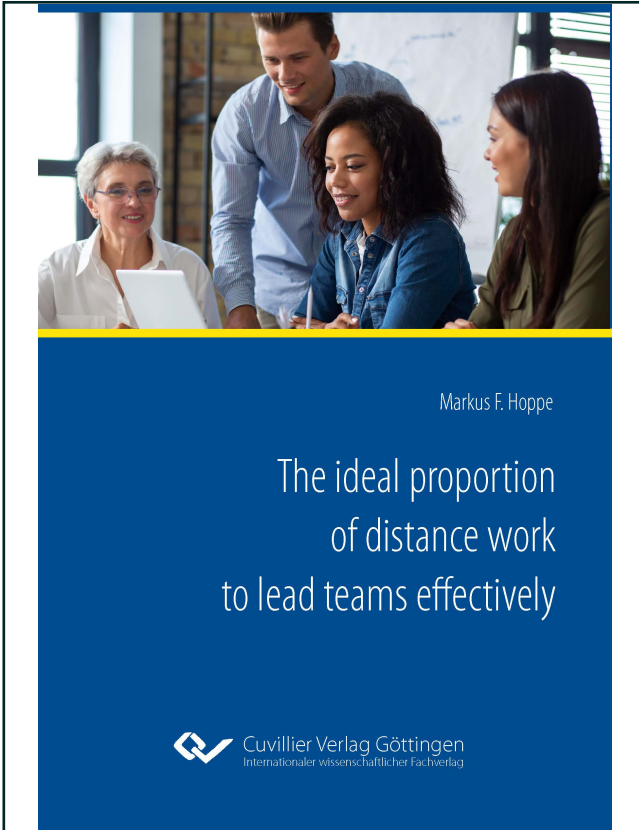




Markus Ferdinand Hoppe (Autor)

## **The ideal proportion of distance work to lead teams effectively**



<https://cuvillier.de/de/shop/publications/8977>

Copyright:

Cuvillier Verlag, Inhaberin Annette Jentsch-Cuvillier, Nonnenstieg 8, 37075 Göttingen, Germany

Telefon: +49 (0)551 54724-0, E-Mail: [info@cuvillier.de](mailto:info@cuvillier.de), Website: <https://cuvillier.de>

# Table of Contents

Chapter 1 - Introduction .....	1
1.1 Relevance of the Subject .....	1
1.2 Aims and Objectives.....	3
1.3 The research purpose .....	5
Chapter 2 - Literature Review .....	7
2.1 Definition of terms .....	7
2.2 Economic benefit.....	9
2.3 Virtual Leadership .....	11
2.3.1 Substitution theory of leadership.....	11
2.3.2 Decentralised leadership .....	12
2.3.3 Transformational leadership .....	13
2.4 Competence.....	14
2.5 Managing virtual teams .....	15
2.5.1 Phase 1: The preparation .....	16
2.5.2 Phase 2: Start of the team .....	16
2.5.3 Phase 3: Coordination and motivation .....	17
2.5.4 Phase 4: .....	18
2.6 The perfect mix.....	18
2.7 Literature Summary.....	24
2.8 Assumptions.....	24
2.9 Research Framework .....	25
Chapter 3 - Methology .....	27
3.1 Research methology .....	27
3.1.1 Research Philosophy.....	28
3.1.2 Research Approach.....	29
3.1.3 Research Choice .....	30
3.1.4 Research Strategy .....	30
3.1.5 Time Horizon .....	31
3.1.6 Summary of research method.....	31
3.2 Research Methology - Execution.....	32
3.2.1 Data Collection and Procedere .....	33

3.2.2 Development of Interview .....	33
3.2.3 Research Ethics.....	35
3.3 data Analyses and Coding .....	35
3.3.1 Data Material .....	36
3.3.2 Emergence and sampling strategy .....	36
3.3.3 Characterisation.....	37
3.3.4 Direction of analyses .....	38
3.3.5 Question .....	38
3.3.6 Analysis technique.....	39
3.3.7 Units .....	39
3.3.8 Execution.....	40
3.4 Quality criteria of imperial social research.....	41
3.4.1 Objectivity .....	41
3.4.2 Reliability .....	41
3.4.3 Validity .....	42
Chapter 4 - Results.....	43
4.1 Sampling strategy.....	43
4.2 Results Data.....	44
4.2.1 Efficiency .....	44
4.2.2 New work.....	48
4.2.3 Leadership.....	51
4.3 Distribution of topics.....	54
4.4 Recommendations .....	56
4.4.1 Recommendation 1: Concept for hybrid working .....	57
4.4.2 Recommendation 2: Rotating systems .....	57
4.4.3 Recommendation 3: Shared desk.....	58
Chapter 5 - Discussion.....	60
5.1 Own contributions and interpretations.....	60
5.2 Limitations .....	64
5.3 Connection options for follow-up work.....	65
Chapter 6 - Conclusions .....	67
References .....	68