
APPENDICES

APPENDIX 1: Interview Guide

Background

1. Can you please present yourself? What is your role at AIESEC?
2. Have you ever worked with virtual teams? What is/was your role in the team?

Challenges

3. What are the main challenges you face when managing remote teams at AIESEC?

Success factors for virtual teams

Before listing the main success factors of GVTs of the theory, can you tell me what are according to you, the main success of GVTs at AIESEC?

Trust

4. Does trust play an important role in the success of a team at AIESEC? Why?
5. Does 'Swift Trust' appear at the beginning of the virtual team lifecycle?
6. How do you build trust? (Competence, integrity, transparency, commitment)
7. Once trust is established, how do maintain trust between employees and managers?
8. According to you, does trust have an impact on the team performance? How?

Culture

9. Does culture play an important role in the success of a team at AIESEC? Why?
10. How do you deal with a multicultural context in your team? (Cultural trainings)

Communication

11. Does communication play an important role in the success of a team at AIESEC? Why?
12. Are there communication procedures between the manager and his employees at AIESEC?
13. How do you foster communication despite the virtual environment?

Do you use social communication?

Social skills : establishing relationships, cohesion, motivation

14. How do you establish relationships between members? Is it important for the success?
Why?
15. How do you establish cohesion between your members?
16. How do you motivate your members?
17. Does a feedback, which is part of good communication, impact on these three factors?
How?

Mission & goal clarity

18. Does the mission and goal clarity play an important role in the success of a team at AIESEC?
19. How do you make sure the mission is understood?
20. How often do you evaluate the advances in a project, reclarify the mission?

Leadership

21. Which leadership style do you use at AIESEC when you manage virtual teams? Why?
What are the main competences, skills a VT manager needs to improve the performance of his team?

Technology & tools

22. Which technology/tools do you use to assure a perfect communication between members?
23. Which tools would you recommend at AIESEC?

Selection of the right people

24. The selection VT members is also very important? Why? What competences, skills do you recommend for a good team member?

Performance

25. How do you evaluate the performance of your team?
26. At AIESEC, from what moment, what shows that a team is performing?
27. What shows that AIESEC VT are performing around the globe?