

## Original Research Article

**Exploration of Leadership Development and Practice in Virtual Teams from the Perspective of Modern Economic Management***Jikui Li**National University of Malaysia, Kuala Lumpur, 43600, Malaysia*

---

**Abstract:** In the context of modern economic management, virtual teams have become a key part of organizational structure, and the effective development and application of leadership are crucial for management outcomes. This article aims to explore the development and practice of leadership in virtual teams from the perspective of modern economic management, analyze the key elements of leadership in virtual teams, and explore how to enhance the cohesion and efficiency of virtual teams through remote leadership training, flexible management mechanisms, and strong team culture from the perspective of modern economic management. Provide practical strategies for cultivating leadership in virtual teams, helping leaders effectively manage and motivate teams in rapidly changing business environments.

**Keywords:** Modern economic management; Virtual team; Leadership development; Practical exploration

---

## 1. Introduction

With the rapid development of information technology and the integration of the global economy, virtual teams have become a crucial means for many enterprises to implement strategic management. The emergence of virtual teams has transcended the traditional constraints of time and space, enabling efficient collaboration and resource sharing. However, the distributed nature of virtual teams, their cross-cultural dynamics, and the high dependence on technology also present new challenges for leadership development and practice. In this context, how to effectively develop and apply leadership within virtual teams has become a significant issue in modern economic management. This paper aims to explore the pathways for leadership development in virtual teams from both theoretical and practical perspectives and to assess its practical application value, providing modern organizations with actionable management solutions.

## 2. Key elements of leadership in virtual teams

### 2.1. Clear communication skills

In the operation of virtual teams, the primary key element of leadership is clear communication skills. Compared to traditional face-to-face communication, leaders in virtual teams face greater challenges because team members are dispersed across different geographical locations, potentially spanning multiple time zones, and communication relies primarily on digital tools. Therefore, leaders need to possess advanced communication skills to ensure that team members clearly understand task objectives, work requirements, and the overall progress of the team.

In a virtual environment, communication is not just a simple exchange of information; it is also the foundation for team unity and mutual trust. Leaders must express themselves accurately, concisely, and in an organized manner to prevent errors or omissions in transmission. Effective communication requires not only precise vocabulary but also an understanding of the context by both parties, which is especially important

when dealing with multinational teams with diverse cultural backgrounds. The choice and expression of language become crucial. In virtual teams, communication often relies on various auxiliary tools; hence, leaders need to master the use of these tools and use them proficiently to enhance team interaction and engagement. By establishing transparent communication mechanisms such as “regular virtual meetings” and “timely feedback processes,” leaders can ensure the flow of information and track the progress of each team member, avoiding decision-making errors or execution deviations caused by information asymmetry. In summary, good communication skills are fundamental to the smooth operation of a virtual team and are critical for a leader to gain the trust of the team and promote its efficiency.

## **2.2. Goal-oriented leadership**

In the management of virtual teams, goal-oriented leadership is particularly important. Due to the dispersed nature of virtual team members and the asynchronous nature of their work, there is a tendency for unclear goals and ambiguous task assignments, which can negatively impact the overall performance of the team. Therefore, leaders must have a strong sense of goal orientation and incorporate it into every aspect of team management.

## **3. Leadership development and practical measures in virtual teams from the perspective of modern economic management**

### **3.1. Conducting remote leadership training**

In the context of modern economic management, remote leadership training has become an essential strategic initiative for leadership development in virtual teams. With the accelerated pace of globalization and digital transformation, traditional leadership development methods have gradually been found inadequate for the virtual team working environment. Virtual team members are often spread across different time zones and cultural backgrounds, and the lack of face-to-face interaction exacerbates the complexity of communication and collaboration. Therefore, leaders must possess unique skills suited to remote environments to effectively manage and guide teams.

Remote leadership training provides a comprehensive enhancement of a leader's ability to address the unique challenges of virtual teams. Through customized training, leaders can learn how to build and maintain team trust in the absence of physical contact. Effective communication is especially crucial in a virtual environment, where leaders need to master the skills of conveying clear and accurate information through text and voice, avoiding efficiency losses due to misunderstandings or information delays. Remote leadership training should also include a deep understanding and application of online collaboration tools, which serve as the medium for information transmission and the infrastructure for promoting team collaboration and innovation. Leaders can learn to use these tools through training to improve team efficiency and better manage group time and tasks, ensuring consistent productivity across different locations.

### **3.2. Establishing flexible management mechanisms**

Within the framework of modern economic management, traditional rigid management models have become inadequate for the diverse and dynamic nature of virtual teams. Virtual team members are often spread across different geographical regions, each with unique cultural backgrounds and work habits, making traditional hierarchical management models seem rigid and inefficient. Therefore, leaders must develop an adaptable, responsive management mechanism to cope with the constantly changing external environment and internal

needs. This flexible management mechanism should not only reflect “flattening” and “decentralization” in organizational structure but also exhibit adaptability in decision-making processes, communication methods, and performance evaluation to ensure that virtual teams can operate effectively and continuously innovate in a constantly changing and complex business environment.

In practice, flexible management mechanisms can be implemented in various ways. First, leaders should advocate for a results-oriented management approach, focusing on outcomes rather than processes. This means that leaders should set clear goals and expectations for their teams without interfering too much with specific implementation methods. Employees should be allowed to choose the most suitable working methods and rhythms according to their work habits and schedules. For example, in cross-time-zone virtual teams, employees’ working hours may vary, so leaders can set a broad deadline, allowing employees to complete their work within a flexible timeframe. This approach not only considers individual differences but also maximizes employee motivation and creativity, thereby improving work efficiency.

Creating an open communication channel is key to a flexible management mechanism. Virtual teams are geographically dispersed and have limited direct contact with the outside world, so a diversified communication platform is necessary to ensure smooth information flow. Leaders can use various digital tools such as video conferencing, instant messaging software, and collaboration platforms to facilitate communication. At the same time, team members should be encouraged to provide feedback, suggestions, and opinions to create a positive communication loop. This open communication mechanism helps to identify and resolve problems in a timely manner, preventing decision-making errors caused by information delays.

### **3.3. Building a strong team culture**

In the context of modern economic management, the work environment and team structure of enterprises are undergoing profound changes, with virtual teams becoming the norm in business operations. Against this backdrop, the importance of team culture is increasingly evident. A strong team culture can enhance team cohesion and unity, improve members’ sense of belonging and job satisfaction, and effectively inspire creativity and collaboration in a virtual environment.

Building a team culture requires leaders to have strong cultural sensitivity and strategic foresight and to take a series of targeted measures to gradually cultivate and shape the team’s core values and behavioral norms, ensuring that the team culture is effectively reflected and passed on in a virtual environment.

In practice, a strong team culture can be established in many ways. Leaders can strengthen emotional bonds among employees by regularly organizing virtual team-building activities. These activities can include online workshops and team challenges, where informal communication helps remove barriers between members and increase their sense of belonging. On the last Friday of each month, leaders can organize an online meeting called “Relaxation Gathering,” where everyone can talk about their hobbies, life experiences, or recent challenges. These activities not only promote mutual understanding and trust among members but also create a positive atmosphere within the team, allowing members to feel the care and support of the group in their spare time.

In virtual teams, the lack of face-to-face communication may lead to feelings of isolation or exclusion among employees, affecting their identification with the collective. To address this, leaders must regularly communicate and promote the company’s core values and long-term goals to help employees understand and identify with them. For example, at the beginning of each project, leaders should emphasize the team’s mission and vision again, encouraging employees to keep them in mind throughout their work. Additionally,

leaders should recognize or reward employees who embody the team's core values in their daily work, thereby reinforcing the importance of these core values and guiding principles within the

### **About the author**

Li Jikui, born in April 1994, male, Han nationality, Suzhou, Jiangsu Province, PhD, Research on Conflict Management and Virtual Teams

### **References**

- [1] Samuel Pea Lopez, Ni Weibo The challenge of dismantling leadership [J]. Science News, 2022 (4): 62-63
- [2] ]Michael DeMarco, Eric Lesser, Tony O'Driscoll. Network Leadership [J]. Business School, 2008 (8): 2. DOI: CNKI: SUN: SYYT. 0.2008-08-037
- [3] Chupalov Aleksandr. Virtual Teams in the Digital Economy: Formation and Management [D]. Harbin Institute of Technology, 2022
- [4] Qu Xiaoqian, Xi Cunhu. Review and Future Prospects of Virtual Team Leadership Research [J]. Leadership Science, 2022 (8): 7
- [5] Wei Yanjuan. Virtual Team Management Dialogue: Virtual Leadership Expert Penny Pulan [J]. Project Management Review, 2020 (3): 4. DOI: CNKI: SUN: XMGP. 0. 2020-03-010