both teams are unlikely to have much communicative behavior which contributes to relationship building. On the other hand, individual meetings are considered by leaders to be the chance to develop the relationship building. They put more efforts to take care of the relationship when having individual telephone meetings, and try to get more information regarding members' job satisfaction. Nevertheless, the interpersonal relationship in co-located team is more close than it in dispersed team. The reason is probably that it is developed from a traditional team, that the leader started to remote long after the team was built. In this case, the relationship was already established when they worked together. As Maznevski & Chudoba (2001) and Robey et al., (2000) pointed out in their studies that face-to-face communication in early stage of the team/project team helps to form closer interpersonal relationships between members. In this case the interpersonal relationship in the dispersed team was well established because of lack of face-to-face communication, considering the fact that they haven't met each other ever, except the leader did meet some of the members. It is interesting that both leaders have sort of similar leadership style, they both give each member individual accountability while follow up time by time to make sure they do their job. And they are task-oriented, they evaluate member by their outcomes that they deliver. And team members are more task-motivated than relation-motivated. Socialization among members will stimulate relationship building in virtual teams and it could be facilitated by having regular chat sessions and using humor to lighten the mood (Kayworth & Leidner, 2000; Kayworth & Leidner 2001-2002). Although both leaders are not very keen to socializing and they are very serious over on teleconference, they do sometimes lighten up the atmosphere by using humor or talking with joyful voice. For instance the leader of co-located team often changes her voice, talking in high pitch. According to her, she try to light up the group mood when it is very serious on teleconference. This is, to her, the only non-verbal cues that she could deliver in the team. Leader's motivating language is largely used in teleconference. In virtual context, it is necessary to give clear direction when it lacks other non-verbal cues. It makes communication in virtual meeting more smooth and makes it easier for members to get information and carry out the work. Empathetic speech gives members emotional support and comfort. Overall motivating language of leaders has positive affect on team outcomes associated with job satisfaction and performance.

5.2 Limitation

Two teams as research objects

As I have noticed, this study is based on only two major teams, and there are only two leader samples. It could be too few samples to be sufficient to support the results. Some results might be not very accurate, such as leaders' views on relationship building, the difference derived from comparing these two leaders' statement in

interviews could be disputable that whether it is because they have different team leading experience, or just simply because their personality. It would more assertive if more leader samples were collected.

Qualitative analysis only

Lack of quantitative study on data is another limitation. Both analysis on teleconference data and interviews used qualitative method, it will be more comprehensive if it is complemented with qualitative analysis on data from meeting recordings.

Interviews

There is enough information directly address to the issue of motivation in virtual team, so this study lack of leaders' view on motivation in virtual context.

Views from team members

Team members were not accessible in person, as a consequence, no interview or surveys was made with any of team members. Therefore the analysis and results are all from leader's perspective. It lacks corresponding views from team members.

5.3 Future studies

Take in account the limitations stated above, future studies are suggested to include more teams in to study, more leader samples of different style would enrich the data and enable more accurate results. The transcriptions of teleconferences are used more like descriptive data other than linguistic data though they are analyzed with activity-based approach. Future studies could put more effort on analyze meeting data together with surveys on team members' view on motivation in teleconference and virtual teams. Concerning the small sample size I did not put any effort on studying the gender differences on leadership because in this study the personality would also be a case that influences the leadership style. I would be reluctant to get any results from data that derived from only one from each gender. But it would be interesting to conduct a further research that involves sufficient samples to reveal the influences of gender difference. Trust issue are also worth to be further explored.

To conclude, a qualitative research was made on teleconference, with the specification of leadership focusing on motivation and relationship building. Communication and challenges on teleconference was described. Motivating language of leaders are examined. Hopefully this thesis contribute to a better understanding of leadership behavior and motivation in virtual teams, therefore to help virtual leaders improve their communicative behavior in leading virtual teams.

Bibliography

Annunzio, S., 2001, eLeadership: Proven techniques for creating an environment of speed and flexibility in the digital economy. New York: Free Press

Ahuja, M., Galletta, D., & Carley, K., 2003), "Individual Centrality and Performance in Virtual R&D Groups: An Empirical Examination", *Management Science*, 49 (1): 21-38.

Avolio, B. J., & Kahai, S., 2003, Adding the "e" to e-leadership: How it may impact your leadership. *Organizational Dynamics*, 31(4).

Avolio, B. J., Kahai, S., & Dodge, G. E., 2001, E-leadership: implications for theory, research, and practice. *Leadership Quarterly*, 11(4):615-668.

Avolio, B. J., Kahai, S., Dum Dum, R., & Sivasubramaniam, N., 2001, Virtual teams: implications for e-leadership and team development., *M. London (Ed.), How People Evaluate Others in Organizations* (pp. 337-358). Mahwah, NJ: Lawrence Erlbaum

Bailey, D.E., & Kurland, N.B., 2002, A review of telework research: Findings, new directions, and lessons for the study of modern work. *Journal of Organizational Behavior*, 23(4):383-400

Blackburn, R.S., Furst, S.A., & Rosen, B., 2003, Virtual team KSAs: Selection, Training, and Evaluation of Virtual Team Members. *C. Gibson and S. Cohen (Eds), Creating Conditions for Effective Virtual Teams*, Jossey Bass: San Francisco.

Carletta, J., Garrod, S., & Fraser-Krauss, H. (1998). Communication in autonomous and traditional workplace groups - the consequences for innovation. *Small Group Research*, 29(5):531 - 559.

Cascio, W. F., & Shurygallo, S., 2003, E-leadership and virtual teams. *Organizational Dynamics*, 31(4).

Coleman, D., 1997, Croupware: Collaborative Strategies for Corporate LANS and Intranets *Upper Saddle River, NJ: Prentice Hall*,

Daft, R.L., Lengel, R.H. & Trevino, L.K., 1987, Messageequivocality, media selection and manager performance, *Management Information Systems Quarterly*, 11: 335-68

Duarte, D. L & Snyder, N.T., 2006, Mastering Virtual Teams: Strategies, Tools, and Techniques That Succeed, San Francisco, Calif. : Jossey-Bass, cop

Geister, S., Konradt, U., & Hertel, G., 2006, Effects of process feedback on motivation, satisfaction, and performance in virtual teams. *Small Group, Research*, 37: 1-31

Geister, S., Konradt, U., & Hertel, G., 2006, Effects of Process Feedback on Motivation, Satisfaction, and Performance in Virtual Teams. *Small Group Research*, 37(5): 459-489

Gibson, C. B., & Cohen, S. G. (Eds.) 2003, Virtual teams that work: Creating conditions for virtual team effectiveness. San Francisco: Jossey-Bass

Guerrero, L., & Rowe, W., 2011, Cases in leadership (2nd ed.). Thousand Oaks, CA: Sage

Publications.

Hamilton, B. A., & Scandura, T. A., 2003, E-mentoring: Implications for organizational learning and development in a wired world. *Organizational Dynamics*, 31(4):388-402

Hertel, G., Konradt, U., & Orlikowski, B., 2004, Managing distance by interdependence: goal setting, task interdependence, and team-based rewards in virtual teams. *European Journal of Work and Organizational Psychology*, 13:1-28.

Jarvenpaa, S. L., & Leidner, D. E., 1999, Communication and trust in global virtual teams. *Organization Science*, 10(6, Special Issue: Communication Processes for Virtual Organizations):791-815

Kaiser, P.R, Tullar, W. L, and McKowen, D., 2000, Student Team Projects by Internet, *Business Communication Quarterly*, 63(4): 75-82

Kayworth, T. & Leidner, D., 2000, The Global Virtual Manager: A Prescription for Success *European Management Journal*. 18(2): 183-194

Kayworth, T.R., & Leidner, D.E., 2001-2, Leadership Effectiveness in Global Virtual Teams. *Journal of Management Information Systems*, 18(3): 7-41

Kerfoot, K. M., 2010, Listening to see: The key to virtual leadership. *Nursing Economics*, vol. 28(2):114-115

Kirkman, B.L., Rosen, B., Tesluk, P.E. & Gibson, C.B., 2004. The impact of team empowerment on virtual team performance: The moderating role of face-to-face interaction. *Academy of Management Journal*, 47: 175-192

Konradt, U., Schmook, R., & Mälecke, M., 2000. Implementation of telework and impacts on individuals, organizations, and families: A critical review of the literature. *International Review of Industrial and Organizational Psychology*

Lau, F., Sarker, S. and Sahay, S., 2000, "On managing virtual teams", *Healthcare Information Management Communications, Canada*, 14(2): 46-53.

Lipnack, J., & Stamps, J., 2000, *Virtual teams: People working across boundaries with technology*. NY: John Wiley & Sons

Lipnack, J., & Stamps, J., 1997, *Virtual Teams: Reaching Across Space, Time and Organizations with Technology*. New York: John Wiley & Sons, Inc.

Mayfield, J., 2009, Motivating language: a meaningful guide for leader communications, *Development and learning in organizations*, 23, (1): 9-11

Maznevski, M., & Chudoba, K., 2001, Bridging space over time: Global virtual team dynamics and effectiveness. *Organization Science*, 11:473-492

McDonough, E. F., Kahn, K. B., & Barczak, G., 2001, An investigation of the use of global, virtual, and collocated new product development teams. *The Journal of Product Innovation*

Management, 18:110–120

McGrath, J. E., 1991, Time, interaction, and performance (TIP): A theory of groups. *Small Group Research*, 22 (2):147-174.

Moore, T. E., et al., 1999, Ionospheric mass ejection in response to a CME, *Geophys. Res. Lett.* 26:.2339 - 2342

Nilles, J.M., 1982, Exploring the World of the Personal Computer, Prentice Hall Trade

Nivre, J. et al., 2004, Göteborg transcription standard, Department of Linguistics, Göteborg University, Version 6.4

Northhouse, P., 2012, Leadership: Theory and Practice, SAGE Publications, Inc

Parker, L., 1976, Introduction to teleconferencing: A training program, Madison, university of Wisconsin, Madison Extension

Pauleen, D. J., 2003-04, Leader-Facilitated Relationship Building in Virtual Teams, Victoria University of Wellington, New Zealand

Pauleen, D. J., 2004, An inductively derived model of leader-initiated relationship building with virtual team members, *journal of management information systems/winter 2003-4*, 20:227-256

Penrose, J., 1984, Telecommunications, Teleconferencing, and Business Communications, the university of texas at Austin

Powell, A., Piccoli, G., & Ives, B., 2004, Virtual teams: a review of current literature and directions for future research. *The DATA BASE for Advances in Information Systems - Winter 35(1)*

Robey, D., Khoo, H., & Powers, C., 2000, Situated learning in cross-functional virtual teams. *IEEE Transactions on Professional Communication*, 43:51-66.

Sarker, S. & Sahay, S., Information systems development by US-Norwegian virtual teams: implications of time and space, System Sciences, HICSS. Proceedings of the 35th Annual Hawaii International Conference on System Sciences, 2002

Shriberg, A., 2009, Effectively leading and managing a virtual team. *The Business Review*, 12(2).

Van Ryssen, S. & Godar, S. H., 2000, Going international without going international: multinational virtual teams, *Journal of International Management*, 6(1): 49-60.

Walther, J. B., 1995, "Relational Aspects of Computer-mediated Communication: Experimental Observations over Time". *Organization Science* 6 (2): 186–203.

Walther, J., & Burgoon, J., 1992, Relational communication in computer-mediated interaction, *Human Communication Research*, 19: 50-88

Warkentin, M., and Beranek, P. M., 1999, "Training to improve virtual team communication,"

Information Systems Journal, 9(4): 271-289.

Warkentin, M. E., Sayeed, L., and Hightower, R., 1997, "Virtual teams versus face-to-face teams: an exploratory study of a web-based conference system." *Decision Sciences*, 28: 975-996

Wellman, B., 1997, An electronic group is virtually a social network. In S. Kiesler (Ed.), *The culture of the internet*. Hillsdale, NJ: Lawrence Erlbaum.

Zigurs, I., 2003, Leadership in virtual teams: Oxymoron or opportunity? *Organizational Dynamics*, 31: 339-351

.
Internet resource:

Donald Clark (1997),

http://www.centerpointforleaders.org/articles_0303/root_article_long.html

http://www.worldanimal.net/documents/3_Leadership_etc.pdf

<http://www.likeateam.com/team-motivation-building-relationships/>

<http://smallbusiness.chron.com/build-motivate-team-virtually-43038.html>

http://en.wikipedia.org/wiki/Functional_leadership_model

Appendix

Interview transcription

Interview with Tania T.

Date: the 13th of November, 2012

Duration: 60 minutes

Tania is a marketing communications director in an international company that provides water solution equipment. She's leading a team of several people, 7 constant and several shifting members, including designers, marketing specialists, digital strategist, event planner, etc.

Interviewer: We got several recordings of your Tuesday meeting. Can you, please, tell us a little bit more about you Tuesday meetings. How they are planned, stuff like that.

Tania: Probably, I should preface the answer by saying this is a meeting that we would have even if we were in person, so it wasn't set up specifically because I moved here or because we were a virtual team. But it is basically a weekly, what I would call, **weekly production meeting**, so it's an opportunity for the whole team to come together, I have, sort of a, mandatory group of, you know, meeting attendees, which is my entire team, and then we have some optional attendees as well, so based on, sort of, what is happening on that particular time, those people can also attend. But essentially this block of time has always been reserved for everybody to come to the table with what is supposed to be a top-five list of projects.

Interviewer: Yeah, you mentioned this several times during the meetings.

Tania: Right, so basically it's for everybody to just say 'okay, here is top-five, biggest, things that I am working on today', and they may or may not impact other members of the group, although they likely do, and then it's an opportunity for us to be aware of what everybody is working on, but also asking questions related to that project. It's also for me to know exactly what everybody is working on, because I, you know, while I manage 6 people, I also have my own role, so it's not traditional management where that's all I do is oversee them, I need to have an opportunity at least once a week understand what they are working on. Otherwise, I probably wouldn't know exactly what they are working on all the time. But the meeting ends up turning into a complete dialogue enlisting every single project that they are working on, and every once in a while I have to pull in the reins to say 'top-five only', because everybody in the office has a full plate, so let's keep it short.

Interviewer: So it never happens that someone doesn't have much to say?

Tania: Probably, no almost never. So I have one team member, whose job is a little more narrowly focused, so she specifically plans events, and if there's a very large event happening, her whole list will revolve around this specific event. But it would hardly ever happen that somebody would have nothing to discuss.

Interviewer: What about members who join? Your team has 8 or 6, 7 people, almost every meeting they are there, right? And then, some bosses join?

Tania: Yep, so we have some other, my colleagues, my peers, who would come and help make some decisions or provide input, or they have a focus that is, you know, a little more strategic, and oversee sales, for example, so there's a tight connection with marketing, obviously. So she would attend, you know, based on whatever we need to discuss, that would involve her area of work, or if it impacted our area of work and it was the information that we needed to have, I would ask her to attend that particular day.

Interviewer: So how is it planned? How do you inform people? People know that every Tuesday, it's going happen, right?

Tania: That's correct.

Interviewer: So you don't send any notes?

Tania: In the beginning of the year, I send in one recurring notice. I book a room, because most of them are in the same location, but not all of them. I book one room where the bulk of them are, and I send them a calendar in the beginning of the year for the entire year. And they accept it, so it's their calendar, right from January 1, basically.

Interviewer: So *you* book the room for them?

Tania: I do.

Interviewer: Because most of them are in Canada in the same office, right?

Tania: Yes.

Interviewer: Except for these external partners who join sometimes.

Tania: That's correct.

Interviewer: And they join over the phone?

Tania: Yes.

Interviewer: So how is it like? They have a big room with one phone?

Tania: There's one phone, we call it a spider, because it has multiple microphones. However, it's probably my biggest challenge is being able to hear people, and constantly asking people to speak up. So if they are in the room, where the technology for the spider is not available, they have to move the phone around, so that I can hear them. That's probably my biggest frustration is side conversations that happen or pronunciation that doesn't occur, that makes it difficult for me to fully participate.

Interviewer: That's the thing I want to ask. Many times it seems like they are talking to each other, not even to you, how do you feel when they do this?

5:03

Tania: I think there are two ways to respond to that. The first one is sometimes they *are* talking to each other, so often when I'm with them, I see them in person every six months, so when I'm with them, I have to remind them. I say 'remember, when I'm on the phone, I can hear you and I can't hear whoever speaking', or the intention is that I'm supposed to hear what you are saying and I can't. Either way, it's terribly annoying and actually pretty rude. So I always remind them when we are in person that they need to realize that I'm across the ocean. And then the other one is, I've been working with all of them for a number of years, so I actually, sort of, you know, their body language, their speech patterns, their response patterns are something that I'm probably a little bit more in tune with than both of you, who listen to these conversations, and maybe I understand a little bit more because I know, I can anticipate how they are going to respond and I understand them, because I've spent so much time with them.

Interviewer: So if some new member joins, do you think it's more difficult?

Tania: Definitely, definitely. So when Melissa joined the team, she is a member for a short period of time, but when she joined the team, I basically went to Canada, hired her, came back here, and didn't have the opportunity to spend a lot of time with her. So it was very difficult for me to sort of understand her, so it was very frustrating when we initially had some of those calls, because she's soft spoken anyways, but she has really good ideas, so I had to figure out the way to make sure she was heard, to say, to call her specifically to say 'I know you've got something, you need to say it', and we have a couple of personalities in the room that are quite dominant, including myself. So it's easy for some of our less dominant personalities to be completely overshadowed.

Interviewer: But how did you manage with Melissa?

7:04

Tania: Well, I had to remind her all of the time to get closer to the speaker, first of all, but she responds pretty well to humor, and I probably use those tools, and I started to have more calls with *just her*. So that helped where I would just call her once or twice a week to say 'how are you doing', 'what are you working on', 'let's talk about this'. And she's much better at verbal communication than she is even at written communication, so that just helped the situation. Her written communication is really bad. And because we didn't know each other as well, I can write something to one of my long-standing team members, and they know what I am saying, she had no clue. So from that on, I had to call her and say let's talk about this, I will call you, because I knew she didn't understand, also English is not her first language, so I knew she didn't understand, but it helped me in the group setting little more as well, if I talk to her more and build the relationship more one-on-one.

Interviewer: That's cool. But what about other team members, how often do you call them? One-on-one?

Tania: I have a call with each member of the team every other week.

Interviewer: Every other week? Okay. Is it also scheduled?

Tania: Also always scheduled. In the beginning of the year, 30 minutes, every Thursday or Friday, every other Thursday or Friday, I talk to each one of the team members.

Interviewer: And what if something comes up?

Tania: I call immediately. If it is urgent. But likely most of it is, if you are in communication.

Interviewer: So how would you say, how much is written communication and how much is verbal?

Tania: Probably, 65% is written communication.

Interviewer: Just emails? Or instant messaging as well?

Tania: No, just emails. Largely because a lot of these would be feedback, edits, changes that are required, directions, something like this. So it would be something that a lot of them need to capture in writing. Otherwise, I think, that might shift slightly to be more verbal communication, less written, but just by nature of what we do, it's a lot of written.

Interviewer: What are the roles in the team? You have designers, you have marketing research

people, who else?

Tania: Yeah, I've got two designers, so artists to the core, and then I've got two marketing communication specialists, one is on maternity leave right now, so normally I have three, and then I have one event planner, and then I've got a couple of optional, I call them daughter-line direct reports, who are also marketing generalists, that work in other parts of US. So six direct in Canada.

Interviewer: How would you say / is it more difficult to talk to, let's say, a designer about his work, or to a marketing researcher. Not in terms of their personality, but in terms of the work they do. For instance, is it difficult to discuss design over the phone or is it easier to have some video conference instead?

Tania: I would say, it is not more or less difficult, based on the role, but I would say it is depended upon the person.

Interviewer: Is it more personal?

Tania: Yeah. So I've worked with Amanda for many many years, like I basically got there and recruited her, so we have very close connection, I know how she works, I know the quality of her work, but David is newer, and it took me a while to understand, so I would say that communication is not more difficult because they are artists, but it is just, in any setting, I would work differently with them than I would work with marketing specialists, because of the nature of what they do, probably. And probably because I've worked with artists for a long time, like my whole career I've worked with artists, so I know, that might be different if I just started working with them, because I know how they behave and their attitudes, I know how to work with them probably, but marketing specialist, I consider myself a marketing specialist, so I feel, it's a little bit different working relationships I guess in that way.

Interviewer: It is not more difficult?

Tania: No.

Interviewer: It's just different.

Tania: Yeah, different.

Interviewer: Okay. Alright. When it comes to the choice of technology, do you even have a choice?

Tania: Yeah. For those Tuesday meetings, I could do video conference if I want, I could do like a Webex, where we do online presentations or online concepts or projects, but we find that telephone is sufficient, but if we do have a project where we need to see review concepts, we will set up, probably, Webex. I think twice this year we've done Skype, just because we had other things we wanted to show or look at.

Interviewer: You had video conference on Skype?

Tania: Yes.

Interviewer: So people could see your face or you were...?

Tania: Yeah, people could see my face, and they were showing me things.

Interviewer: Was it a good experience?

Tania: Yeah, yeah, it was good.

Interviewer: But you don't need it every Tuesday?

Tania: Right.

Interviewer: Because? It distracts?

Tania: Yeah, maybe, the problem we just don't have the material. So it would be more technologically distracting than anything else.

Interviewer: What about personal relationships with your team? Is it easier to have them or sustain them if they can you and you can see them? Or if you can see who is in the room and you don't have to ask who is in the room?

Tania: That's one of the biggest drawbacks to be, you know, in a distance, and having people in different places, you have no opportunity to read body language. I can only read tone, and I can only read delivery of verbal communication cues, so you have to (...), but I have no idea when people are, what they are doing or what's going on, so that's probably the biggest challenge, but I would also say that a lot of it is team member depended also, so my senior team members is not that much of an issue, but I have junior people who are not as honest, are not as open , and I have to do more, I have to read them more, I have to interpret more and that is a much bigger challenge, because, you know...

Interviewer: How do you do it?

Tania: Well, I don't think I really do anything probably to help. I've definitely spent more time with them when we are face to face, without a doubt. But what are the coping mechanisms on distance, I wouldn't say .

Interviewer: But you wouldn't use video conference for a single reason of being able to read body language?

Tania: I think people's behavior also changes. When they are in front of the camera, they are gonna behave differently.

Interviewer: What about agenda for each meeting? What do people get to know about the meeting, what is going to happen, before the meeting starts?

Tania: Tuesday production meeting specifically, they have to come to that meeting with their list already prepared, and I will give them at least 24 hours notice, perhaps even more, depends on what we are discussing, that there would be an additional agenda item tacked in the end of that meeting. So, for example, if we are gonna talk about naming concepts or we are going to talk about some other project, I would let them know, I would ask them to do some research or come in informed, if that's gonna be the case. Otherwise, that particular meeting is a standing agenda -- top five.

Interviewer: So do you do it over the email?

Tania: So I would send, you know, for example, maybe not this week but the week before, we were trying to (...) one of our companies, and I said 'we are going talk about this a little bit more, wrap it up , come in prepared to discuss it'.

Interviewer: We kind of touched this. Do you feel excluded from the team?

Tania: This is a really interesting topic. And it's one that I actually have had recently with one of my team members <Melody – editor's note> because we had to reconfigure desk spaces in London <Ontario – editor's note>, and she was very much in the center where the whole team sits, and I asked her to move, you know, two meters away. And she felt that that physical presence meant exclusion, changing her desk meant exclusion, so she and I had a conversation about what it meant to be excluded and what it meant to be included, basically. So I had, one of the examples that I used was, well, case in point, I'm not physically in the office, I can very easily be excluded from, you know, and her, she was every day in conversation and things that contributed to, sort of, in prompt to or spontaneous brain storming, which happens a lot in our group, and that was her base issue, that she would no longer be part of that, and I said, my argument was that, that was my favorite part of what we do, the creative brain storming, and instead of being (...), I had to make a conscious decision to set up a call or have a conversation by phone or some other way with a group or an individual to make that happen. So inclusion happens more purposely now, whereas before, it just happened, you let it happen, you get coffee, but now it's completely different. So any of us who are in a distance, we actually have to say 'I have an idea, let's talk about it' or 'on our next call I want to talk about this', this kind of thing. It's much more premeditated and you could probably argue it's a little bit less spontaneous, and it is, but if you don't do it, then you really are excluded. There'd be nothing. So probably behavioral shift there as well, in a way that, sort of, is initiated or instigated.

Interviewer: But do you feel a little bit socially excluded from them? They have these discussions all the time, in textbooks they call it 'water collector discussions'. Even in the beginning of the calls, you could hear them discussing a birthday party, and I'm listening, and I'm not sure if you can hear it, you make a comment but it's not the same as being in the same room.

Tania: Well, part of that is they are all peers, I'm sort of a peer, but not really a peer, so I would be a part of this conversation a little bit more if I were there, but ultimately a lot of those people socialize together, I don't socialize with those people really, just because it's not the nature of our relationship, ultimately they report to me, I do their year performance review every year, I determine their salary and we don't hang out. I probably hang out a little bit more with one of my team member who I started with there, we have the longest working relationship, but we are also the closest in age, we have similar demographic make-up, so that's not surprising either, but largely, you know, and we have completely different responsibilities, so my interaction is much more strategic, I would be working with the executive team, it's attending more meetings, so more sort of planning, less tactical, less execution, and that creates a division whether or not I like it, it creates a division between me, one of my colleagues, Gen, and then the rest of them.

Interviewer: So you don't feel like 'oh, they are discussing something there, and I'm sitting here in Sweden'. You don't feel like this?

Tania: No, I'd say even if we go for lunch, sometimes I feel like that anyway.

Interviewer: But does it ever happen, exclusion in a sense that some information doesn't reach you or some data, because they forget that you weren't there and they didn't tell you something.

Tania: On occasions, it does happen. Being a distant member of a team, you don't always get all the materials or they forget that I need to see it or review it, that definitely does occur. And probably it would occur less if I were there. Definitely. But I just have, eventually, our team is small enough and eventually I find out about it anyway, and it comes to me naturally.

Interviewer: So from all the permanent team members, you are the only one who is away?

Tania: Yeah.

Interviewer: But there are more team members who join the team from time to time.

Tania: And they are all over the world.

Interviewer: So, for instance, we have these 'Tuesdays calls' where all people are sitting in the room and you are the only person who is on the phone, and then there are some calls where it looks like all people are on the phone. They are all differently located. There's Gen, there's Rob, I think, two Robs, Nick and Melissa.

Tania: They are all in different locations.

Interviewer: So I guess the objective of this meeting was Nick's presentation, he was presenting his sale strategy.

Tania: Philosophy...

Interviewer: Yeah, yeah, right. Can you say that you are the leader of this team as well? Or you just joined this team, it's some temporary team?

Tania: Okay, so: am I the leader of that team? It's not a team, it's a, people from sales, people from marketing. I would be leading the initiative. They would be identifying the initiative and I would fulfill the marketing requirements. Understood? So they would say 'we need to sell to these people', and I would say 'okay, what's the strategy', and I would say 'here is how marketing can help execute that'.

Interviewer: Can we call it a task team, or temporary team, or project team?

Tania: Yeah, probably, a project team. But Gen is marketing, so she is one of the other daughter line, she calls me often and asks me to review things and so, she's part of another organization, like she's part of one of our sister companies. But they are all in different locations.

Interviewer: But meetings like this do they also happen every week?

Tania: Depends on a project. If they have a fast moving initiative, we would probably have more frequent calls. In that case Nick is the new member of that organization.

Interviewer: Is he the same person, the same sales guy from the previous call, who goes blah-blah-blah for 10 minutes? Was it the same Nick?

Tania: Yeah, the same Nick. And I'm looking him up on LinkedIn, and reading his profile while he was, 'who the *** are you?' – that's what I was saying.

Interviewer: So this was also one-time gathering including these 3 persons?

Tania: Right. I mean, those people are constant members of the organization, always selling, but their marketing initiative might change. But there can be a new marketing initiative that starts tomorrow, and I would be working with the same people. So it just depends on the project.

Interviewer: I also want to ask you more about your team. Are there any roles in your team? Not like a designer or a marketing specialist, but maybe someone is responsible for making sure that all people have gathered in the room. Who dials your number, or do you dial their number?

Is there any responsible person there? Responsible for the meeting more than others?

Tania: I forgot one person... Canny, he's my digital strategist. Anyway. I think when I have changes to the meeting, I would always (...) to Bob, because he is my next most senior person on the team. So if I have some instructions, I would send them to Bob. However, I think what happens in the room is that the junior dials. So, I think, Melody always dials.

Interviewer: I think one call, it was Shelby who started. Is she also a junior?

Tania: No, but she is / productive.

Interviewer: So how often do you meet them?

Tania: So the Tuesday is with my entire team, and then every other week we would do individual 30 minutes of individual time, which is specifically designated for non-work related discussions. So not non-work related discussions, but it's not for me to say 'what are you doing', 'what are you working on', 'how is it going', so part of my development was, I was challenged to, and as a distant leader this becomes even more challenging, but my challenge was (coz I'm a little bit more 'just do your job, tell me what you need to know, I'll tell you what I need to know, let's go'), well, that isn't always everything that people need, so one of my development initiatives was to sort of develop the softer delivery -- 'how are you', 'how is everything' 'are you happy', 'what's going on?'. So this one-on-one meeting was an opportunity for me to be able to do that a little bit more. Which is much more difficult than doing it in person, because if I had to do it in person, I would come in with no note-book, open body language, 'let's have a discussion', you know, but on the phone it becomes, it gets a little bit, **off track**. And it moves very quickly and easily toward, you know, I say 'what's going on?', and then 'you know, I'm moving on', and I need to always get it back to where it is supposed to be, that is job satisfaction, how are you feeling, any barriers, can I remove any barriers for you, are you facing any challenges, how can I help you, those kind of perceptions. It's very difficult from distance. Because they might be saying one thing to me on the phone, but their body language could be giving some other clues.

Interviewer: Any tips on how to know whether they mean it or not?

Tania: I have a couple of team members, you have sort of cues, I have one team member who is highly emotional, so she would just usually cry, so I know there's a problem, and then I have, Bob is highly motivated, but he is really, very keen, and wants to do everything, but gets overwhelmed, because it takes so much on, he has a hard time delegating or passing on projects, so I have to *really* listen to him and *really* focus on what project he is supposed to be working on, and usually I know, because he is highly productive and highly integrated employee, that if this project has been on his plate for a while, it would be bothering him a lot, so I would have to say 'can you pass it over to Shelby', because you know, I know we've had two weeks meetings, and it is still on his list, that would keep him awake at night, so we need to move it off, and high encouragement to pass it, confirm it after in writing, 'did you move this project?', 'what have you moved over?', so that's verbal cues usually with him. Shelby is pretty direct, she is very honest, she would say 'I have problem, I'm not going to get everything done, I'm feeling overwhelmed', so she's pretty easy to work with. Canny is high integrity, highly productive, highly technical, so he's an engineer actually, just basically, sort of, (...) to the marketing team for a period of time for a little fun and stimulation, I think, but not often overwhelmed, and would immediately come forward with any challenges. And then David I'm still kind of getting to know, and I actually have to sort of, probe him a little bit more to admit when there's a problem. And Amanda she's just back on the scene after being off for a year, so she's trying to find her feet a little bit, but my challenge with her is balancing her work load as well. So very different people, and cues are all different.

Interviewer: How often do you meet them in person?

Tania: Once every six months. I'll be home for like a month every six months. So I would see them for at least two solid weeks, and then I'll be doing other travelling during that period of time, but for sure at least a couple of weeks every six months.

Interviewer: So for these two weeks, do you know that you are going to solve or face these or that problems?

Tania: So I know that in that two week period I would have team meeting in person, Tuesday meetings for sure, and that I would have at least one one-on-one with each member of the team as well. And because I'm there, we would have meetings to talk about a number of different projects, so to just take advantage of the time.

Interviewer: Would like to meet them more often?

Tania: Aaah, sometimes, yeah, like it's sort of project dependent, so now we are trying to really expand our focus on some of other businesses, so we are doing a lot of learning, and we are doing a lot of very high level strategic work, so lots of rebranding, lots of significant, you know, marketing work that would require a lot of significant change. So that requires discussion, brainstorming, you know, when you name your product or you name your company, it takes a lot of time to come up with the right ideas, it's one of my favorite things, but it's very difficult and it's the one that is more successful in person.

Interviewer: So when everything just goes as it goes, and there are no, of course, there are new projects all the time, but still if it's not anything huge, it's fine to have it as it is, but if something big and new comes up, you feel it's more efficient if you were there, right?

Tania: Yes.

Interviewer: Do you ever feel that you need to increase their motivation to participate in the meeting? Like you have to 'go around the room' or you don't really have a lot of problems with that?

Tania: No, it's probably, they know it's a mandatory meeting, I think they understand the value of it, if they didn't, you know, that would be a problem, but I think often it's the other way, I'm like 'okay, you don't have to go through your whole list, top-five'. Sometimes it gets competitive. Sometime it happens where they want to go through their whole list, turns into that.

Interviewer: Do you think that if you were there, it would be easier for you to stop them at some point?

Tania: Oh, it happens anyway. It goes and I'm like 'wha? How did we get to everybody's full list? How is this meeting going an hour? I mean we have an hour but it really shouldn't take an hour, we should be able to (...) things in that meeting, so and then I'm kinda of realize 'hey, that's not five'.

Interviewer: There's a part in this meeting where / Canny is having some problem with:

Canny: Also going to work on transferring domains for open cell. She wants to launch the new web site, without letting us review it.

Team (3): <Laughter>

Tania: Canny, Canny, I'm so glad you copied me on that email, cause I was about to like lose my mind at how she is like 'you guys can never do anything for us on deadline, and then she just turns around and does the same thing.

Interviewer: So there was some problematic situation and did you know about that before he copied you this email?

Tania: No, some of that I wouldn't have known, definitely wouldn't have known, because there's direct interaction between various team members, so I wouldn't have known about certain issues with her, and I wouldn't have known what is specifically happening with respect to the website, unless he copied me. And he only largely copies me if there's a challenge. And this particular case escalated quite a bit.

Interviewer: But if you were there, do you think it's would different or not? He wouldn't call your office and say...

Tania: He might but probably not. Canny is quite Asian, so he's not often proactive communicator.

Interviewer: So you even have different races?

Tania: Yeah.

Interviewer: And what is Melissa's first language?

Tania: Melissa is from India. And melody is French, she's from Quebec, so English is also not her first language.

Interviewer: Oh, that's interesting. And then there's one part when Amanda...

Amanda: <sighs> Okay, I'll go. My list is not really that long right now, but, so I'm just finishing that map. And that little hand of the little guy, basically.

Tania: Yeah, I have, I just saw it, I just saw it. I have no problems with it as long as all of the streets and stuff are alright, which I'm not interested in checking. I'm good with that, and I'm good with that quantity, I think that's pretty fair.

Interviewer: It's interesting when you said 'I'm not interested in checking', do you think it's a kind of trust?

Tania: Yeah, yeah, I mean, it was a street map and I wasn't interested in checking all the names of the streets, if they are spelled correctly. You know, there are team member and it's their responsibility. You know, it depends on who is in the office and either we'll get very very serious focus on editing copy, because it is about to be printed, or there are pieces that just aren't valuable enough to spend a huge amount of time on, and someone else can check them basically, so I don't have the time. So definitely huge amount of trust, I don't even know what I would do if I didn't trust Bob, you know how you have different, let's say, Myers-Briggs or whatever, all of these different personality profiling opportunities, if I didn't have that, sort of, team make-up that I have, it might be a problem, but because I know what Bob is like, I know what Amanda is like, and I know what my team members would do for a specific project, I know what their roles are, inherently, I can trust them more, but if I didn't have that team, I think that would probably be a big problem working virtually, I would literally be caught up in a huge amount of detail work that normally I don't have to be doing, or could do maybe faster because I'm there, but largely I probably wouldn't do it. So huge amount of trust, there's stuff that goes off to print, to the tune of thousands and thousands of dollars, that I'll read through, I'll do a quick check up, but I'm not spending a huge amount of time.

Interviewer: So basically your trust is based on your previous experience working with them?

You know what they are like...

Tania: Exactly, that's why with new team members (unclear) it is very challenging, so with Melissa, for example, she was working on a number of projects where I would suggest slightly different alternative (...) completed, so prior to mass production, I would say 'you need to have a sample made up, you need to bring in, you need to test it out', there would be a slightly different set of requirements for her project based on my experience with her and reduced level of trust.

Interviewer: So you were more controlling. And when she was doing well, you started to trust her more?

Tania: Yeah.

Interviewer: And then in the same conversation with Amanda

Amanda: I just, I told Greg that I'd get back to him because he called like my desk first. I sort of knew the answer but I thought I'd double check with you. [So I just]

Tania: [Good]

Amanda: Okay, thanks.

Tania: Yep, no problem. Okay, if there are no questions or comments for Amanda, who's next?

Interviewer: Is it that she wanted to double check with you because she wasn't 100% sure or is it a sign of some respect?

Tania: No, she's (...). Each one of team members obviously have relationships with people in the whole organization, so they would get lots of individual direct requests, and I don't know about them all. But this one she didn't know the answer specifically, so even though, Greg said 'hey, can you help me with this directly', she wasn't sure, so she just said 'oh, let me just check with Tania'.

Interviewer: It is interesting because / maybe it's a coincidence, maybe it's not, I don't know, but this trust thing that came up ('I'm not interested in checking'). It's interesting that it only came up with Amanda in this particular conversation, and Amanda is showing the least amount of self-confidence, she is so not confident ('my list is not really that long right now'), she doesn't sound that confident, and then you use this trust thing, maybe on some sub-conscious level, but you are trying to make her feel better. It seems like this.

Tania: So I think, probably, some context would help, and that point she had been back a couple of weeks after being gone for one year, and a lot happens after one year, and I know how it feels when you are gone from that business and then you come back, she's been there since 2006, you think you know that organization, you know what's going on, but you have also been gone for a year, so you don't feel 100%, and as an artist, at that point, she probably wasn't doing the same volume of creative work that she had been. So I need her to get back into her creative groove, but at the same time I need her to get up to speed with respective businesses. So she's at a bit of a deficit, from a confidence stand point, definitely, so I have a goal to get up to speed, bring her up to speed, on confidence levels and all of that, but it's also my responsibility to make sure that she has all the information she needs to make a decision, but a lot of times at this point, I'm also aware of fact that she doesn't have all the information she needs, I want her to double check with me, which is good, there are different things that I could say, that should boost her confidence, it's fine.

Interviewer: Do you think you were trying to make her feel a little bit more confident?

Tania: Yeah, sure, definitely. And I want her to know that even though she's been gone, I'm not babysitting, you need to get right back into it, because part of Amanda's problem is that she gets

reliant, when she gets overwhelmed, she wants you to write her list of priorities, like she gets very dependant, so I don't need her to fall into that again. She needs to look after herself.

Interviewer: Sometimes you change your voice, and you go like 'Alrighty' and 'Thanks, Bob'. What do you think is the purpose of it? Do you think you do it to reduce some kind of pressure?

Tania: Yeah. I know I come off pretty serious, and I know I'm very like 'what's next, c'mon, let's move to this', so I need to lighten it up, and Amanda is really, like the dynamics of those meeting has changed quite a bit since Amanda returned, she comes across sometimes quite negative and very heavy, so do I, I think sometimes, so I need to light it up. And Bob is very very serious, very (...), so sometimes I need to like 'Great' 'Top five'! And they don't see my body language either, so I don't have a lot of non-verbal cues, so I have to find other ways to do it.

Interviewer: So voice is your only instrument.

Tania: Voice is my only instrument. 'Good job'

Interviewer: I want to ask about this call, when you couldn't get through, and you were basically cut off. Could you hear them?

Tania: Yeah, I could hear everything, and they couldn't hear me.

Interviewer: How did it feel like?

Tania: It was extremely frustrating. Especially, because it was a marketing discussion and that particular discussion actually. I called that meeting, and I was a little bit frustrated, because this was the follow-up meeting to Nick's twenty minute thing, and my feeling was a little bit like 'good for you, you are new on the scene, but the bottom line is you have not been here all this time, you are introducing a completely new dynamic to a project that has already been in existence and he comes and says 'I always have good ideas', super, but now, at his point, I need to have this meeting to say 'is this the direction we are going in now?', because it's different that we have already talked about, so let's get everybody together to say 'yes, we agree that this is the right path or no', whatever. So that particular meeting for me was extremely frustrating because I had a point to make and I couldn't make it.

Interviewer: So what did you do? Did you email him after?

Tania: So while the meeting is going on, I'm emailing Rob to say 'ask this, ask this', listening, and afterwards having a discussion with Gen, 'cause she's marketing, to say how is this really going to happen, so she would also be tied to one of the other Robs, who is the leader over there of marketing to say 'how it is really gonna go down'.

Interviewer: Yeah, there's this very loud guy who seems a little bit authoritarian.

Tania: That's Rob D.

Interviewer: Is he your boss?

Tania: My peer.

Interviewer: So you are on the same level?

Tania: Yeah. He's a good personal friend, but he's very challenging to work with.

Interviewer: So you are sending emails to another Rob.

Tania: The quieter Rob.

Interviewer: And he's asking questions.

Tania: Yeah.

Interviewer: Oh, that's interesting.

Tania: Extremely frustrating.

Interviewer: How do you evaluate their behavior during the meeting? You don't much about the new members, but how do you evaluate them?

Tania: How do you evaluate their behavior in the meeting, how do I trust them?

Interviewer: Yeah.

Tania: Well, I mean, some of it is, for that particular meeting, there's not a lot at stake, basically, with respect to what they are delivering in that meeting. They are giving me information, and I have to trust that it's true, and I have no reason not to trust that it's true. I think what's probably more important is, what I can evaluate on is that, luckily, for me, probably, we are a high producing team, so we are not the kind of team that, you know, like thinkers, I mean, we are not thinkers, but we actually have to deliver, so if there's no delivery going on, I knew there's a problem, so I use this meeting to say, to understand what they are working on, if those things aren't delivered, then it becomes a problem, so if we were a different kind of team, like a research team or a team where you don't have such a tangible deliverables, then it might be a different situation, but because, we have serious deadlines and deliverables, it makes it a little bit easier, to see the fruition of what we talk about in those meetings. So there's not as much a stake on the trust side.

Interviewer: So it's based on everybody's roles in this team that you can trust them?

Tania: Correct. And I think the other issue is, what makes it easier, that it's a highly collaborative group, so even though the marketing communication specialists might have something to do, it can't be done without a designer, and vice versa, and if it's for a show, it can't be done without her either, and if there's a digital tie, it can't be done without Canny, so the fact to the matter is all of their work in intricately intervolving and they are all accountable to each other, and they are all accountable to the whole delivery of the project itself. It makes it easier to trust because they have such a high level of accountability. And, you know, commitment to their own team members. If I were writing this thesis, I think you could do it on trust and body language, sort of, trust and, well, you could write it to the trust argument, the whole hypothesis could be about like ethical, sort of, production, communication skills, verbal and non-verbal, like a whole virtual trust thesis, I think, could be created. Like now I have an opportunity to do it, which I didn't have before, like I've always had a virtual relationship with my boss, and some of my closest peers as well, but it wasn't until I experienced this kind of a, with my direct reports, so I understood really what it meant. I mean, there's huge amount of trust, when they are going to tell me when something is wrong, that they are going to be honest, that they are going to do their work, things are going to get done, I know what's going on, I don't have to be there. I guess, you could say it's completely wrapped into the whole trust piece. Ultimately, it's my neck on the line, I'm the one who's going to take the hit for everything that they are doing or not doing. Like they are accountable to me, and I'm accountable to somebody else.

Interview with Chris
Duration: 75 minutes

Lena: So could you please just describe me..how..., you team, is it..(disturbed by kids)

Chris: OK describe my team.

Lena: Yeh how are they roles? how often you meet them? how your meetings are planed?

Chris: Alright, I can first tell you about my team. It consists of a number of departments. 6 departments basically. Maybe even 7 departments. No, yeh actually 6. Regulatory which is SSU, data management, bio statistics, medical, IBRS and lab. Each of those departments has a lead or manager function. They report to me. So they manage their own team, but the leader of that department report into me, for the study. Um: below me, I suppose / I'm a manager, and they are managers, they report to me but we are all on the same level of the company. Then below them, they have smaller teams. Then I have 2 leads CRA which report to me, they are responsible for the CRAs, and CRAs are go to hospitals, investigate site where the research is conducted, verify and collect the data. But I'm not the line manager of any of these, which means...

Lena: what do you mean?

Chris: a line manager is / if you are responsible for their career development, or performance, praise, that's done by someone else. So they report to me for the project only. They don't, I don't decide...well, I mean I guess I can recommend them for promotions, but it's not my decision whether they get promoted or not. And above me I have a director of project management, who is basically an escalation or somebody who, err: helps provide the oversights project status. And I report to her, and I report to the pharmacy company which is client.

Lena: OK. So on your calls, you have people mostly from this line?

Chris: Yes. On my calls I have mostly people from this line. And then I also have calls / I have call with altogether, and I also have calls with them individually. So I have call which is just about data management sometimes. Then I could be me, the pharmacy company, the data management project manager, and maybe one of the person from the data management team.

Lena: OK. But do you mostly meet project leaders here? Like leaders of these departments, or people who / who are not leading them, just work there.

Chris: Um: yeh both. Not so much, I will say mostly CRAs and these guys, the local SSU associates, because they are responsible for submissions to regulatory authorities in individual countries. But I don't really **meet** them in teleconferences very often, we mostly have e-mail communication. With these guys the CRAs, they have, every two weeks, teleconference as a group, but led by leads CRAs and I diel in to give my updates and listen to their updates.

Lena: so it's not like you have a team / it's a project team, in each project you have a set of people. Do you have several projects going on at the same time?

Chris: yeh, several projects going on at the same time.

Lena: So several team?

Chris: Yep.

Lena: Ok, alright. In these teams people shift someone or join someone, [or...]

Chris: [All the time.] all the time.

Lena: aha, all the time.

Chris: Yep. So...

Lena: depending on project, well how it goes?

Chris: that just / it really depends on how long we've been on project, what their role is, I think it happens when they will have to go to another study, they leave the company, they go on eternity leave, then we replace them with someone else. So teams are constantly shifting.

Lena: OK. So basically there are several projects going in the company, like on in this level you are managing several projects.

Chris: Yeh.

Lena: OK, yeh, that's cool. Then can you tell me how the meetings are planned?

Chris: well the purpose and the frequency of the meetings is determined of sort of start of the study. That's based on / it's based on the contract. So we recommend, you know, a certain frequency based on the phase of the study. At the beginning it is very important to meet frequently with specific department because they are very involved.

Lena: yeh but I don't mean the global sense, planning in this global sense, [I mean...]

Chris: [you mean] individual meeting?

Lena: Yeh individual meeting, how do you inform people that they should..

Chris: Ah I see. I send an invitation via outlook, and I invite all the people that are supposed to attend, agenda, which basically lists the topics that we are gonna discuss. Usually we have (...) items from previous meeting, so / those are also listed in like previous meeting minutes. So that's the beginning of agenda to review the action of previous meeting, and then we...they are either dial in, we have like a teleconference that they can dial in, sometimes we also have live meeting where they log on to the meeting online, as we can share documents, or spread sheets, or whatever we can look at the same, documents on the screen at the same time, and talk about them over the phone.

Lena: OK. So how many channels you have? You have simple teleconference that you have nothing than just hearing?

Chris: sometimes we have just teleconference, sometimes we have teleconference plus live meeting.

Lena: you mean that people see on the screen with the same thing.

Chris: exactly.

Lena: OK.

Chris: Same documents. Well that's good if you have a training, presentation, you have to go through the update. Those are most common formats, you know. I suppose we can do videoconferencing, sometimes we are using videoconferencing for one-to-one meetings. So if I have to speak to someone individually, you have webcams, so we can see each other. But the technology for that isn't great, you know, sometimes it can make delay, it doesn't make a lot of sense.

Lena: So // but it only makes sense when you have one and one...

Chris: Yeh the technology doesn't really support / I mean, there is technology, but our technology doesn't really support see 10 different faces for example.

Lena: Ok, right. The technology is provided by the company?

Chris: Yeh.

Lena: yeh some software. OK. So can you tell me how // like your team, you have several teams right? How do you / let's say, how to manage, umm: you always like to jump into one team. Today you are with one team, and tomorrow you are with another team for...

Chris: No I work with all teams every day.

Lena: Aha, several teams every day.

Chris: I mean I / yeh, there are always touching points. I mean I don't speak to every single person every day, not every person, but I always have all my projects going at the same time.

Lena: at the same time, alright. So how much would you say / how much communication with each team? How much percent is written communication, how much is calls?

Chris: Um: yeh if I estimate, I would probably say I have on average at least 2 hours/day, or 3 hours/day of project related calls. And the rest is via e-mail.

Lena: OK. So let me put in percentage it will be like...

Chris: so maybe 35-40%, let's say 40% teleconferences, and that includes individual phone calls, and the rest is written.

Lena: OK.

Chris: it's more written, I spend more time...

Lena: Ok, and how // what is your biggest challenge in / not just in leading the team, leading the project, but concerning having calls, what is your biggest problem, maybe challenge in leading the calls.

Chris: um: well there are, I guess there are a couple of challenges. Sometimes it's getting everyone to participate, you know, what I usually do is I have my agenda, and I'll call on individual people to assign the updates, instead of saying "OK, who has an update." Then it will just silence, people don't voluntarily contribute. So that's the hardest part, but that's how I learned to assign individuals to present their specific updates, where you can get contribution from everyone.

Lena: Aha, so you put it on agenda, like this person is going to update us, or what he is do

today.

Chris: exactly, right. Or I just say "we need update from Portugal", well then the person on the call who's responsible for Portugal knows it her to act.

Lena: Otherwise if you just ask "what's updates?" it's like never active...

Chris: No.

Lena: No? why do you think it is...

Chris: um: because // yeh why is that, because people are very busy, they prefer not say something that information either being incorrect or whatever, it's much easier they can write it down and review it, have time to make sure it's correct, everyone is very concerned of not providing wrong type of information or insufficient information. And when you say verbally, it's less effective, you know, because people forget what you say, but written documentation stays forever. And other challenge is, I suppose, going off topic. You have a lot of people in the room, what is important to me to discuss is not always what they think is important, and we only have limited amount of time. But sometimes we have all these different people on the call, project management level people on the call, what one person say is not necessarily relevant to other people, 'coz this person is talking about dramatic stuff, not necessarily relevant to anyone else on the call. So that's hard also, to make everyone relevant, making (?) how one person is say impacts another person.

Lena: how do you / um: what do you think you would do?

Chris: I have the / that's my job basically, is to bring everyone together to understand how / what one person does impacts and what another person does, because in the end it's all the same study. Sometimes there isn't, you know, sometimes it is specific to just that department.

Lena: would you call these meetings most / for instance those one you recorded for me, as I understand there is a progress review meetings, like they have data of...is it some kind of making decision...

Chris: there are decisions, there are some decisions to make yeh. It's a / but it's a mix. The TCs are update TCser, reporting, this is where we are right now, sharing that; and other times we have TCs to discuss their issue. If we have problem we get people better involved in that problem, or involved in making decisions, sometimes that means I have to bring my boss in; sometimes she has to bring her boss in if it's a serious problem. So that...yeh even if decisions aren't always made, but at least we agree on how to move forward. So we present the problem, people propose different solutions. And then, usually it ends up 'well we explore this and get back to you' you know what I mean.

Lena: So, one of the challenges is to make people to contribute during the call, not like the motivation to do their job right, but just to participate in this particular phone call, like to share with everyone. What else?

Chris: other challenges?

Lena: Mhm.

Chris: um: I mean I don't know, at this point, everyone pretty much know what the expectation is, and they are pretty professional. So those calls I suppose go // I guess one challenges is that people aren't prepared enough, and that happens; or they keep giving the same update every time they haven't made any progress. That causes extra work, because then you have to / you know / either I will have to talk with them during the conference, or ideally talk with them afterwards, you know. Especially with the pharmaceutical companies on the phone, which allows times they are. If you then have someone in your team who isn't prepared, then that reflects poorly on you, on the project team while the client is listening. So that's a problem also. So I always try to...I mean everyone knows when the client is on the phone, but I always emphasize that for those call where clients are on the phone, at least be prepared and bring in a good update.

Lena: Ok. What about the challenges connect to not being able to see them, not able to read the **body language**, how do you know, for instance, the person is not sincere, not...

Chris: Um: i mean I don't know. I guess I don't reflect too much on it, because a lot we do is pretty measurable. Like either you have progress to show with documentation, or you don't. So you can tell a lot just by what they say. This is not really the type of industry where non-verbal

communication makes huge difference. I mean I suppose that, and I'm aware that I'm not the best friend with everyone on my team, and probably a lot of them think I'm playing an ass. And they probably talk to each other, and say that I'm playing the ass. But there is too much I can do about them, and someone comes to me and say "you are playing the ass", and I'll listen to them and try to understand what they mean, why and everything. Yeh we have individual calls also. So I expect that..., that's what I can engage better, what they are really about, because these calls with client, everyone is very professional. Usually, even if it's a challenging environment and people get annoyed, they usually conduct themselves professional, so it's // I mean I don't know, maybe I'm estimating (?), non-verbal communication is very important, but in this context we have a lot of ways of measuring our results.

Lena: Right. So everybody is judged on deliver, like how they deliver the (...). but maybe you don't know, it's not your job to, for instance, to estimate their job satisfaction, you know, you are not worried so much about / or?

Chris: No I'm not. Because I'm not, like I said, I'm not their line manager.

Lena: Right right. So this is the responsibility on someone else. And what about // are they not getting enough work?

Chris: yeh , like if they have a very high workload, then that can be something I can, that they can inform me about: 'I have too much to do, now I don't have time to do this or that thing' so I can look at with them. But again that comes down to sort of tasks, how many hour you have during the day, how many tasks do you, which tasks do you have, how long does each task take. So I work through that with them often. And that's a big problem that we always have with our resources.

Lena: what do you think of the purpose of individual calls?

<disturbed by kids>

Chris: OK the purpose of individual calls is to speak more openly about the issues and problems. And here the individuals are concerns, which can't really do in the group setting, you know, people don't really want to talk about their, not personal situation, but their individual work situation, cause we very rarely talk about personal stuff. So the individual calls are for me to find out more in detail what's going on. The calls are usually top level overviewed when I talk in individual, like go into detail about their specific situation. But of course it's very time consuming. It's time consuming to spend one hour with one individual person. Compare to speaking to a lot (...) to spend one hour with 15 people. Each fills its purpose right, but you have to use those individual calls sparingly, because I have individual calls with everyone then I wouldn't do anything else. So I have individual calls with some key players, and: you know, depend on how critical their role is. That determines the frequency how often that I have calls.

Lena: OK. So most of these people, or all these people they are just all over the Europe?

Chris: Yeh, all over the Europe.

Lena: They basically never meet? Just on the phone or?

Chris: Yeh, the...in the individual departments, they will typically belong to the same office.

Lena: But it's rarely several people from one department on the phone right, usually the meeting was just one person from each department.

Chris: Yeh, one or two.

Lena: Aha OK, so they don't have any close relationship, not even close, but they don't know each other.

Chris: within their departments they do.

Lena: they do? But I mean...

Chris: they know each other (?) from the interactions we have over the phone.

Lena: over the phone.

Chris: they interact with each other, and they know each other, but not...very well.

Lena: OK. Have you ever met them?

Chris: some.

Lena: some.

Chris: mhm. Not all of them, but maybe some of the managers, maybe met / let's see/<counting>, 8 <managers> I have met 4, so I've met half / in person.

Lena: OK. How do you....just, we are just talking about the calls right, how do you know, for instance, there is misunderstanding between...like maybe between one member and another member on the team? You know, how? Because you can't really see them, you can't...maybe some person is confused and he's, if you were in the same room you will see that he's...

Chris: scratching (?)

Lena: Yeh yeh.

Chris: Well that happens quite a bit, and you have to be very clear. You know, typically when they, for example, e-mail each other, I'll usually be in copy. So they copy me in, that I can see dialogue back and forth. And to extent if I have time, I'll try to review that, just to engage that communication is working. It's sometimes I have to step in and clarify. But usually they solve that, like if one person doesn't understand they'll say 'I don't understand, [can you please clarify?']

Lena: [but it's not] with every person.

Chris: No it isn't. but if / in the situation that doesn't happen, if one person, like person A asks person B a question, and person B responses with what they think is answer which is completely wrong, person A can clarify or I'll go in and clarify. And similarly over the phone, because there are also language issues, not all these people have English as their primary language. So someone from Ireland, who's speaking very fast, and with irish accent, to a native polish speaker, and they are not even from the same department, so they don't have same frame of references necessarily, I will sometimes have to go in and clarify what that person means, or put it into context that the person will understand.

Lena: So basically judge by the content of what they say.

Chris: Yeh. It's basically judged by the content. I mean, I know these people's voices well enough now, well I mean it can be a little bit tricky by relying on their openness, not shame, when you don't understand what other person means.

Lena: do you have any Asian people?

Chris: Yeh, we have like one or two people, but they are Singapore based, so their English is very good.

Lena: but it's not the language, but the face-saving strategy.

Chris: Yeh I see what you mean. We don't have / yeh that doesn't really come into play on either projects or (...) right now.

Lena: Ok, so do you experience any culture difference problems?

Chris: Yes! For example, um: you know we have quite a lot Germans, on our study teams. And Germans are...<disturbed by kids> Yeh culture differences, so the Germans are very / by the book. I can find that frustrating sometimes. Right, that's one example that I can think of. I feel frustrating sometime, because they are extremely rigid, and literal. Everything they do is (...), you know I value being flexible, sometimes maybe a little bit more intuitive.

Lena: how do you manage when this happens. You feel that the team should be more flexible, but one of the member...

Chris: well one example, you know, as a manager I can't do everything, is to delegate it, but when I delegate to germans I have to be very clear with them, because they won't accept any job that is not specifically part of their job description. Even if I think well there is some grey area here, or we're part of team we help each other out, and even sometimes, you know what, I'm the boss, even if you don't want to do this but I'm asking you to do this means I expect you to do it, but they don't buy in to that, they will go to their managers, and complain immediately and things like that. Well, I would never, I'd never do that. I mean, I had a German boss now, that's very difficult, she got tons / she has no understanding, she's almost the opposite, she has millions things to do, tick off her list, and they just have to get done. So I guess it's role specific also. It's OK (...) but not the other way around. I'm not really sure.

Lena: hmm: OK.

Chris: there are not tons of cultural / maybe I become blind to it, because I've worked in this multicultural environment for so long. The expectations are sort of uniform. But I would definitely say that Germans are much more rigid. I think that's probably most common or established stereotype of (...)

Lena: You know it's kinda interesting because Tania, she also works with Germans, and she

also complains about Germans.

Chris: they are extremely difficult, you know, on the one hand they are the one that you wanna have on your team, because they are by the book, they do exactly what they are supposed to do, but they also don't., they can't see the forest for all the trees, they can't see the big picture. So I have to work with these German teams a lot, to broaden their perspective.

Lena: Ok.

Lena: But you are not always leading the calls right? Sometime there are other person, for instance, the first call that recorded that was the German girl, that she was leading the call.

Chris: right.

Lena: So is it like...can we call you are the real leader and she's like the administrative leader.

Chris: no.

Lena: no?

Chris: she is a functional leader.

Lena: mhm.

Chris: so all these are considered functional leaders. So there are leaders of specific functions of study. And I'm the project leader.

Lena: aha.

Chris: I'm responsible for all functions.

Lena: Right, right.

Chris: So she's a functional leader out of seven...

Lena: but she's not at the same level, she's below...who she's managing in this call, are they below that?

Chris: yes.

Lena: so she's the leader, but...

Chris: of that functional group.

Lena: of that functional group. But this call (...) people from the same functional...

Chris: yes. Yes.

Lena: so there are three levels.

Chris: well I lead // right it's functional group, functional leader, and me. Then above me is my director I guess you can put (...) pharmacy company above me also.

Lena: yeh yeh, but I mean on the specific call. I don't ask you about this specific meeting. Umm OK. How // are there any role in the team, like: you know, who usually initiate the call? Like you, you call, or is there any administrative person.

Chris: there **IS** an administrative person, that person are usually responsible for distributing information, I don't have time to do it. So sometimes they will send out the call invitation, they will distribute files, documentations and agenda and minutes, and listen in the call and take notes.

Lena: aha.

Chris: so that I don't have to.

Lena: but...

Chris: they send the notes around afterwards to review people to give their comments, and they include the comments and (...)

Lena: (...) on every call or some important calls.

Chris: well it depends on the type of call, but all the calls, you heard, yes, that happens.

Lena: aha so there is some person who makes notes and summary on that...

Chris: yeh.

Lena: that was discussed and distribute it, oh that is interesting. Also you have every calls recorded?

Chris: not every call.

Lena: not every call.

Chris: no. usually we only record calls. We need to save for some reason, either a number of people that can't attend, um: and need to listen to it afterwards...

Chris: yeh the purpose of recordings, we don't use recording a lot, again it's not the most efficient way to share information, you know very much about documenting or everything.

Lena: right right. But still, for the calls that recorded, are they useful for those people who didn't attend?

Chris: depends on the topic. Usually if it is a training presentation, well it's just one person that is presenting, well let's say they are presenting diabetes, you know the doctor who is explaining something specific about the disease, well that's very useful, you can just sit down, you can listen, maybe you have a presentation that you can follow along, but it's not quite as useful when there's 15 people on the call and everyone's talking.

Lena: right right. OK

Chris: it's easier to have information written down I think. But [that's...]

Lena: [OK.]

Chris: individual.

Lena: So basically, as I understand now, for instance, when / I had an interview with Tania, most of you / because she has a team that has like 15 members, it's like a team people that sit in the same office, she has been working with them for many years, and you know / it's another, it's another // but you have so many teams then it's completely another / another work I guess. So...

Chris: yeh that's completely different. As you said, most of these guys don't sit together.

Lena: yeh they don't sit together and they don't even know well each other.

Chris: not very well, no.

Lena: not very well, and then...

Chris: it's more important of knowing the role and the function.

Lena: aha. Knowing the role and the function is more important than...

Chris: knowing the person.

Lena: how do they, when there is a call involve 8 people, how each people know who is who in the call?

Chris: well, because every / at the beginning of the call, role call everyone introduces themselves.

Lena: it's just a name.

Chris: mmm: no. I'll say, for example, who's here from icon data management.

Lena: ok.

Chris: and they say their names. Who's here from client and say their name. who's here from icon medical and they'll say their name.

Lena: right.

Chris: so / everyone will know the name and role of that person.

Lena: OK, aha. But / they (...) they know each other.

Chris: so we would do that / we would do that // i mean, yeh no one knows everyone in the call, and even these teams look fairly big, it's the same people over and over again, year after year, well you know we've been working in this particular project for 2 years.

Lena: aha

Chris: and a lot of people are the same.

Lena: right.

Chris: at least in sort of functional group, even if they change, soon people get to know who they are. Because we also email back and forth we recognize names from that, you know. So recognition, role recognition isn't that difficult.

Lena: OK.

Chris: but I think that's a very important point that I make myself and I'm hearing myself talk about it. I think that also answers your questions of non-verbal communication, because of the more importance of function than person.

Lena: aha ok.

Chris: so it's not individual as much as the functions.

Lena: so there's not so many individual problems between you and: I mean individual problem like some person, some people don't / are not very open, and they don't say their problem they try to ...

Chris: no, because if we / we have a deal with that, all the time, we wouldn't get any work done. We do experience a lot problem though, how is this role defined, and what is the specific

responsibility for this role, and is it appropriate in this situation.

Lena: right.

Chris: like: the company will tell us, ok you have this task, and we have SOP, standard operating procedure, which generally tells you how to perform this specific task. And it says, step 1, this role does this, together with this, this and this role; step 2, this role does this, this and this; step 3, step 4 / but it doesn't / every project isn't the same. There is variability how's the project designed, countries involved how many, sites are involved, so it's not always appropriate to use it in every situation. Well this role doesn't have enough resource on this particular (...), so do that then you have to. But it's not so much to person, role that's the problem.

Lena: Ok, so I understand. /

45'36

Lena: for instance you get a (...), some else will come and (...), what will be your advice for this person, in reference to, you know, in managing project, not mention all these teams, just basically sitting in the office or at home.

Chris: what would be my advice?

Lena: yeh.

Chris: um: well, I'm a bit contradict myself that the person (...), the project manager I guess, because we have coordinating function, it does come down to the leadership style.

Lena: mhm

Chris: for example, my leadership style is to give each role quite a bit individual accountability, and freedom to do, you know, I'm not an expert in each of these roles.

Lena: right right.

Chris: functional leads are the expert, so it doesn't make sense to go in and tell them in detail to fulfill their responsibility of their roles. So I think that // but at the same time, if they don't do what they are supposed to do, then that's my responsibility, so it's a mix, you know, to give them freedom to do what they know how to do best and make sure that you get what you need from them to move the project forward. So my advice would be, you know, maybe sounds a bit contradictory, my advice would be let them do their job but make sure they do it. Make sure, you know, you get from them what you need. So you need to hold them accountable, make sure they keep you informed of their progress, make sure they communicate issues to you, so you are aware of what's going on. Generally that they get to run specifically I suppose.

Lena: ok.

Chris: does it make sense?

Lena: yeh yeh sure.

Chris: (...), it's very difficult, because remember, I'm not their boss.

Lena: you are not their boss?

Chris: no, I'm the project leader, so they report to me on the project. But I don't...

Lena: you can't fire them

Chris: I don't promote them.

Chris: I can't fire them. I can tell their boss I think who should be fired and this is why.

Lena: right right.

Chris: but that's not my decision atonally. I can provide the feedback at the end of the year that this person did this good on my project, but that person may be on the three other projects. The project manager on other project may say no I have completely different idea of this person, or impression of [this person.]

Lena: [OK.] ok.

Lena: [so...]

Chris: [so] that's a challenge, it's a challenge. It used to be that I was their boss.

Lena: mhm

Chris: but that put a large string on a project manager's job because now you have to manage both , the role and the person.

Lena: right right right.

Chris: which is twice as much work.

Lena: right.

Chris: and it took away your ability to manage the project. So now they split that out.

Lena: OK.

48'43

Lena: ok, I see, I see that's very, pretty weird. But do you think there is a difference...

50'33

Lena: so I understand, that's....during these meetings, most of time, well, you're doing your job, sort of more about the content, like the role [they...]

Chris: [the function.]

Lena: the function, right. Yeh I see. Well but still, when you (...) the calls, umm, the question...

Chris: so let me / can I interrupt you, ['coz I...]

Lena: [yeh,] sure sure.

Chris: example of how / what I just said, is sometimes makes difficult / for example the role, the leads CRA, there are their job description, for the lead CRA. It's fairly clear what the lead CRA is supposed to do. Fairly clear.

Lena: mhm.

Chris: but not / but there's a lot variability, and there are good leads CRA, and not so good ones. Even though same role, so / I've been told recently I have an excellent leads CRA, who went to (...), she was just great, and make my job so much easier because this is now function that I don't have to worry about, because I know that she's taking care of that function perfectly. And she's even helping me manage other functions. And that makes my job much easier because I can focus on more big picture stuff. And she takes care of the study. And I got another leads CRA, German, who is not as good, who doesn't wanna do anything extra, and on very narrow focus, and doesn't even do this job very well. Even though it's same role, same function, she doesn't perform as well as the other person. So now (?) I have to spend more time, not only here, helping her, but I have to spend time on some other things that the old lead was helping me on. So it's change of my job / my job much harder, when those two people, you know, when, when / a new person came into that role. So the person matters, that's what I want to say before.

Lena: yeh, of course, I understand, yeh.

Chris: but it makes difference who you have that role for I guess.

Lena: right.

Lena: I understand, of course role / it's people, of course person's always important. But I wanna also ask is / just concerning the nature of / not the nature, but the specific // what is so special about this job, what is managing over distance. Like for instance, like the way you give orders, the way that you make sure they understand you, or the way you judge like..by their feedback you are judging through or: you know, like this kind of stuff. And / imagine, if you are doing the same job but in the same room, like you have the same people with the same responsibilities and roles, (...) would it be different, do you think it would be different?

Chris: you mean all these people are [in the same room?]

Lena: [no! let's say] one team one call, one call with people. Imagine the same thing, the same conversation, I mean the same content, but you are sitting in the same room, would you think it would be different? Like the way / the way you tell them what to do for instance. You only have your voice, your tone, you know, your vocal voice (...) to make them do stuff.

Chris: [Yeh.]

Lena: [But] if you are sitting with person like this, you can, you know, you have much more things. You have eyes (...)

Chris: right.

Lena: you know.

Chris: well I have, I mean, it's not like that we've seen each other. We see each other rarely, and in different configurations.

Lena: right.

Chris: I think it wouldn't make huge difference if you just compare one telephone conference with one in-person meeting in the room. It would make difference if we were together all the time.

Lena: always. Alright.

Chris: yeh that [would be...]

Lena: [(...)]

Chris: because then you have some social contacts to come into play in a different way. I mean it's easier to /um: provide / to give excuses, it's easier to avoid if you are on the phone. So yeh, that's a challenge. But I don't think it's noticeable in one individual call necessarily. Like over a life-cycle study for example, we are all together all the time, or even together more often.

Lena: yeh yeh, I understand. So if, yeh, you mean you take the team and they work with them all the time, of course completely not the story that you just, you know, meet them.

Lena: [(...)]

Chris: [you're right,] the roles are still be the same, but I think the greater (...), the greater sense of sort of accountability / if you have it actually functionally stand for someone,

Lena: so the (...) if accountability, you know, (...)

Chris: yeh.

Lena: OK.

Chris: but I mean this is the world / and you know / on the other hand nobody has it that way, err, anywhere, not even / I mean even if I was office based, I wouldn't have it that way. If I was, if I worked in the Stockholm office, everyday, I could still only see one or two people.

Lena: of course. I understand this, it's // yeh

Chris: so when I (...) in an ideal world maybe, you know.

Lena: yeh yeh yeh, of course. I understand, I mean it's / it's almost impossible not to have virtual, doing any kind of business it's impossible to avoid this, it's only / if it's small local business, or any kind of local business, you have to have it. But what we are trying to understand what is, is social activity, you know, as a activity what is so special leading a team over a phone, you know, that's what we...

Chris: you also / but you know what, because we talked about the challenges, but I would say one of the benefits is it cuts through a lot of the interpersonal bullshit.

Lena: OK

Chris: because I'm remote, in a sense I don't have to care as much about their feelings, I don't. and that's why I can come across as kind of asshole when I talk with them over the phone, because I'm pretty serious over the phone most of the time, I (...) demanding. If we have an hour together, basically all I'm focus on is what I need to tell them, and what they, what I need to hear from them. Very business, you know what I mean? In the one-to-ones, I will try. I'll try because I think, you know, it helps to understand their individual circumstances and stuff. Maybe I've become cold and detached because of this. Because for me, a lot interpersonal considerations get into the way. Especially when you have to be, you know, the boss, you have to make a lot difficult decisions.

Lena: right. It's so many people (...?). do you have to care about their feelings?

Chris: which I had to in the sense when I was their line manager.

Lena: aha aha.

Chris: it means I have to listen / every single one will come to me and say 'well I don't like / bla bla', you know. And then it would be my job to listen to them. Now I kind / they know not to bring that up with me.

Lena: right.

Chris: only talk about project stuff with me.

Lena: yeh that's...

Chris: and that's why I left the office too.

Lena: [(...)]

Chris: [one] of the reasons. So I have to deal with that. 1h01'30

Lena: but is there / like this department, are they in the same office?

Chris: No.

Lena: [any of ...]

Chris: [well one person is.] One person is. The person who's responsible for Sweden is in that office. But here / yeh, no one is in the Swedish office. One person from here.

Lena: alright. well I think...

Chris: it's the only thing we talk about this, you know, (...), because they are not specifically the part of the project. There are probably six or seven boxes like this, they are outside the project team that provide the inputs of (...), there's finance, there's contracts. And those guys provide other, yeh those guys put / those guys provide input but they are not the permanent members of project teams, resources that we use, or return (...), or they, they have involvement // yeh, just have specific frequency, project, analysis, and we have it group, the additional touch points that I have, with those groups that I also coordinate. So yeh, it's...

Lena: but imagine if you start a new job, like the same job in a new company, would you care setting up / not personal relationship but getting to know different people from different departments, people who you have to work with often.

Chris: well / I mean yeh definitely / um: getting to know them, but not getting to know their kids and their wives and their birthdays. But it's always good to / like when I call someone, I can say 'hey it's Chris from Sweden.' If they know who I am even if we never met, they know who I am, it helps when I ask them if I have a request or I need a favor whatever. It helps that we have positive exchange past. But there's really not enough time to say 'how are the kid?'

Lena: but where is / where is, how do they know anything about you except that you are from Sweden and you are project manager.

Chris: they don't really...

Lena: they don't?

Chris: they don't.

Lena: do they, do they...

Chris: I mean I've been in this company for a long time, you know, I usually know a little, something about them through someone else, you know maybe I've met someone in their room by a meeting or whatever. Maybe I met once and we had a couple of beers together, and we came across each other from training whatever. So there are / yeh, we don't know each other.

Lena: [I see]

Chris: [That's] the bottom line, we know each other's voices, we know how / like I know their demeanor, they are reliable or not, umm: if we've been through a difficult issue on project that we've worked together. Maybe we've complained about the client together, so that establishes the (...), we're not completely strangers, it's hard to explain, you know, how can you feel you know someone that you've never met. We are not complete strangers, but at the same time if I pass them in the street I have no idea of where they were.

Lena: right right. OK, people don't look each other (...)

Chris: No. they don't / well I don't anyway. Recently we have this like little instant messaging system. And some of them put their picture there.

Lena: yeh yeh.

Chris: but you know, what's that gonna really tell me? Tells me if they are old or young but I can already tell that from their voice. Tells if they are male or female I can already tell that from the voice.

Lena: right.

Chris: suppose it will increase familiar but it doesn't really do that you know.

Lena: no.

Chris: I haven't put my picture up there, I don't really care what it really looks like. But I think the company did that to improve the communication somehow. People know someone's face, that's supposed to make difference.

Lena: well / I think, what do you, like for instance, give critics of someone's performance. Look, imagine, imagine you are (...), looking at a person into his eyes, or hers eyes, you have to provide critic, like you did this, this, and this; this was wrong, this was alright. And now close your eyes, try to // what will change?

Chris: nothing. I mean, the way I / the words I use, and the intonation, would be the same, because I've done it both ways. The only change is my understanding of how was received by that person. You know, because if you sit you can see someone disappointed, disagree with you, but if you are not in the room with them you will just have to ask. And try to gage whether what they are telling is truth. So if say to you 'Lena, I 'm disappointed with this and that, you didn't do this

good, do you agree?', and you say 'yes' or you say 'no' after. Try to access if I believe you.

Lena: yeh [but how...]

Chris: [But you know...]

Lena: how would you do that? Just by / it is told by voice or...?

Chris: well first of all, (...), and how you say them, I guess / someone say that, you know, like a blind person, their other senses, so their hearing is better or...it's a little bit like that.

Lena: ok.

Chris: you know, maybe I can hear them pause, before they respond, so I can interpret that, or I hear them educated, I can interpret that. You have to give more weight of impression that available for you. But you also, you also / for example, you also use multiple means of communication, so if I convey that to someone in person, all I might have to do is speak to them about it. But if I do it on the phone, I will typically follow up with an email, to say 'this is what we discussed, this is what I said, this is what you said, this is my impression to (...) move forward like this', and then I would expect some kind of acknowledgement of that email, like a response, or confirmation that they understood, or they disagree, you know. So you will follow up with another motive of communication of (...) of message.

Lena: I see.

Chris: that's pretty (...), that's pretty efficient, you can do that way or the other way around, you know, sometimes I will write someone email say 'would you please do this and this?', and I will call them 'I just sent you an email, did you have chance to read it, do you have any questions?'

Lena: ok, it's more follow up.

Chris: it's just / yeh, it's more follow up, and it's more checking...

Lena: right right.

Chris: understanding.

Lena: ok, that's interesting.

Chris: because if I meet you in the hallway I say 'we deal with that.' If i just see you go, no problem. But if I see you like this, look at your eyebrows..

Lena: yeh yeh, that's what I mean. Oh it's just // OK. Yeh / OK, interesting.

Lena: Ok I think it's everything that I want to ask you. But can I / maybe / i don't know, (...), just ask you some question particular?

Chris: never. No more question.

Lena: [no? fine then.]

Chris: [yeh of course.]

Lena: When we started I didn't think that people, you know, it's like you said, when I hear myself, you know, well you speak you start to get something, (...), you know, not really (...)

Chris: well that's what they are.

Lena: yeh, so yeh / it takes time. It's almost / one hour and 15 minutes.

Chris: really?

Lena: yep, one hour 11 min.

Lena: ok just one thing I will ask, I always forget this. CRA is...?

Chris: Clinical [research associate.]

Lena: [research assis...] associate. (?)

Chris: study start up..

Lena: start up?

Chris: yeh start up, so it's regulatory. It's has to ethics, submissions to the ministry of health.

Lena: OK, and the...

Chris: (...) management?

Chris: that's interactive voice response system, so it's basically when hospital register over the phone they've included the patient in the study, and...so there is different types of codes they put in, just so...so that we can see what's happening at the sites. So they make phone call, they (?), they punch in their code to say 'OK today we...we gave patient 4 the investigational drug. And this is where we are calling from..' (...)a little computer I can see exactly, ok this site in Stockholm put in 4 subject.

Lena: OK. Ok lab study manager. (...)
Lena: DSA?
Chris: Drug safety associate. It has to do with the safety of the patients.
Lena: Cool. Thank you so much.
Chris: my (...).
Laughter.
Lena: well it's your...
Chris: I know, it's my pleasure.
Chris: hope that will help you.
Lena: oh yes sure.

Transcription of teleconferences

Chris meeting Sept 3rd

Duration: 43 minutes

<Beep> <This meeting is now being recorded.> 0'40
Sonja: Hi this is Sonja! 1'30"
Leader: Hi!
[beep]
Leader: Bujon?
Terr: Hi it's..Teresa.
Leader: Hi Terresa..[We didn't yet..]
Terr: [Hi(overlap)] Sorry?
Leader: We didnt yet started.
Terr: Ah OK good, 'coz I...(?) <chuckle> 2'05"
Chris: Maybe we start? 2'35"
Leader: Let's wait..wait another minute also because..um..I think at least Sali should join and I don't know if NAME should be there, at least for Anna I know that she is not available because she (?) is now..
Chris: OK.
<noise>
<beep>
Leader: Bujon?
V: Vanessa(...?)
Leader: Hi Vanessa.
V: Hi.
<beep>
Leader: Bujon?
?: (?)Sorry I'm late.
Leader: No problem.
Leader: do we have any other over the other phone?
<beep>
Leader: Bujon?
?: (...) I'm christen(?).
Leader: Hi
?: Hi
Leader: This is record of (...), chris we got, Jesicca, Vanessa, Sonja, Terresa and (...)<name>. Did I miss someone?
Leader: I think that's it. We will wait for someone from (...) to join. ok?
Chris: No I think <we> get started.
Leader: OK. 4'59"
Leader: the first thing of my schedule is that be recognized that for some (...) that follow up or confirmation are lost / at this moment, for sure for German, I think German and Austria so far. Umm:and I want to ask you if you know / err: if this is also flexible of your site, 'coz I would like to write file notes for all of them. Please let me know / if you / or checked or follow up that further, I don't know when they are assigned // so I don't know if it was you who at least actually the PSD (?)
Jessica: hi Stefani it's Jessica, this is UK and Ireland we don't have any PSD confirmation and follow up letter. I've already written a letter (...) in the Europe, but I'm happy to place there if we are gonna to a / global one.
Leder: OK this is for all of you in UK and Ireland right?
Jessica: Yep.
Leader: OK. If you don't mind would you send me the file because I got your actually of idea what you explain it.
Jessica: OK

Leader: thank you. [(...)]

Jessica: [(...)]

Sonja: sorry it's Sonja. (...)

Leader: yeh. I didn't remember that you just found(...)

Leader: ok. And novenski

?: um: let me check the follow up again. Er:
And, and we got (...)

Leader: OK.
I check.
Ok.

Leader: and (...) Is it (...) flexible or not?

?: I think it's: it's (...). I'll check (...). I will let you know.

Leader: ok thank you.

Leader: um: (...) <NAME> do you know (...) in your country?

Name: umm: I / I have to check it.

Leader: OK, then / um: put your all checking at the end of this week and let me know which of you is pickable.

?: Yes.<low voice>

Leader: OK thank you.

Leader: OK. Umm: the next topic is that (...) documents are missing, that's why I would like to remind you to upload every documents you get as soon as possible, as every time. Um: exactly I recognized that /um: report for (...) and confirmation texts are not uploaded, for the(...) I need to send it anyway, I can suggest what was for the future / so: but I / um: (...) all of you, when reports are filized I just drop you a line? And I would follow report, I could try / all the PDF that I send all PDF form...could even for the follow up letter and um: for the confirmation texts you should be reminded to upload more timely. Any question regarding this?

<silence>

Leader: no, ok. Ok then I get another question. Are all of you/ um:checking or (...) the follow up letter that has been sent (...)that I could try?

<silence>

<beep>

Leader: no? I can, I can go by name. <giggle> Jessica.

Jessica: Yes[(...)]

Leader: [OK] Vanessa.

Vanessa: yes yes <giggle>

Leader: OK sonja.

Sonja: I guess I can check it right (...) tomorrow.

Leader: hm. Um: <NAME>?

NAME: Err: (...) I could try.

Leader: OK. And just for the record I also want the update (...) for (...) coz I will send the report (..?) anyway I could update it.

Leader: Ok..that's my second topic of my agenda, then we have (...) actually I got 4 pages of (...) I don't know (...) for chris or everybody(...) for Anna and (...) a lot of line I will skip it. That will remind when you, when you call your site that you know that they work from previous site recently, just ask them what's the reason for (...), because I would like to track these information at least you know just provide information when you got this.

Leader: OK / then the next point of my agenda is that we (...) I just realize that, I don't know who is, one of you just leave (...), as far as alrely all of you...she will leave I can say I think at the end of this week. And so / pls um: yeh, report to me, because otherwise I don't know I can (...). Any question regarding this?

<silence>

Leader: I take it as no. <giggle> (...)

Leader: umm: OK next (...) for the deviation(?) that we retract. For the records (...) I...I think I (..?) answered the deviation that we are / um: tracking(?), I could say, and also regarding the audio I

realized that most of the deviation I'm not trackful, so..um..chris reminded to (...), all the natures when you..um..when you (...) files pls make sure all the deviation are also recorded in (...), because otherwise I won't (...) any record any more. I won't check <giggle>. Um: any question regarding this?

Chris: Just a comment Stefani.

Leader: Sure. Go [ahead].

Chris: [So], so completely agreed the record all the deviation should be tracked, um..that they review that ongoing um:of our deviation (...) made the management of medical..so clearly it is important that they are in there, what's also important from my audit trail and, and patients' point of view that the action taken and the follow up are (..?) also clearly documents. Though I'm not a trial expert but I believe that there is at least one field (...) have to, um.. where CRI can enter and follow up. We just asking for brief description, like...yeh whatever the case, maybe it's..it's a lab sample that wasn't done, you know, or some indication besides that was informed, and sample was repeated, just something like that. You are not (...), but when, then when we were viewing the deviation, you know we just, we don't just open deviation, the reported deviation without any follow up. We print out that report and share with the sponsor, they wanna know, you know, what did you do and what you discovered the deviation. And I understand the, the follow up action might be documented in some other place as well, the purpose is being able to report, (...) record be fully populated those ill (...) the document in somewhere else might be just occasionally (...). that's it.

Leader: OK thank you!

Leader: OK let's come to the next point which is (...) report from our colleague that when we found out (...) I think it's just for one size..um..(...)]just take it as a remind you (...), we check on site when you are monitoring,(...) that should only be done for this training visit, and I think it's different from (...) study, um: all studies are just for few (...) and next you recognize that is, um..that is formed and another with result, and yeh we'll know (...) remind all the track that deviation and (...) any question regarding this?

Sonjar: Yeh. yes Sonja. Um..regarding after(...) requirement, that test will be done after every visit?

Leader: [Could be...]

?: [And um..]

Leader: that after this way the next (...) that (...) signs and perform, and err / present test of (...) message.

Leader: [(...?)]

?: [was it..?]

Leader: [Yeh]

Chris: [No.] to my knowledge that remote different testing schedule across country.

Leader: it is requirement of IIC(?) . I, I don't remember that...I know that my previous (...) the requirement from the Australian (...?) that they would like to have..umm... I don't know how often is it... My experience was treat(?) every visit. Yes, (...?)

?: [(...)]

Leader: [(...)]

Leader: only urine, not blood. Only urine in pregnant test. So if urine and pregnant test isn't it?

?: Yes, but who will provide the test. Say I can or..?

Leader: Chris you know anything about this?

Chris: sorry (...). Me understand the (...) committee in Austria requires that pregnancy test to be performed more frequently than the protocol requires, the protocol requires just who will provide, who will pay the pregnancy test or ?

Leader: Yes, who will provide.

Chris: Well I mean,

Leader: only if urine test.

Chris: yeh well I mean, I will assume that it will be the local lab of the hospital that will be that.

Leader: [ok]

Christ: [because it's,] because it's not in protocol, not we gonna do benefit..(?), not in protocol, not..um..but she did for..within a study. You know what I mean? And I don't even think, the lab knits contain..um..you know, those bio to sent in urine (?) study except for, for.. you know, the protocol specifies visit.

Leader: I know that (?) also provides the urine test for other studies, the question is, (?) may provide the (?) to the (?). because the test can be made on site. and they get result immediately. The question is (BAK?) can send us (?)

Chris: Sorry, who is talking about (BAK?) ?

Leader: Yeh

Chris: who's that?

Leader: I'm, I'm not the (BAK?), sorry I'm on the study, (NAME)

Leader: [Hehe on my god..]

Chris: [this is,] the answer, the answer is no. I could..because the central lab at (NAME?), yeh the answer is no. I mean, I might be understand a little better, but is the...what is the (ASIC?) committee specifically requesting?

Leader: the (ASIC?) committee request? The urine pregnancy test for female subject for every visit.

Chris: um..

Leader: and..

Chris: it's not in protocol, so how could it be done so far?

Chris: [(...)]

Leader: [they have got...]

Chris: [(...)] they've had patients after that.

Leader: mm.

Chris: I mean there is no local protocol mentions that should we allow this.

Chris: [(...)]

Leader: well there's nothing much to do...

Chris: well it does, it does, because.... we can only, I mean, the cause issue A, but there's also consent issue, so: unless the subject, I mean, has be informed consent, form in Austria and the detail, the subject will / the female subject, and I'm also assuming if it is gonna be only female subject or child potential, we should (?) [many of] those studies, so...

Leader: [yeh]

Chris: so the limited number of subjects, mine initial reaction will be that to satisfy the requirement of the ASIC committee, not to interfere with the design or the purpose or budget of study. The design perform the local pregnant test comply the ASIC committee's requirements. But they do it, not using any material for the study, and when the document, the urine sample. So you don't have to (...), you know, for the protocol deviation each time / so it needs to be done locally, and needs to be done (...) material. They want to be reimbursed, check with them I'm sure that B4(?) can...well I don't know, I should be done half / maybe B4(?) will agree the, whatever, maybe associate the (...) the cost they want. [um:]

?: [(...)]

Chris: but check with the site first, um: recommend first the option, the option of doing outside of, of the study, in their local / labs.

Leader: mm the PI (?), the PI site to go to?

?: that they don't expect female try to (...)

Chris: Why?

?: [um:]

Chris: [so find the (...)] should only come up with very young / subject in (...) study.

Leader: I will ask if they can perform locally, and then I come back to you to (...), because of the reimburse.

?: [(...)]

Chris: [Yeh] if they, I mean, if they bring it up, I mean, you know, I don't offer one way or the other, I (...) bring it up, check with me before, and relay that through Stefani.

Leader: Mm. because it is the issue for all Austrian sites.

Chris: Yeh. 22'33 or if you (...) we can discuss it right now, but I would say, (...) the protocol I will, the reluctant includes icon, central lab. Because that, you know, that a very big community. Hundreds dollars for each. For each.

Leader: Mm.

Chris: you know the (...) needs sample. The sample (...)

Leader: OK.

Leader: Sonja, I think the ITS is (?) that country requirements. Is there anything in ITS for Austria (?)

Sonja: um that I will check and come back to you.

Leader: OK.

Sonja: I will check it right now.

Leader: um, OK then I will go to my next topic (?). My next topic is—um, the team calendar. Either way, the (...). (chuckle) ok the team calendar is not that updated as we would like to have it updated. So, is possible, I would like to know not only where you are located but also when your (?) and visit for other study. I know that you are not (...), how long you booked the office if I need something urgent from you. Um, I could now that all of you (?) is out of office, moving (...), or I can provide you (...) really do updated? What do you think?

[short silence]

Leader: Ok let's start [(...)]

? [(...) calendar]

Leader: [Sorry?]

? [shall we...]

? er I mentioned the team calendar is(...)

Leader: what is it? I didn't get it.

Leader: the one [who]

? [shall we/] shall we update only in (...), or shall we send the team calendar by e-mail?

Leader: No it is, it is fine when it's updated. If you are talking via e-mail what you've updated, or at least you are saying it is in the office, the whole one. I don't know (?) No it is (...) that you update it in the, in the (...), I don't mean it in the e-mail every time, just want to make sure that it is updated at all, and not look that updated it's fine.

?: OK.

Leader: OK. Just remind that (...) updated and even I will make it happen (...) when we have, now it's quite confusing, not very good an overview. Ok, thanks that's the topic. Any question regarding this team calendar I hope no.

25'13

Leader: I take it as no. Um next topic is external(?) item, I'll write to you together with agenda of Friday, again is for micro travelers open ex item, um currently 94 open, unfortunately 60 of those are over sixty weeks. According to (...) should be proved by (...). They will open. So if, um: please, please / my track(?), as I said try to close all of them if possible, because for example for Sonja that I know there are some extra items, that none of them ever escalated to someone, er the track 9 (...) which one would you like me to follow up or escalate, and then I will do so because then we cannot have track like this. Um: any question regarding this?

<silence>

Leader: No. / OK, thanks.

Leader: I think actually that is because, um: regarding the excavation of the country when the improvement, umm: I don't want to bother actually all of you, because many (...) and um: Sonja? Oh by the way, Vanessa I've never heard of you because you've had vacation until yesterday didn't you.

Leader: Vanessa?

Vanessa: Yes! <noise sounds like pick up microphone>

Leader: [OK.]

Vanessa: Yes.

Leader: Can you please check out your site, because um..for Italy I think all sites are excavated, should be able to reprove the (...). just (...) dealer? And is there anything (...) can be help of their

sites that (...)

Vanessa: OK.

Leader: OK it was correct (?) <giggle> (...) get them started?

Leader: Vanessa?

Vanessa: Yes, I / I'm not able to listen very well. I will see the (...) table for Italian site. I (...) today to see my mail after my vacation.

Leader: OK. Um /

Vanessa: I have a question. A (...) question.

Leader: Ok you have a question and what is, what is the issue? Why are Italian sites not yet (...)?
Or...

Vanessa: Ah ok. (...) and roman, they are two (...), because of a lot of patient and I don't know, I have to speak to them to (...) for they are quite, um:, they are able to (...) the new patient. As to the (...) and (...), err..we are waiting for the prove of information (...?), because the final, they are not able to start the (?) 29'00

Leader: Please check (...) because I'm quite sure that (...) with the SGF

Vanessa: [(...)]

Leader: [(...)]

Vanessa: wouldn't stop.

Leader: sorry?

Vanessa: for the... I will check with the (...), because the (...), what form (...) for.

Leader: OK, for what kind of (...)? can you repeat it again? The type number?

Vanessa: The number is, one moment, is / 1003.

Leader: OK / Ok thank you. As for the other site, then we just cut the (...) um, then it will (...) so far.

Vanessa: I have to check with the sites, because I, I / I didn't call them today.

Vanessa: [and...]

Leader: [OK]

Vanessa: I just (...) in the office. I will call them. (...) for 1004, (...) yesterday for the patient.

Leader: Just let me know when you (...) and the status, ok?

Vanessa: OK. OK.

Leader: Um..I think we are actually done. Anyone has question anymore? (...)

?: No for me.

Leader: [OK]

?: [(...)]

Leader: As we call (...), would you call to check the issue for sites in (...)?

Chris: well // I mean / yeh, I can speak to them, but just wanna (...) quickly here.

Chris: Um: Let me [bring up...]

Sonja: [I have...]/

Sonja: I have new information, new information that site coordinator sending email, one minute ago, that the investigator, err, do not have time anymore of September.

Christ: What?!<loud>

Sonja: yes. / I asked the (...) coordinator last Friday, if she has potential, other appointment for me, and she asked the investigator if they have time after September. And I talked to her that maybe this (...) of September is 30 day, and now she writes me the email.

Leader: and she stated now that the (...) has been cancelled.

Sonja: mhm. And now [I report to you.]

Leader: who?

Chris: Yes please. Include me as well

Leader: (...)

Chris: alright. Um.. So they are now saying the 25th and you are on (?) on the 25th.

Sonja: Yes.

Leader: and the problem is [underlined...]

Chris: [um:]

Sonja: the underlined (...) is on holiday, mid of October. So I think the 25th of September is the

only possible appointment to (...) October.

Chris: [(...)]

Leader: [if,] if ready after that date.

Sonja: After 25th

Leader: is possible to get the training right?

Sonja: Yes.

Leader: we don't have the 25th.

Chris: well, what about a back up for you Sonja, I'm wondering, er.. can Jeanie go, can she do that while we (...) on 25th?

Leader: Jeanie, are you still on call?

<silence>

Leader: sounds like she's not. Is there anyone else on the call except, er: / Sonja, Chris and me?

?: Yes (...).

Vanessa: I vanessa.

Leader: OK. You are free to leave except / Jeanie, is she still there?

<silence>

Leader: Jeanie? OK seems like that she left, so err, maybe we could double check with her.

Chris: Yeh that would be..OK, so...a couple of things need to happen. Sonja can you forward the email from the site cancelling the (...)? we, er: I will together with Stephanie figure out how is it related to the sponsor. It will be great that we could present them the option that we are sending Jeanie on the 25th. But obviously we still have obstacle to that. The 24 hour call (...) that needs to be made as soon as possible. What is the status of agenda right now? please refresh my memory.

Sonja: I checked my email, and I realized that I've never talked to them about the (...). so I need to ask the contract maybe, if they want (...). because I initially sent the contract (...), it was a girl.

Chris: mhm.

Sonja: who previously (...), since I talked to the (...) deputy, er the country (...), we never talked about the (...). so I 'm not sure if they want to have one.

Chris: alright. If you can...

Sonja: [mhm]

Chris: if you [can] follow up the missing documents, er: in, at the first priority, err: create the five files at the second priority, so [that...]

Sonja: [Mmm]

Chris: I mean now it's going to be rescheduled until September 25th, still the timeline that can be no excuses whatsoever for not having a full SIV with IP for that date.

Sonja: Mm

Chris: the sponsor would be not happy but we can blame on the (...) because they can not (...), we will present as if we will be ready by the (...). but that's how will, present them. That's (...). but the only way that can work is I can say to them that Stephanie can stay to them with confident that 25th is definitely the date that everything in our power would be done, I mean everything including the contract.

Sonja: mhm, OK.

Chris: Um..so if you would work on the missing document and the five files when we get back to, we get back to Jeanie, I mean that Jeanie can do it, that Stephanie will (...)

Leader: mm

Chris: so those are options that we have to explore, that..yeh, if you can just do your best to finalize those document, um: or the / if we look back here, are realistic timeline for the 25th Tuesday, I mean that we will need to order IP, one, two, three<murmur>, we need to order the IP no later than thursday, September the 28th.

Sonja: Mm.

Chris: that means we will have to submit or have, you know, we need to submit the complete CDP package. I don't know, with inquiry stuff I would say, Friday the 14th, which is basically get this week and next week.

Sonja: Yes. The problem is that the contract issue at the moment is regarding the payment.

Chris: Mm.

Sonja: [(...)]

Chris: [What exactly is...] what exactly is the issue? Because I can, I can help there. Is it they want more money?

Sonja: Yes they want. And because the first template (?) the size, is about [five thousand...]

Chris: [I remember], I remember, yeh / So / but I // did we talk about / where is that right now? I mean they wanted 5000 is that it?

Sonja: Yes. And I was asked to send email to ask them for table, where they (...), that they want to have money.

Chris: exactly. I mean we wanted them to justify, because 5000 is higher than basically anyone else, if they get it. So, if they need extraordinary high cost they just trying to, you know, squeeze B4, we wanna (...) to present B4 in the right way. Also B4 is expected to getting returned, like the (...)commit to a large number of subject, (...), ready to go right away, they need to understand they gotta be given paid in front of giving them something for nothing. So they say, yeh, we are committed (?) 10 patients (...) immediately with that (...) ready, then it will put them in better position to negotiate. Right now, you know, their negotiating power is not very strong. They can't (...) us that black minute and...

Sonja: Mmm.

Chris: Yeh. So / tell them that waht they receive (...) 5000 was a draft. [And the]

Sonja: [Mmm.]

Chris: And the contract negotiation, investigator fee, negotiating process that for all sites has started all with 3000. But they need to bring, they need to bring us the justification, the breakdown the prestige like lot of other sites have done. Go before, you know, to justify before what they feel they should pay. They are large overhead, they..er..have large starters fee, or whatever the case may be.

Sonja: OK.

Chris: So // can/ can / what is the reasonable time for you to / get some information back from the sponsor considering this. One have, you know, the contract, finalize by the 14th you know what I mean, the 25th.

Sonja: Mmm.

Chris: Do you think you can respond her email or call her today to try to get some of that?

Sonja: Yes I can ask them today.

Chris: alright.

Sonja: Um:

Chris: So ask them today about the identity and the investigator fees. Can you get back..at least give me an update tomorrow or Wednesday?

Sonja: OK.

Chris: Alright. And follow up with the / with B4.

Sonja: (...) <very low voice>

Chris: OK?

Sonja: OK. No problem.

Chris: Thanks Sonja.

Sonja: No problem. Thank you.

Chris: is that Stephie?

Leader: Yes. Anything else we need to discuss?

Chris: not today.

Leader: OK. Then / we are done.

Chris: (...)

Leader: (...). Bye.

<end>

**Chris's meeting
6th of September
Duration: 30 minutes**

<This meeting is now being recorded.> 0'08"

Chris: Good morning or good afternoon or good lunchtime.

<beep>

Elis: Hellooo. [It's Elis]

Chris: [Hi]

Chris: Hi Elis

Chris: How is everyone?

Stephie: Stephie. Very well, thank you.

Chris: Hey Stephie. Nice, are we expecting anyone else or are they all piled up and fine?

Elis: I think, Vicky might be joining, but that's (...)

Chris: Okay. So we'll start email, let me know what the latest is for download.

<Beep>

Chris: Hello?

Vicky: Hello. Vicky's here.

Chris: Hey Vicky.

Vicky: Hi.

Dina: Hi Chris. Dina as well.

Chris: Hey Dina.

Dina: Heeey. <laughing> 1'03"

Chris: Lets see. I had something new for those guys.

Stephie: Shall I?

Chris: Go ahead. Do you have anything new?

Stephie: No. It's okay, I don't mind. <giggle (little bit fake laugh)> um: the

The . She finally reached the no, the secretary of the PI. And she said that she's currently

<beep>

Stephie: <continues> on sick leave. We'll probably be back on the site [On Monday].

Elis: [Okay]

Stephie: So we agreed that they would try to change them again on Monday. And we will see if they reached them or if we would like you to change.

Elis: Okay.

Stephie: That's the latest information.

...

Marsela: Hi [everybody] 1'42"

Chris: [(...)]

Chris: Hey [Marsela]

Marsela: [Marsela]

Chris: Hi

Marsela: Hi

Chris: So / um: I mean I guess for the O5 study we can breakdown at the start up activity activation plan for all the sites from Stephie yesterday, but I would like to just follow up from that call / um / to hear if there's anything additional we need to discuss and I guess one of the things that I'm interested in is if there has been any feedback from the // local affiliates on any of the sites we escalated, and also, even though it is, you know, it was only brought up sort of yesterday your thoughts on Portugal.

Stephie: Okay, so I followed up with local affiliates in Austria yesterday. And they are going to do / um: follow up with (...) is it it Murtel (?) [They have]+

Chris: [Yeah]

Stephie: <Continues>the main contact that I have medical director (...). And he has directed me to one of his colleagues and there's also a bit more information about backgrounds emails that Stephie has sent through. I asked if they can get in contact with the PI and chase up the missing documentation and chase up contracts. The last correspondence I had with them, but I said to them if there's anything else they need, any more information. Any of the documentation again, then please let me know and we could find it. So / um: They've agreed to follow up on that particular site. And two German sites I had confirmation from medical (...). They want me to go to affiliates, the affiliate medical director. For support/ um: So I'm going to follow up with the affiliate. One One of the sites I already forwarded to/ um: the affiliate medical direct, I'll do that today. There will be some feedback hopefully very shortly on the two German ones.

Chris: Uhu. [Very good]

Stephie: [Portugal] (...) um : I can give you some feedback as well. I'm after. Again, I forwarded them to / um: drag off but also on medical contact to sort of, raise the question of whether we should pursue , we should have approval beginning of October / um: the other two sites, if we should go any further with them. And there's some kind of suspected areas for push. I think what we can do is if we need to, I don't know if there's a point to do it or maybe we wait till / um: maybe a little bit longer, I don't know when back from the holidays, 'cause I know the staff has been away, but we can involve the medical director in Portugal. I think she is the one that provided us with the site names, she has good relationships with the sites / um: so we can get her involved / and get her in contact with the CRA as well, if that would help.. to try and push that sites , to try and get the contracts.

Chris: Yeah, I think that would really help, that would be very useful. So maybe, Stephie, if you could put Elena in contact with either Nick or whoever that person is.

Yeah, what would be helpful is/ um: Stephie, if you could just/ um: like you did with the other two/ um: the other three sites, the Austrian and the two German ones, if you could just send them email, just summarizing the situation/ um: explaining that we need to find contracts, we know that the stuff has been away, but now they are back and we need to put pressure on them. If there's any other missing documents, If you could summarize that like you did with the other site? And what I can do is I can forward that to contact in Portugal Aurora, And I'll copy you in. And then, I could, if you provide me with the name of the CRA and her contact details, <addressing Stephie> Stephie, on the other site. Aurora can get in direct contact with the CRA. And maybe either visit the site or whatever is required to get them moving, you know, I think she would be happy to do whatever she can to move this forward.

Stephie: The problem with the sites in Portugal is a different one than the problem with the sites in Austria and Germany because/ um: you might remember / that / um: the CRA stated that the normal with Portugal is the you want contract signed, it needs to be submitted, [so]

?: [Yeah]. I think

Stephie: That many documents. Contract needs to be finalized From our site and then needs to be signed by the site and then the process will go on, but it's just a delay because of the local regulatory will take probably 3 weeks to the contract

?: Okay, I thought as the contract so the contract with Icon, Is that correct?

Stephie: Um: depends. One contract is to, the other contract wrote me an email this morning that they will review it until 11th b/c they just will come back on the 10th from vacation in the administration department. I don't know it, I think it is also. She received the comments and she

needed to translate them, and then will send the contract to me, to forward to/ yeah, to [...]

Vicky: [Okay] I think okay <quickly>, if the contract gets stuck, if the site becomes unresponsive then at that point we can involve I thought. We/ I understand completely that there's an issue with signing the contract, they have to wait, we can't do anything there , but I thought they also sitting in we able to kind of chase them down , if that's not the case then you are right, I don't know if that's gonna really help , but if they do get stuck on the site level and (...)

Chris: Cool, is there any other follow-up from yesterday that you wanted to discuss for either study? I guess that for O5, you know.

Vicky: [No] no, from me, Chris, I don't think, I'm still waiting for response from, yeah, try and get some clarification on senior manager, so more feedback today or tomorrow.

Chris: Okay. And, Stephie, there's nothing, no response yet from Lancoo, is that right? Regarding the budget?

Stephie: No, no feedback/

Chris: Okay. Vicky, any questions? I may not have on the flights O5 related questions?

Vicky: I've got a little bit of patching up meeting yesterday so, I haven't seen yet,

Chris: Fair enough <laugh>. I guess the hot topic from where I'm at any development from management contingencies

Vicky: No, not really. Because he's on holiday this week. From Monday, I'll be able to clarify a little bit more, they only thing that when he was clarify

The investigator meeting is a little bit more of a question mark , because I think , in principle, they thought it might be a good idea but it didn't seem to be any firm decision made on that , so I need to ,

Chris: would it help if you had a proposal and then what if we proactively, sat down and spend an hour just hashing out what we think it would look like [...]
[smth]

Vicky: No, I think we already got the/ while you were away Chris, I don't know if that's completely accurate, but / so I think we have that information, it's more about the commitment from the guy who attend the meeting and I think that was more the question mark, let me see the drap , he talked more about doing individual phone calls for the sites , why they haven't achieved what they said they were going to achieve. I don't (...), that is nothing more we could discuss. I didn't really get strong feeling / I got (...) yes we could do the investigation meeting, but not the (...). I need to follow up them on Monday.

12'57

Chris: ok.

?: OK, can I say something?

Chris: Yeh of course.

?: Um: (...) yesterday's email for the answer for the annual report. So there are some (...) question (...) to the (...). I / I'm on vacation next week, can you send those answers to Chris and Elis?

Vicky(?): Yes of course.

?: OK, my another question is about (...) and the contract man and revise budget in that (...)

now, some weeks. And they / as you saw, they stop the recruitment. So I think we need a final solution, and I think that's also (...) you to decide, or maybe with your finance department I'm not sure. But / hopefully we have answers next (...).

Vicky (?): Yeh. I need to follow up with (...) as well, I need to mention something (...) on Friday, but it's / I will say / like a very quick call. I really want to follow up with him before giving them wrong messages. So: let me have that chat on Monday, I can pass that information on.

?: ok.

<4 sec quiet>

Chris: I'm trying to bring up an e-mail here from Linda Kilthon(?), um / our finance contact. But I just want to give you heads up 40 (...) random (...) for those five studies from 8 screening, I believe that they from yesterday and the bio (...) payment is to 50%.

Vicky: OK.

Chris: So / just really heads up for, hopefully to that week (...), you know, those in screening patient can be converted, that is what comes to next 230.

Vicky: is that your (...)?

Chris: Yeh.

Vicky: OK. (...).

Chris: 230 thousand.

Vicky: OK.

<nobody talks for 4 sec>

Chris: OK / I guess (...) issues that do not really have more than that in my agenda, but (...) from you that you would particularly like to discuss?

Vicky: I guess one thing that I would like to mention is (...) is going on / one I said would be in office, which regards to / the: I think is the (...), additional about the post-marketing. Um: (...) had been [seen+]

Chris: [why?]

Vicky: (...) you understand / why we can't put any number on that now / because they don't (...) the numbers are available. [(...)]

Chris: [I completely] / I completely understand that they just / I wanna to: to come back, if you want additional time really (...), in order to a manager's expectation tangled is the regulatory expert. And according to her, you know, this is the something the German (...) likely to inquiry. So would really just come back one extra time to see if it is / any data, um: completely understand the (...), you know, ADR (...) on side of the medical trial. The medical trial is kept in certain frequency, but just be aware that (...) of you that could / be something that you see if you could raise.

Vicky: Yeh. I, I think in any way we can manage / is when they ask the question we respond and say / (...), and Jeremy and (...) probably chose well, if they two are available we can (...) on / um: on / (...) to be picked up during the call, also study is. We don't (...) that/ that is not that they hide anything, it's just the information that they have.

Chris: right.

Vicky: but then come back with / um, we can (...)?

Chris: mm? the result of the question, just you are aware of that we are now forgetting which is for, um / you know, maybe you can help / the site want to split the screening, to visit the procedure, not to peak the screening the two or one.

?: mm?

Chris: [which site would+]

?: [702]/ 702

Vicky: this site for?

Chris: for the 04 study. So basically /

Vicky: yeh.

Chris: let me go back. I don't know if you are aware of this.

Vicky: I saw something from Emma / Is that the same?

Emma: no, that's not the same.

Vicky: [OK.]

Chris: [OK]/ let me bring up:

Emma: I think that they have some staff problem, so the person who's doing the (...) is not available the same day, and the (...) who is doing all the task. That's the problem. And they are also doing one of the (...). Already they want to the screening procedure, but on that day / (...) two personals(?), not / at the moment we are trying to find the solution but / yeh I propose to first stop the screening procedure (...) which is after that, and the Elis and Chris came beg(?) and saying they are right. When we do the (...) we have to do the (...) one, producible, and (...) one is not possible, because we reach the (...) of this.

Vicky: yeh.

Chris: [You are there+]

Emma: [Now+]

Chris: you are there trying to (...), you are trying to shuffle it around, but it can't end up with more than (...), you know /

Emma: [(...)]

Chris: [protocol] classify screening(?)

Emma: yeh / what I wrote back (...) that they should carefully unschedule that visit, so maybe (...) one day / and maybe to postpone the screening date? They there will be you two person be available, I think that will be easiest solution. She is checking now on our site map(?).

Vicky: OK.

Chris: that's most (...) FYI, I think you (...)/

Vicky: I think they probably don't (...) approve it and become the / it becomes a way of them.

Chris: yeh.

Vicky: (...) <giggle> 19'07

Chris: I mean we had to have (...) question previously if the weather, you know, it's possible to do the screening on 1A and 1B, but / really (...) cover that and then say, let say if we allow them to do that productively or / or in advance, then we open (...).

vicky: the only way we have discussed before is / (...) myself, the only thing we can't fail, and we might wanna do / think about / maybe another TCD talked about in detail, and they bring (...) is / according to current protocol, we can't do it if we already got historical (...). Then that may consult bringing patient to (...) screening visit one, when they just do (...) in the blood.

Emma: Mm.

Vicky: and then they make that patient ineligible and then bring to screen visit 2 and screen 3, he gets reproducibile (...) because he already had historical one.

Emma: yeh.

Chris: exactly.

Vicky: that fairly say / the problem is when you have a patient who hasn't got historical,

Emma: [yeh]

Vicky: [but] that's (...) difficult.

Emma: yeh crystal clear. The best I ask about changing(?) is to change the website about the historical (...).

Vicky: yeh. They have but it's not problem.

Emma: yeh.

Vicky: if they have then it's a huge risk. And there's no getting around there. And I can say (...) before (...) the last night to discuss this, you know, how we / sort of this is at the beginning of the protocol design, maybe we will not post (...) and just have the screening area 3 months in period with, you know, many visitors are required to stay. You know, concerning the eligibility is longer than do 3 PTS, so third amount of time (...). And not I think the protocol (...), and problem with that would become very confusing, that sites want to work out when the visit is supposed to have (...). So that's why we ended up the visit 3, and make it very easy, clear design. Unfortunately (...) have we / if we know, sorry forget, if we knew that as we know now, we must have done it differently. But unfortunately we are what we are. We can't argue (...). But when we get the protocol we can add the screening. (...) how do you analyze it and you're comparing / one set of patient first, and another set of different version (...) the protocol, so we decided not to do that. [um:]

Emma: [mm.]

Vicky: yeh it is what it is (...) unfortunately.

Emma: but talking about VO2, I'm not sure if Elis of other site studying / to upload the VO2 records, so you know any confirmation from the CRAs?

Elis: only 5502, they were trying to (...), but so far, as I know, there is no obstacle for this site.

Vicky: [OK.]

Emma: [OK.]

Elis: [(...)]

Emma: [because I] think / sorry?

Vicky: yeh, they can we start to have some feedback now, because (...), [(...) having issues]/

Elis: [yeh]

22'35

Vicky: and they (...) worry about (...), that file is causing them problem. [and the:]

Elis: I think the only question we got was regarding the (...) protect and what's the (...) confusing what should be protected, that would be only to protect the file to add something, or to open that / I think it's kind of (...). But (...) that result, but um: yeh, I think the training for the / for the CPS call off so pending, so I'm not sure, I think I (...) the September for the (...).

Chris: [what was (...)]

Elis: [(...)] (...)?

Emma: no not yet, this morning I'll ask.

Elis: ok.

Chris: so the website does say / I see here is from Friday, and I guess so we had an inquiry (...) said they check the availability of the (...) lab members.

Elis: Ok. But [I will]

Vicky: [(...)], sorry, if you are finding (...) should be problem / um: getting whatever / let us know, I'm not sure what we can do, but we can try and (...) I know that (...) I believe briefly align with ESC(?), so it may be a good opportunity to drag off to / to the follow up the payment, and just remind him the (...) training.

Elis: ok. [and also]

Emma: [there was one more] (...) regarding the (...) report, I don't know if she will remember, because they said on the report, text um: (...) are also mentioned, they asked if they should (...) as well. And (...), um / it was at the end of the question from site //

Vicky: I don't remember that (?), I can't (...), um: those days I was away. // if you have another question.

Emma: because they were not sure if they should mind or not, especially for sex and age.

Elis: I think if I have (...), based on the completion of the data of the birth, should not appear on the report, therefore I think the age should be blinded. The age is clear but the / race and sex are /

Emma: age is clear but the age [is]

Elis: [OK.]

Emma: untraceful.

Elis: OK. I see / you are right, that email was (...) site to (...), let's double check I think it's / after (...) hanna can you remind them maybe to elis.

Emma: yeh.

Vicky: yeh (...) I'm just wondering / because I think / um: the database definitely should be there, we will not (...) the database. But the age, I think we will need to have age because / I think / I might be wrong <giggle>. But I'm sure age is one of the factors that they have on there, because it is / they have the PTO2(?), the way that they assess the PTO2 measurement, I will need to go back have a look at the documentation that I have around that.

Elis: OK. Because all come from the [(...)]

Vicky: [um:]

Elis: they need /

Vicky: I'm going back and have a look at that.

Elis: yeh.

Vicky: because you / maybe [you (...)]

Elis: [yeh]

Vicky: I mean I probably will need the way.

Elis: so you are copying the (...) of [(...)]

Vicky: [yeh]

Elis: and of august, the (...) study of August. So /

Vicky: yeh.

Elis: and (...) if CTA training / chris can release the (...), I'm not the (...) that I provide the CTA (...), they have any questions, so I don't know what happened.

Chris: yep. That's with me.

Elis: ah OK.

Emma: and also for sites (...) this week. (...). The question now / and now on the (...) is functional required. And the (...) today they have the schedule call with the site at 1:30, and discuss this and (...)

Elis: OK. / Great. I think that was the feedback from GG(?) your site?

Emma: yeh.

Elis: OK, yeh great.

Chris: and then for series one [we have]

Elis: [Um:]

Chris: what's it?

Elis: No. Not yet. I double check with (...)<Name>, because she was on site last week. And I also ask if it's (...) directly (...) that everything she (...), so they really want to use that site (...) feedback (...), they are aware of the urgency and all the sites that will fit. So we shouldn't get any more complain from Davies(?).

Vicky: ok.<chuckle.>

Chris: (...) crossed.

Elis: yeh.

Chris: how is [that (...)]

?: [(...) topic] get up (...)

<laughter>

Chris: any other update of PTO2? I think I will (...)?

Vicky: not from me at the moment. I think I have lots of work until Gorge is back next week.

Chris: good. Um / let's turn of the schedule / I'm around rest of this week, and I'll be off next week, anyone else has update from (...) office?

Vicky: no. not in the week.

Elis: I will be on vacation for 3 weeks from now.

Chris: lucky [you.]

?: [lucky] you. <laughter>

Chris: Elis do you have a second to talk after this call?

Elis: yes, of course I do.

Chris: OK, I'll just call your land by (...)

Elis: yeh, perfect.

Chris: OK. Thanks very much everyone. Have a nice weekend. And / we will be in touch.

Elis: ok, bye.

Chris: bye.

<Everybody says bye and leaves the call.> 29'50

Chris meeting, Spet. 17th

Duration: 36 minutes

Leader: Hello.
<name>: Hello I'm (...) here.
<name>: I'm [...]
Leader: [what?]
<name>: (...)
Leader: OK. I know we have Vicky. Any one else?
Vanessa: Hey it's Vanessa from Italy.
Leader: Vanessa from Italy. Who else?
Jeanie: Jeanie. I'm here.
Leader: Hello Jeanie. So it's the last one I guess.
Gotha: Hi it's Gotha.
Leader: Gotha. Do we have Sonja?
Sonja: Yeh I'm in the line, hi!
Leader: Hi Sonja. Do we have Chris?
Chris: yep. Hi, Stephie.
Leader: Hi, hi Chris.
Leader: OK, let's check.
<name>: [and I...]
Leader: [also check (...)], we have also office of/ er: Jessica?
Jessica: Hello I'm here.
Leader: Hi.
Jessica: Hello.
Leader: I don't know, Gotha we've got, Vanessa we've got Sonja, um: Teresa just dropped me a message, I think she is possibly to record of meeting. And I think I (...). Yeh. So OK, we can get started. <1'35"> Um: first of all I would like to talk to you about the (...) and all that in the Swedish office in GMS. Um Chris could you please remind me of the exact date?
Chris: I think it's October 9th to 11.
Leader: OK. And um: I think Vanessa requested for CRA Italy for// she's supposed to have PGA to upload the documents.
Chris: Er.Vanessa if you need some support then let us know, we can possibly find some form if you are gonna be in the office a lot very (...). Er.we are a little bit tight right now on CTA support, but I'm sure that we can find something for you, I mean, ideally the CRA should be responsible for, you know, maintain the roll moldering file and also uploading the roll of the stock of TMS, but if you need support for whatever reason, you are running low on time, or you have a lot of documents, flag that and then we will find a solution.
Vanessa: [...]
Vicky: [Sorry I jump in], today is (...) my calendar, er: the 16th -18th of October.
Chris: Ah OK.
Vicky: We've got an extra week.
Chris: OK.
Leader: Hehe. (Name) did you say the 16th to 19th?
Vicky: I saw the 16th to the 18th.
Leader: 16th -18th, OK. [...]
Vicky: [That's few of us] we are hoping soon get all done within 3 days, the number of us, I mean...
Leader: OK. Are there any questions from (...) regarding um / the request of those documents and complete (...) sheet?
Vicky: I sent [out]
Leader: [...]

Vicky: Yes.

Sanja: Hi it's Sanja, um / do we talk (...) with extra sites? Or sites that planned to be (...)?

Leader: um: can I forward this question to Vicky?

Vicky: Well yeh, I mean it will be good to see all the files on the (...) day, I think realistically these site (...) being initiated. Then, you know, it will be good to have as much as it available, then we are gonna (...) everything's gonna be alright. And send the documents the same time.

Vicky: well [what i...]

Sanja: [So also], also sites we haven't talked the CDP by now.

Vicky: Yeh I mean, um: ideally it should be updated before they coming.

Leader: [it would]

Sanja: [OK], thank you.

Vicky: Nice.

Leader: any question from other division regarding this?

Jessica: Hi Stephanie, it's Jessica. Just to let you know the file for the Irish site hasn't been set up at all. So I don't have any documents for that site, really.

Leader: Um: as you remember that we set up some documents at (...), maybe you can at least upload those. Or it's set up for Irish site and not yet the (...), because then I'm not able to do so.

Jessica: Um: the actual set up of file here in UK hasn't been done for that site yet. It's kind what we knew what is going on.

Leader: OK, but you are talking about the paper file, and do you remember that you forward some [you...]

Jessica: [I have] document.

Leader: Sorry?

Jessica: I have few electronic documents I can upload.

Leader: Yes, so the status we have for the site will say // you upload those document and they will send some inquiries and questions from the sponsor regarding this, and then we can remind them on status that we have on that site.

Jessica: OK.

Leader: OK. Um: next thing is to remind to update (...). I think for some sites the (...), um..is not yet entered. And..i will send out an email as remind of refleable (...) that call. Just remind....add the reason or add the statement of the patient (...). Um any question to this? 7'

Leader: OK. Next topic is deviation for tract or the mind that every deviation come across during the (...) to be tracked as (...) as...um Vicky, I got a question regarding this, maybe you can answer this. For my previous study I was...um..you said that the (...) is not supposed to be entered in the key or the (...) deviation, I think it's different here.

Leader: Vicky?

Vicky: Yeh. Sorry I'm just thinking about that.

Leader: [(...)]

Vicky: as I [(...) know] Is it, is it something that we (...)

Chris: No, wouldn't be a (...) by / in the //um: protocol deviation area lists. Which is (...) for both studies and reviewed by B4. So / um:from, from the most // anticipate the protocol deviation, um..that (...) study, hopefully being captured there and it will be defined there whether that deviation is key or not key. I think if a specific deviation isn't mentioned in that list, the CRA should forward that us and / you know, we will jointly together with B4, the (...) monitor. You know, reach an agreement on how to classify.

Leader: Um..Chris, this comment on this (...), could you forward this because I can't find any (...), and (...). and secondly maybe we should...when we are updating or...yeh updating the monitor manual we should include this (...) as well as the attachment manual, to make...show that everyone is here. OK.

Chris: Yeh

Leader: Thank you. Err // um: any question to this? 9'37

Leader: OK. Next topic is (...). two things actually. First of all, according to our protocol and also that we are not to change in the (...). Pregnant test is only to be confirmed as (...) and I think (...?) 4 or 5 happen that it was often, more often than this. So that deviation should not be (...), so

when you are training your sites, you show that they know (...) that the pregnant testing should only be done and training as in the protocol. Next thing is that we come across less results which are not (...) to evaluate because that (...), and / yeh just make sure that your site know how to process (...), make sure that they can be evaluated. But if you come across this issue at one of your sites, please double check the medic monitor, because in most of the case it seems to be, um: <sigh> looking forward (...) again. So never (...), once again, lots of (...) need to be taken and (...) to evaluate.

Leader: [any..]

Chris: Yeh..so I can just add to that, err basically every week on Friday is new..probably noticed by now. you lay down hand from central lab turns out..a report containing..er..cancelled results, or (...) studies. So it's really important that you every week go in and check that report, and what if you site is listed on there. You need to take appropriate action. So basically, any safety related, um, or...entry required area related (...) will need to be repeated. So, I think this, on Friday we saw, um..a (...) lab sample be cancelled. So encounter with medical monitor (...), if you have any doubt, that means obviously special reason that needs (...) be cancelled, there is other lab related entry criteria, (...) on the test, err..confirm with medical monitor that they, you know, she agrees to have sample repeated, and obviously the site will need to schedule the baseline for such a repeat lab test without (...) before run (...). The second aspect is to look at the reason of cancelled sample, could be the (...) thing to do with sample, they didn't (...) the sample with the correct speed (...) moldering manual. And the most current moldering manual is be on the ICO lab website. It could also be the packaged sample, or shipped in directly sample, because they were received in frozen condition and can be (...). so there might be some retraining require the (...) whatever site (...), processing those lab sample. It's important that you check that report every week, because there might be cancelled lab test, if it's, you know, in another couple of days, (...) the lab reports realize that this sample has been cancelled. By then the subject could be in (...) way to visit, we don't want that occur.

Leader: OK any question from anyone regarding this? 14'05

Leader: OK then I will put it to next topic. Um: it's my turn. Every (...) pay attention to this agenda, um: I will send it out after this call as well. Because I do remember that I remind you to close as much as possible the open external items so far for the sites. Um: if you don't feel able to close them by your own when is (...), cause anything is pending, please make me aware of, please tell me you need help anyhow, to make it, yeh to escalate, to make it (...). and I think just a very rare occasion that I receive and feedback from you regarding this by now. so I will send out (...), it hopefully will get (...). OK. Next topic is easier, it's just sort of retraining, the colleague from (...) management, they are not able to enter further data on the certain patient for them, er..we open a new (...) for the patient so..the site has then, then will (...) the same patient number and different data in rest of them. That is not good. So I will send out a reminder as when (...) by any of this occasion, please try to train your site not to open new patient again and again and again, but enter the data from the server visit into the (...) stay theoretically same page. OK. Any question for this? 16'15

Leader: I take it as no. OK, now we will come to the topic that I didn't mentioned on my agenda, because I missed it. Isonomic (...). We will have (...) I think (...)

Chris: Yeh, you know, it's, I think, referred to the snap (...).

Leader: Yes.

Chris: Yes. There's a validate issue that been work through by our project technology support team right now. um: just refer you from the email back from the last week, where I asked everyone to go back to you sites and inform them that this is happening. I think there are some sites are eagerly participating, payments to come through, but I'm following up several times a week, you know, the project (...). Certainly hoping I was given a commitment that..it will be result hopefully by today, follow up the business. But certainly we, you know, this week I will be able to conduct the snap (...). I mean this is a good time, I think for everyone's benefit I can go through the process or // well, for process means payments basically.

Leader: (...), go ahead.

Chris: Alright. So I mean all of you may not have worked with economics before but...it just

takes some teamwork and some following up to process the payments. And very important to communicate with your sites again to manage the expectation and get them understand their roll, um: you know, making sure to get the payment go through. So what happened on the predefined, a predefined (...), a snap shot is taken all the visits that have been entered, cleaned and verified...for each site. So that means there can't be any outstanding inquiries on particularly visit or won't get paid, entered, cleaned and verified subject visits. Um let's say September 30 is snap shot. Based on that snap shot, payment deform or generate by the investigator payment group, so each site will see the payment deform which list the subject, is it, and corresponding the amount, that we feel do to be paid. You will then take that payment do form, verify the current contract with the site, make sure the amount is correct, and do a logistics and reality check. We forward that information to the site, for them to also (...) generate and invoice for the corresponding amount. You shouldn't do that until they are happy with, with..um..what you present to them. Um..you know, the important thing to be mentioned is..they should be (...), they should understand, the site should understand they only being paid up and include to certain point of time, may not being inclusive of all the visits that occurred up to when they (...) that payment (...). maybe some visits happen after the snap shot, or it may even happen before the snap shot, which for one reason or another that we are not included, most likely because they are open inquiry, you already had the opportunity to monitor that subject data. So what...everyone, you know, our part in green that the amount is correct, the number is...this is better being paid correct. For those sites that we are inquire to invoice (...) detailed in individual contract, you would send, or you would obtain the invoice from the site and send it to Teresa (...). When Teresa has reached the invoice and matches the amount, she will notify me and I will go to economic (...) and approve it. Now / basically it's weekly payment round conducted by finance. In (...) it will take 10 business days to pose the payment into the recipients' account once it's been approved by me, so ten weeks on average I would say. And also depends on the very (...) all the bank account details being correct. There will be something else to (...) you to cross referring or cross checking that correct on the regular basis. So that's the procedure I would say, um..in summary, once we get this first payment round done, we will let you know, but most likely we will target the next payment (...) to occur very soon. That's to catch the sites (...) don't have many visits to also make sure to get..um..the second payment before the end of the year. So most likely we can get through the first payment round, in the next two weeks we will probably do the second (...) on october 31. It will be the last snap shot 2012. And then whenever come back the holiday (...) get the patient, first quarter next year we will probably do one. I will say February, (...) January or February. But now just sit tight and keep eye on your site see what's going on and we will let you know as soon as the snap shot has been taken, you will be receiving the do form of the payment for verification, and invoice generation. Any questions? 23'34

Leader: Yes again I would like add the..um..the (...) economic, sorry I could file and check all the visit over your monitor are already added. Next. OK I will go on with my....next topic. For some sites which are actually (...) activated or (...) for long time we know the, as much as, (...) activity and...yeh estimated. Therefore I would you to collect the (...) information. So first of all, if you know what could motivate the site? That's the first thing. And secondly, I would like to collect possible reason for (...). also that we are aware of what are the main reason that patients are not able to be screened. Thank you. Any questions?

Chris: I feel like it's just you and I talking today Stephie, but hopefully people are listening and taking all the information in. (25'00) so it turns out the non-recruiting sites, again the sites that have been activated, there are (...), ready to screen subject or whatever reason (...), are we, we need every single site to participate, not just me to recruit the timeline. I mean, before you know it, Christmas will be (...), and basically right after the new year, um..will be wrapping up the Christmas. So every single site has committed to contribute, I need to contribute. So we need to find out these sites that aren't, the reason why? Why you doing that is honestly review that, um...sites' specific recruitment plan. But probably more effectively during you tele company or telephone to contact, and face-to-face visit the site, to discuss with them, what are the challenges, what are the support they need. I always try to ask them, you know, to get the (...) called. It's because they are under resource, what if the screening methodology, what is the

source (...), are they relying (...) on (...), or they have database to search, if so, what is the search criteria, so we can understand it better how we can support them as well, because that's the next step. Once we understand, you know, with some issue that we can apply our supportive method. We need to try to find out what the (...) in each site and ask them, you know, in an ideal world, if there were no limitations, what will that site require in order to be successful. Um...do they have competing studies, or perhaps better pain studies, I mean let's, let's be frank, you know, we set certain amount before the agreement (...), maybe that is not sufficient to pri...pretend to prioritize the study over other studies (...) the ongoing assessment. So this is a call for targeted action, I mean we deal with the (...) plan, in parallel, by (...), all the wild you need to explore the reason for not recruiting in some of the sites, you know which sites those are. So it will be really useful to get that feedback very soon, err..and Stephie and Eva regarding the form, I will certainly expect that all of you from the site performing that expectation. 28'10

Leader: Any question regarding this?

Jessica: Hi Stephie, it's Jessica. Um.. I just want to check, because I give update every week, and do you want me to provide more information or what I gave you is enough? Because I have said there are (...) patient for what reason not being screened things like that.

Leader: Um..no, actually I appreciate you emails a lot, so I like them. [Um..]

Jessica: [OK].

Leader: But..it's actually we need to implement pre-screen lock, to request the sites (...) finalize the document, I will (...) provide you with them, and then we... I think it's an easier way to connect the information, because you (...) the document you are finding a complete one for a week, um.. yeh I think it's easier to connect information in this way. For Jessica information you are recording yeh. You (...), thank you.

Leader: 29.36 OK next topic is just to remind us two weeks left to change the status in (...) of you site and you visit as soon as possible. So what I mean is when your site has been initiated, make sure that they are on the five-status page that I can try...is to initiate it. And what I mean is visits once you are coming to (...) from monitoring visit to initiating visit, you are setting the status of visit for actual for your schedule. And last but not the least, previously asked you to enter the (...) schedule (...) date, um..on Sunday, but I can propose that another good option is to choose the status for (...) for those, because then I know it is, it is more or less remind for you, or for our management, but you are planning to have a visit for this week. But that's (...) schedule. Because I'm coming for all cross date which (...?). Um..yeh, that I would like to ask you to change also the (...?) in the schedule. Um..question for this? 31'14

Leader: I take it as no. 31'21

Leader: Any other business from anyone?

Leader: Chris do you want to add something?

Chris: No. I raised the thing that I want to discuss. I guess just a final note that the real challenge for this study in the next couple of weeks is obviously activating the final sites, err: we spend it as we can, as many as remaining (...) as possible, need to be activated by the end of december. And if you have any doubts whatsoever, you have already escalated those, I mean, now it's certainly the time to do that. We all, we are (...) the site that present particularly problem, that if you have communicated in certain (...), believe them that they are (...) then let us know so we can add support. And certainly it is important to get all sites to contribute to the screen subject, and follow up the subject that they (...) the pre-screen. That is what the pre-screen logic very useful for, because you may help them to remember the some of the subject that they may have looked at a while ago, fell out of pre-screen for whatever reason, but maybe screen (...) later, should be screen again for eligibility, one or more criteria changed. But (...) you can work and let us know how we can help you.

Leader: (...) good comments. Um..just think I would like to add, one thing is could you please push (...) <33'25> push them contract? Thanks.<softly> And..Vicky, do you manage to get some feedback from the site where we were requested, um...push them, so I think by... do we actually (...) call Sanja, but then nothing happened again? And for site 204 of Eva, and site 062, we didn't...yeh for (...) site they are pushed (...). I just want to ask if something happened with them.

Vicky: Yes, I've seen email back and forwards recently. Hmm.. remind me the number again

and I will follow up ...

Leader: OK so site 203 which is (...).

Vicky: Yeh.

Leader: 204 which is Eva, and 506 which is (...).

Vicky: Yeh I have seen those emails have been back and forwards (...?), so I don't know how far the discussion is at all, I will get back to you see if I get any information (...?)

Leader: OK. And just one more comment, I have, on Thursday, decided that Ireland would be protected by you directly, be contacted by our people. Because server status of this site is that they want (...) but they won't have enough [(...)].

Vicky: [Yeh].

Leader: That's probably you to remember.

Vicky: I don't actually know, did you copy me on that one?

Leader: Err no I told her by (...) when we had call on Thursday, I thought..yeh.

Vicky: [OK].

Leader: [I can] send you email.

Vicky: No it's fine. I just don't know where was that, so ..err..just mention (...) just before that one.

Leader: OK, thank you.

Leader: Ok, for my side I don't have anything to add here. If there isn't any question from your side people I will end for today.

Chris: Thanks everyone.

Vicky: Thank you.

Leader: Bye.

Vicky: Thank you, [bye].

Leader: [Bye].

Vicky: Bye.

Leader: Thank you.

Tania meeting, Sept 17th
Duration: 25 minutes

<Beep>

N: Hello.

T: Hello. <broke sound>

N: Hi Tania

T: (...)

N: I can barely hear ya.

T:

N: Hello?

T: Hi. (...)

B: I can't...you have make your word...

T: ...

B: You wanna try drop and back in?

T: (...)

<Beep>

<Beep>

T: (...)

N: Hello.

T: (...)

N: Hello?

T: (...)

A: aaaah...kinda like chopping in the noise.

<Beep>

G: Hi there

N: Hi Gen (NAME)

G: Hi.

?: (...)

N: may hear(?)

R: Nicholas.

N: Robert. <tone up>

R: How's it going?

N: I'm great, pleasure talking to you twice, my first...on Monday, I think it's gone quite well.

R: <Laughter>

R: how's (...)

T: errr(\)

T: gentlemen(?) but (...)

R: I know.

T: He was there.

R: [Tania...]

N: [What's ...]

N: We got Rob, Jean, myself, and (...)<name>?(/)

R: [(...)]

T: No (...) <NAME> is not gonna join us, she's got..she head up something else right now.

R: (...)

T: Yep.

R: is (...) or not?

T: He is (...) I'm not so sure if he is gonna join us or not.

R: Alright. (...) after we figure out what exactly we are (...)

T: Yeh.

R: He is (...)

<beep><beep>

T: Hello?

A: Hello!
 G: Hello.
 R: Hello.
 G: Hello Rob.
 R: Hey (...). <very low voice>
 G: Good.
 <beep>
 N: Sounds like somebody else join.
 G: (...)Tania says she's having technical difficulties.
 R: Yes she is.
 N: Is this Melissa?
 M: Yes Melissa.
 N: Hi, hi Melissa, Nik here.
 M: Oh hi Nik.
 R: It's Rob here. <loud>
 A: Oh hi Rob didn't hear you join. <chuckle>
 R: She's kinda having trouble. (...)

R: Hey Gen you have ...'s number for the showin November
 G: Yeh
 R: And you are the one who's organizing
 G: (...) Copy me on the (...)
 R: Yeh for sure, I will (...)
 G: Perfect.
 R: I will (...)
 G: Yeh. No Brenda's being huge huge huge help just work up my place (...)
 R: (...)
 R: She must be lost in space.
 R: Alright I just got a message from Tania saying that we all redial in.
 M: Oh OK.
 N: [OK]
 ?: Right
 R: just connect it back.
 M: ok.
 <beep><beep><beep><beep><beep> disconnect 8'40"
 <beep>connect
 <beep>
 N: Hello? 9'18"
 <beep>
 A: Hello?
 G: Hello?
 R: Let's (...)wait for Tania still.
 <beep>
 M: Hello?
 A: Hello. <loud>
 M: Hello.
 M: Melissa here.
 A: Rob's here
 R: Rob (...)s here.
 G: Gen's here
 <beep>
 R: Hello.
 N: Hello.
 R: Nik were you (...)

N: We have Tania?
R: we don't have Tania yet.
<laugh>
N: Eurpoean (...)
R: Alright Tania says she's on the line, but..she can hear all of us, but she kind (...)difficuties, so (...)
R: the direction we take is to go over what Nik has sent on Friday. Um...Rob, did you get include that? 10'50"
A: err yeh.
R: OK. Nik if you wanna.....
N: Um...so basically...as everybody knows, this is the tool ...to be employmented to be American market,

R: Yep.
N: really what I want to highlight is interaction that will happen with the customer, a lot of presentation that, but not the presentation that really meant to help to sell the products, they just to educate. And I want it turn that omething that is education ..a little bit more of selling tool. Moreover thing that I believe is that a master when, when selling products to...um..comsumer, is asking questions, backing up those questions with....why they are answering, why they are answering..um..why they are answering the question. So basically if we um..if we take a look at insurance video or powerpoint as um..(?)thing,...it's basically, you know, a cookie credit operation, to help somebody ask the right question, so they can get down to, um.., to the answers that..for so, basically you ... a brief statement whether it would be statement there or different statement that you can work on.to interest the people, you know, what we gonna talk about. The second thing I did is, I asked, you know, I asked somebody question you buy, um..you buy car insurance, and you are positive with the answer, and you own back up ask what's gonna happen, is that people need to convince themselves why they are doing and what they are doing. So when you back up with why, somebody's gonna say, you know because something's happened. Oh OK, so the reaction of the sales representative can be interacting with the customers, followed by second question you buy housing insurance. Yes I do. Oh why do you buy housing insurance. The repetation ...by getting customer to say 'yes, yes, yes', and at the end of presentation it is logical for customer to say yes the whole time. ...you going to the 'why' and you get down to why he is, you know, doing this. And then you ... the customer by saying ... is just as important as house and a car, and customer is gonna obviously once again say yes. And you turn around...why do you think the idea? Just convince themselves...is more important than a house than a car. Then you leave them with..um, then you leave them with something that they've been saying yes all the time, so obviously now they are in the position that being able to say yes that you better protect you and your family....would you? And by leaving it there, I mean, there maybe several slides that we may want to add, to go into the close...as to quick flow sales presentation. Because, because people don't care about what it is, people really care about what it does, right? And what it does, is to protect you and your family's health from unwanted bugs...and bunches of right words I just put in there(?). umm.. does that make sense?
R: Yeh. Then you get sale calculator.
N: and then I have where those bugs come from, you may ask, you go to different pictures, slides of, you know, basically, where those things can come from, to really quickly to educate people the potential...they may be found in water. And then you challenge that, once again, now they can think what can be potentially in the water, is it worth to risk. You probably, I'm probably missing a slide here, um...another why in between 11 and 12. Umm..so yeh and you leave them with a strong statement that protecting your family today,.....(?). maybe it's a quick animation or quick slide or not The second topic that we had potentially backing to ..establish. Um.. it's more to be people to understand, you know, a little bit more about bottle water. What kind of water, why you pay the price you paying, and [the quality...]
[<beep>]
N: so that somebody did real quickly understand, that what..that person doing...bottle water, really got it make sense that it is better. 22'20

N: Well that kinda like my little ...

R: is there everybody pretty much in agreement this is sort of..well we are looking to, try to get the, you know, to get the buying from the..., and the ..(?) from the delar...that kitchen table, that this would bring across the right message . (tone up)

A: Well I guess my comments will be,a great job here. Clearly the section one will be useful presentation to our specific market customer statement. I see section 2 and 3 being useful for select market segment. Um..i think certainly with Rob, with what you pushing without ..., this (?) may not be interest, maybe may not be conflicting, and it may not be, you know, covering the majority of customer based that gonna be visiting, yeh.

R: [well..I..]

A: [the colegator..] is gonna be what consumer really primarily talking about (?), and the water securing is the drinking is not going to ..bottled water, to (?) water.

R: well that's, I mean, that's one thing that we talked that Collagen(?) who sells.....[...]

A: [yeh that's kinda ..(?)]

R: but it's more and more people going away from that what I've been ...water dealer...

A: I'm not saying that section 2 and section 3 [are designed..] to be back parker

R: [No..]

A: Which is part of standard presentation.

R: No, you are right.

R: [And I wanna..]

A: [This will be] those consumers that actually do go towards (..) towards bottled water. So from marketing perspective for Tania, (...?) section 1 will be high priority and then we work through 2 and 3, we can do that, you know, sometime that down the road.

R: OK. I see, I mean if as, I mean the thing with the Collagen guys, we are not trying to get the city market right? As one of the (?) we are looking not just the rural market.

A: mhm.

R: I thought part of the concept is take back the (?) to (?) their own water. um...in the city, I mean in which 90% people are buying bottled water, they don't realize that how much they are spending I guess. And I mean the negative [is..]

A: [I don't,] I don't (?) that people buy bottled water, but bottled water for majority of the whole (?), I don't know if it is 90%.

R: [Well I mean..]

A: [old people has] confidence about municipal water supply. Yeh. Many people buy bottled water for convenience, for traveling around. But udge the water in there home, so the 90% will be [a..]

R: [Well] they wouldn't use it for cooking now, or anything like that. But if they can actually treat the water and, you know, remove the collagen and have better quality water umm on the whole house, would that be..i know it's (..) but would that be interested in what if we take in consideration that they want (..) quality and buy it. And it's sort price that people gotta do that, but you know that was only the extreme side on that.

N: I think it's...and I agree with you that the no. 1 the most important. I think we ..also having, having the right tools to specific, umm..specific umm how can I say..situation. let's say collagen issue that you understand and agree that part of core business is bottled water,... however sometimes if, if the sales representative is going to house, and he sees taste of (...?) whatever it is, which is not in his, you know, out of his (...?) suggestion, should say (...?) well, that person will be in a much better position if they had tool to talk about bottled water even they know contradiction but at the end it's get a fill which is gonna to be beneficial to the company of the (..?). I don't know if it is the case that...I don't know the case in the states, but I know in Canada, that collagen is making a large push try to go umm to convince people to go bottle, with [bottle?]

?: [yeh]

N: Right?

N: [is it..]

A: [I'm not, I'm not..]

A: don't get me wrong, I'm saying..., I'm saying section 2 and section 3 with useful, with no doubt. But the prioritization, which come to show, Tania has only so much capacity, get in section one is much tough, get section 2 and 3 is nice to have right now.

A: [So I'm trying..]

N: [OK.]

N: OK I'm sorry..

A: Let's complete the topic.

N: yeh yeh

A: what direction, what do I need to get done today, that we need section one done today. You don't need section 1, 2 and 3 done today or else, or in trouble. OK?

N: Yeh yeh. No of course. (low in voice)

?: [I agree.]

A: [So let's just..], we try to do a little prioritization and focus for the marketing team and get them useful tools, and they all be optimized. We all continue to improve optimizing them, but let's just focus on getting what we really really need in the hand that sales team today and tomorrow, or that we (..?) and worry about some additional (..?), sales tools that will help. No question, 2 and 3 will help, but they are not the priority today.

N: got you.

?: (...?)

A: Tania are you available to talk or no?

R: She's not able to be back on, she got kicked off and she can't get back in here.

A: OK.

R: But she said she will call me after, call you after.

A: and Gen get Tania email back please?

G: `Yeh, absolutely.

A: thanks.

R: any other comments or questions for Nik?

A: No, this is great, actually a great work, really useful.

N: thank you.

A: that's a good job.

R: perfect.

N: thanks for everybody, and have yourself a great day.

R: YEH, Tania's having questions for Gen after, and (...?) connect you directly.

G: yeh will do.

R: sounds good.

G: hey.

N: thanks, bye everybody.

J/M: bye

<beep><beep><beep><beep>

Conference call_Tania Testa_25th of Sept

Duration: around 30 minutes

Number of participants: 8

Location: Team leader (Tania) is in Sweden, the rest of the team is in their office in Canada (Shelby, Canny, Amanda, David, Melody, Bob, Melissa)

12:07/The call starts

Shelby: Hello?

Tania: Hello?

Shelby: How is it going? Shelby

Tania: Hey, how are you?

Shelby: I'm good. [Do you]

Tania: [Can you] hear me okay?

Shelby: Pardon?

Tania: Can you hear me okay?

Shelby: Oh. Yeah, yeah, I can

Pause

Shelby: So you get to have some visitors this weekend? That would be fun

Tania: Yeah, they are here already, they got here on Sunday and are here until a week from Saturday.

Shelby: [Oh]

Tania: [Like] another. Almost two weeks.

Shelby: Showed them all the, all the sight?

Tania: Indeed. And then on Thursday we are going to go to Budapest. For a long weekend.

Shelby: Oh, fun. Have you seen all the places that you wanted to see? Being in Europe

Tania: mmm. No, and the problem is that the list changed so much and then it grew, you know.

Shelby: Yeah

Tania: You know? You learn about different places when you are here, and, you know, you meet people that have good things to say about different countries.

Budapest... I always wanted to go to Prague, but increasingly Budapest is getting better reviews than Prague so, and it's a very cheap direct flight from Gothenburg.

Shelby: That makes sense. Oh, that's cool.

Tania: Uhu. So we leave here like 8:45 on Thursday morning and get there at 10:30 – 10:45

Shelby: Not fair. That's like a flight to Toronto, that's crazy (laughs)

Tania: Isn't it crazy? And it's like way south. So I'll be going from temperatures of like about 12 degrees here right now, to 30 degrees.

Shelby: Oh, Europe is so good for that. [Did they change]

Tania: [I know] I love it.

Shelby: Oh, yeah.

14:00/Some voices in the room. Then conversations starts among the team members in the room.

Shelby: ... pictures from birthday, so cute. ..., she got messy.

Tania: Those were great pictures. That was a good outfit too.

More people join the conversation. Laughing.

15:10

Team (3): Are we all here? Except Melody maybe? I think she's at sales...

Tania: No, Melody is doing the ... debriefing, so if everybody's in there, except for Melody, then we are good to go.

Team (2): Alright, we are all here. Then we are all here.

**15:29/The actual beginning of the progress review sessions
(around 3 minutes after from the call start)**

Tania: Alright, who wants to get started?

Canny: I'll go

Team (1): exhale

15:30/Canny starts his report

Canny: Working on some domain issues (...) with IS(?) right now, so there's some landing page problems that weren't solved. It should have everything completed in the next day or two. Also going to work on transferring domains for open cell. She wants to launch the new web site, without letting us review it.

Team (3): Laughter

Tania: Canny, Canny, I'm so glad you copied me on that email, because I was about to like lose my mind at how she is like 'you guys can never do anything for us on deadline, and then she just turns around and does the same thing.

Canny: So. Yeah, I don't have the energy to fight this right now, I would rather focus [on]

Tania: [No]

Canny: I'd rather focus on last second deal ...

Tania: Yeah

Canny: [So]

Tania: [Yeah] I agree

Canny: So I say..., hopefully we can get some control over the website that still she refuses to give me any access (laughs). Open cell. Anyway, ... Going to upload photos and.... There are a couple of photos there right now... I need to review.... I'm also working on ... collaboration, and editing right now. So, just working on that. Molly (?), are you purchasing them?

Team (1): Yeah.

Canny: That's it.

Team (1): mutters something

Canny: mutters something in response

Tania: Good. Thanks, Canny. Any questions or comments for Canny?

Team (1): Not from us. Nope.

Tania: Alright. Who's next?

17:58/Amanda starts her report.

Amanda: (sighs) Okay, I'll go. My list is not really that long right now, but, so I'm just finishing . And that little hand of the guy who is ... basically.

Tania: Yeah, I have, I just saw it, I just saw it. I have no problems with it as long as all of the legs, streets and stuff are..., which I'm not interested in checking, I'm good with that, and I'm good with that quantity, I think that's pretty fair.

Amanda: Yeah, that looks okay. I know I usually for just the events, like we have an even on a Monday night. Maybe they won't hang it there but might as well have more than that, right? So

Tania: Yeah, yeah

Amanda: ...Then I'm going to start updating ipad, it shouldn't really take too long... maybe I'll start on the template for their new presentation, and a couple of their first opening slides. We can take it for now until they provide us with more information. And I think that's on the top, that's all that I can think of right now.

Tania: Yeah, [good].

Amanda: [...] I just cannot think of

Tania: Okay. Any questions or comments for Amanda?

Amanda: And I sent you an email about that trade marking stuff.

Tania: Yeah, I'll get back to you on that tonight.

Amanda: I just, I told Greg that I'd get back to him because he called like my desk first. I sort of knew the answer, but I thought I'd check with you (giggles)... Okay, thanks.

Tania: Yep, no problem. Okay, if there are no questions or comments for Amanda, who's that?

20: 14 Bob starts his report (during his report several team members join, ask questions, give comments)

Bob: unclear. I just work on

Canny: Bob is taking and Trojan, and I'll take usp and social media.

Team (1): oh, that presentation

Tania: We definitely need to as soon as possible, I think 400 registered attendees, they want to have 500 by Thursday. And they want copies of all of our, like, external communications, invitations. So we need going first

Tania: That's good, that's a good start.

Bob: That's all.

Tania: I think that's not like your entire list.

Tania: (changes her voice) Okay, thanks, Bob!

Tania: Alright. Okay. **If there are not questions for Bob, then who's that?**

25:34 Shelby starts her report (Canny asks questions, there are jokes and laughter).

A: Shelby. So I'm working on that and I'm collecting some. I was thinking about the for Tiangen

Tania: okay, thanks, Shelby. Any questions for Shelby?

Team (1): asks some question

Tania: Alright. Thanks, Shelby. David you are out? (not sure what Tania asks here)

27: 58 Dave starts his report (while other team members add comments and ask questions).

Dave: working on a couple of different banners for web... Those are the main items on my list.

Tania: Good, thank you.

Pause.

Tania: Is that everybody? Oh, Melissa?

29:50 Melissa starts her report

Melissa: Video, final edit, adding music, choosing music and adding music.

Tania: Did you say it was about it?

Melissa: Yeah.

Tania: Okay. Good, any questions for Melissa?

Pause.

Team (1): No.

Tania: (changes her voice) Alrighty.

Some talk in the room

Tania: Sorry, what was that?

Team (1): unclear

Tania: Okay, good, Melody, you want to jump in?

Melody: Sure

30:48 Melody starts her report, which is mixed with the discussion between team members.

Melody: So, like I mentioned before, I appreciate the support, and I'm hoping there's no super rushing thing, but... And I'll send you pictures, and give you updates during the show.

36:15 Tania: Hey Melody, were there any interesting comments or questions at your debriefing?

Melody: Uuh, they just wanted to know about the competitors that might be there... Blue water? I have to look into that. [Blue water]

Tania: [Blue water]. Blue water is the former distributor of in North America, and they did have a good ... book. I'm not sure if they will be there or not. The last time they canceled it, but they may be present and they are introducing the product that will compete with Solnace.

Melody: Ah, okay.

Tania: I don't know if they have it ready yet... The relationship with Solnace, Trojan and Blue water did not end perfectly.

Melody: Oh, interesting.

Tania: I would go looking for them on the show floor and take a picture, if you see it.

Melody: Yeah, will it be just under Blue Water? Like if I [look under]

Tania: [Yeah] Yeah, blue water technologies ink.

Discussion in a team

Tania: So if it's possible, Melody, you might save a few buck, but, you know, If we can't do it, we can't do it.

Melody: That's what I thought... but maybe I'll do it (laughs).

Discussion and joking in a team

Tania: Okay, anything else, Melody?

Melody: I think that's it for me.

Tania: Okay, good. Can you tell us who was at the meeting?

Melody: Yes, Alan, Peter...

Tania: Hey, one of the things that I want to do. Did Alan agree to approve the .. scanner at the sigma unit?

Melody: No, he did not.

Tania: Okay. I wanna find the way to track the amount of traffic, the amount of people that visit pilot unit.

Melody: Yeah, he mentioned that...

Tania: Perfect. I just want to quantify, you know, how many visitors we actually get to that thing.

Tania: Alright, well, good job, everybody. Almost another web peck wrapped up. Thank you for your hard work. Hopefully, Melody, you don't have any last minute emergencies, everything goes smoothly. Oh, I guess, I could go, my project list. Hm..

40:51/Tania starts her report

Tania: Working through corporate branding plan, so just writing my communication plan now for how it is sort of going to be announced and launched. Just had a discussion with ... and David last week about some things to consider. And to include that in communications plan. Now that the actual branding plan is approved, so follow up initiative from John questions around the approach. Still working on some..., a whole bunch of invoicing and stuff for Europe and some for North America. Still working on the budget plan for next year, and that's probably it. And I think I send you guys a note that I'll be off on Thursday and Friday, travelling, back in the office, like regular day on Monday. But if you need me, you can call me. I'll be in like Hungarian bath houses, in Budapest. Alright, that's... anybody has any questions for me?

<Pause>

Tania: Alright, have a good lunch, have a good afternoon and I'll be back online after Lucy's in bed, so if anybody needs anything, send me a note, okay?

Team (3): Okay. Okay, thanks. Great!

Tania: Thanks everybody!

Tania: (changes voice) Bye!