

Collaborative Strategies

Collaborative Technology Analysts and Consultants since 1990

Virtual Team Spaces (VTS)

What are they and why are they important?

David Coleman, Collaborative Strategies

NewWoW Tertulia
Presentation

April 20th, 2006

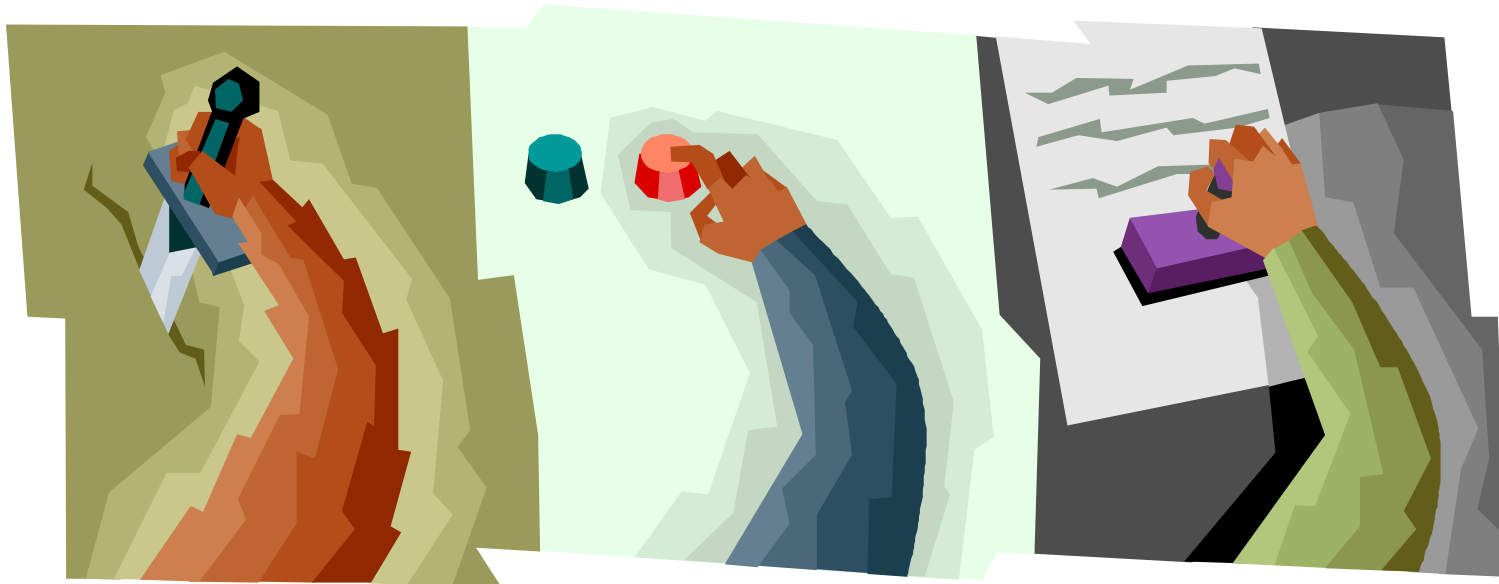




Agenda

- ☐ Section 1: Definitions and Evolution
- ☐ Section 2: People Issues
- ☐ Section 3: Survey Results
- ☐ Section 4: Virtual Team Spaces
- ☐ Section 5: VTS – Evolving to On Demand Collaboration
- ☐ Section 6: Case Studies
- ☐ Section 7: The Future for VTS and Collaboration

Section 1: Definitions and Evolution

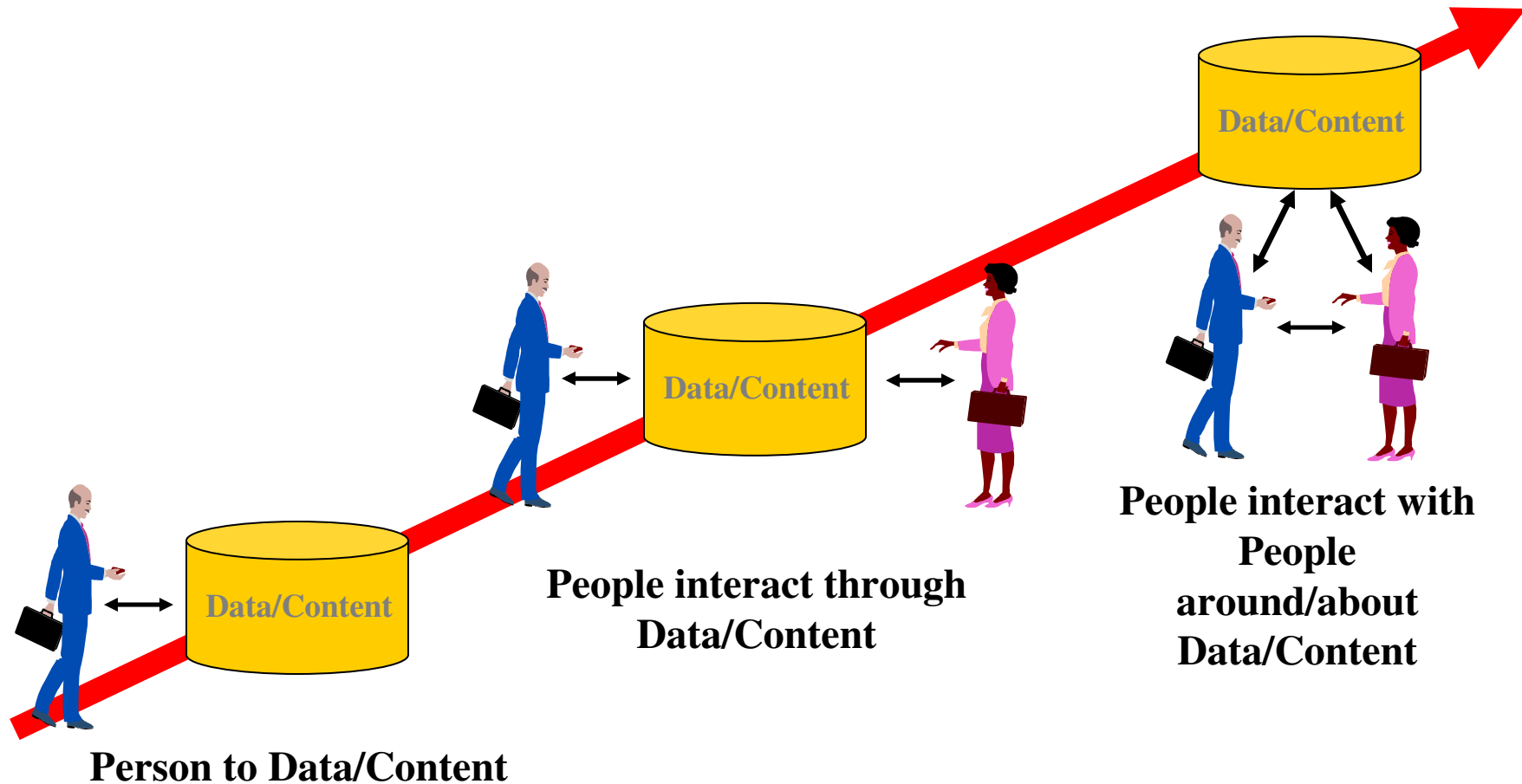




Definitions of Electronic Collaboration

- ❑ Intentional group processes plus software to support them. ***Peter & Trudy Johnson-Lenz, 1978***
- ❑ A co-evolving human tool system. ***Doug Engelbart, 1988***
- ❑ Computer-mediated interactions that increase the productivity or functionality of person-to-person processes. ***David Coleman, 1992***
- ❑ ***"E-Collaboration occurs anytime you have 2 or more people sharing complex information via the computer on an ongoing basis for a specific purpose or goal."***

The Evolution of Interaction



Section 2: People Issues



People issues

- ❑ “Virtual project management” one of the top issues by PMI
- ❑ Top challenges
 - Communications
 - Team management
 - Achieving goals
 - Lack of shared understanding, shared purpose and commitment



Proximal Collaboration

“When people are more than 50 feet apart, their likelihood of collaborating more than once a week is less than 10%.”

Thomas J. Allen, Managing the Flow of Technology: Technology Transfer and the Dissemination of Technological Information Within the R&D Organization, MIT Press, January 1984



What's different about managing a Virtual Team?

- ☐ Scheduling interactions
- ☐ Access to experts
- ☐ Sharing materials
- ☐ Supporting productivity
- ☐ Capturing knowledge
- ☐ Evaluating and managing performance
- ☐ *Creativity!*



Virtual Team Management Requires:

- ☐ Building Relationships – Trust
- ☐ Effective Use of Technology
- ☐ Effective Processes
- ☐ Discipline
- ☐ Leading to stage of independent performance



Building Relationships – Trust

Behaviors that
engender trust

- **Social communication**
- **Enthusiasm and responsiveness**
- **Individual initiative**

Behaviors that
reinforce trust

- **Predictable and consistent communication style**
- **Substantial and timely responses**



Appropriate Use of Technology

"Some people think that you can solve virtual team problems by setting up an e-mail list, opening a chat room, and mounting desktop conferencing. *Wrong!* Technology can *help* virtual teams, but only when its used in conjunction with the *overall strategy* of the organization."

*From Jessica Lipnack and Jeffrey Stamps, Interview from article on Website (www.netage.com) called Dispersed Teams are the PeopleWare for the 21st Century – First Appeared in the March 1997 Issue of The Product Development Best Practices Report (online edition)
http://netage.com/pub/articles/Publications/Articles/article_MRT.htm*



Pitfalls for Virtual Teams

- ☐ False Consensus
- ☐ Unresolved Overt Conflict
- ☐ Undiscussed Covert Conflict
- ☐ Rigid Hierarchy
- ☐ Weak Leadership
- ☐ Unrealistic Expectations
- ☐ Closure Avoidance
- ☐ Calcified Team Meetings
- ☐ Uneven Participation
- ☐ Lack of Mutual Accountability
- ☐ Left out Stakeholders
- ☐ Forgetting the Customer
- ☐ Adoration of the Technology

Alan and Deborah Slobodnik, Options for Change – MA Bay OD Learning Group, <http://www.learni>

Formula for Success with Technology

90% People + 10% Technology

Myth:

Learning to manage teams virtually is about learning how to use the technology.



Reality:

Learning to manage teams virtually requires understanding people and the collaboration process.



Source: Jessica Lipnak and Jeffrey Stamps from their book on “Virtual Teams”



Synchronous vs. Asynchronous

❑ **Synchronous:**

- Used most when immediate feedback is needed: brainstorming ideas quickly/synergistically, presenting or clarifying information to a large group simultaneously (though that can backfire)
- Examples: IM, Audio/Web/Video Conferencing

❑ **Asynchronous:**

- Used most when sharing documents and tracking revisions is key
- Serves as a pervasive repository for materials and “lounge” for discussion
- When team members’ time zone differences make synchronous communication impractical.
- Examples: Audio/Web/Video Conferencing Archives, Team rooms/virtual workspace (eRoom, Vignette, Interwoven) Wikis, Threaded Discussions (Listservs, BBS)

Effective Individual Processes

- ☐ Clarify ambiguous tasks immediately
- ☐ Be accountable
- ☐ Deliver quality products/services on time
- ☐ Share knowledge and convey information
- ☐ Share learned experiences with team members
- ☐ Know how to use the team tools effectively
- ☐ Always be prepared, on time, and follow effective meeting rules
- ☐ Set and document expectations of one another in terms of team behavior, actions, tasks, and processes



Effective Leadership Processes

- ☐ Role model and encourage the behaviors you expect
 - the team will do what they see and what they are held accountable for
- ☐ Drive meeting processes
- ☐ Don't be the meeting leader and the meeting facilitator (at the same time)
- ☐ Devote your full attention during your meetings
- ☐ Be sensitive to culture, language, time zone, shyness and other barriers that may prevent full participation. Use roundtable techniques to allow all participants to speak



Effective Leadership Processes (cont'd)

- ☐ Share impressions and strategies during and after the meeting
- ☐ Devote meetings exclusively to shared mind-work; do all other work asynchronously between meetings
- ☐ Encourage frequent communications among team members between meetings
- ☐ Know how to facilitate online discussions, including summarization and clear delegation
- ☐ Address conflicting loyalties between the team and other groups



Virtual Team Roles

- ❑ **Leader** Often initiates the project. Owns accountability on project deliverables, people performance management, and overall performance of the team.
- ❑ **Member** Is assigned tasks and plays an active role in the team's deliverables. Actively participates by providing input and feedback.
- ❑ **Facilitator** Oversees/summarizes virtual discussions. Encourages members to participate. Holds members accountable for following defined processes/rules in the electronic environment.
- ❑ **Knowledge Manager** Sets up and maintains the electronic environment. Promotes contribution and use, QAs and manages content, and trains and identifies expertise.
- ❑ **Technical Coordinator** Ensures that access to tools is granted to all users; trains users on the tools; assists with any basic technical usage issues.
- ❑ **Administrator/Scribe** Owns administrative tasks such as meeting minutes, pre-work and assignments. Posts information in a timely manner.



Team Stages and Project Lifecycle

Form	Norm	Storm	Perform
Input	Information Sharing	Integration	Synergy: Value Creation
Explore	Plan	Develop	Deploy



Summary of Critical Elements

- ❑ Leaders must provide Knowledge, Skills, Tools and Techniques
- ❑ 6 Key Steps for Effective Virtual Team Management:
 - Moving thru the Stages of Team Development
 - Performance thru Phases of a Project Life Cycle
 - Understanding Roles and Responsibilities
 - Meeting Effectiveness and the Role of Technology
 - Establishing the Climate for Team Collaboration
 - Assessing Performance → Developing Action Plans

Section 3: Survey Results



Results of CS Survey

- ❑ Survey sent out to 4000 people, January 2005. Over 100 responses
- ❑ Market Demographics:
 - 43% small orgs (1-100 people)
 - 20% med. Orgs (100 – 1000 people)
 - 37% large orgs (1,000 -10,000 +people)
- ❑ Industries: Manufacturing, Consulting, Computer (HW/SW) Financial Services, Health care, Govt. Education.



Results of CS Survey

- ❑ Over 50% respondents are Officer/Executives
- ❑ **Over 62% work on a team over 50% time**
- ❑ Over 67% influence or make final purchasing decision
- ❑ **72% are not sure how to apply collaboration technologies**
- ❑ **65% have fear of using collaboration technologies**
- ❑ Demographics: 50% respondents in U.S.; other 50% all over world

Results – Area of Collaboration Interested In

- ☐ Best Practices 65%
- ☐ Cultural/behavioral issues 62%
- ☐ Case Studies 54%
- ☐ **Virtual workspaces 53%**
- ☐ Online Community tools 51%
- ☐ Social networking tools 46%
- ☐ DPM tools 37%
- ☐ Blogs/Wikis 31%
- ☐ Expertise discovery 25%
- ☐ Data conferencing 25%
- ☐ IM/Chat 23%
- ☐ Video conf 18%
- ☐ Audio conf 15%

Results- the Value of CT - 2005

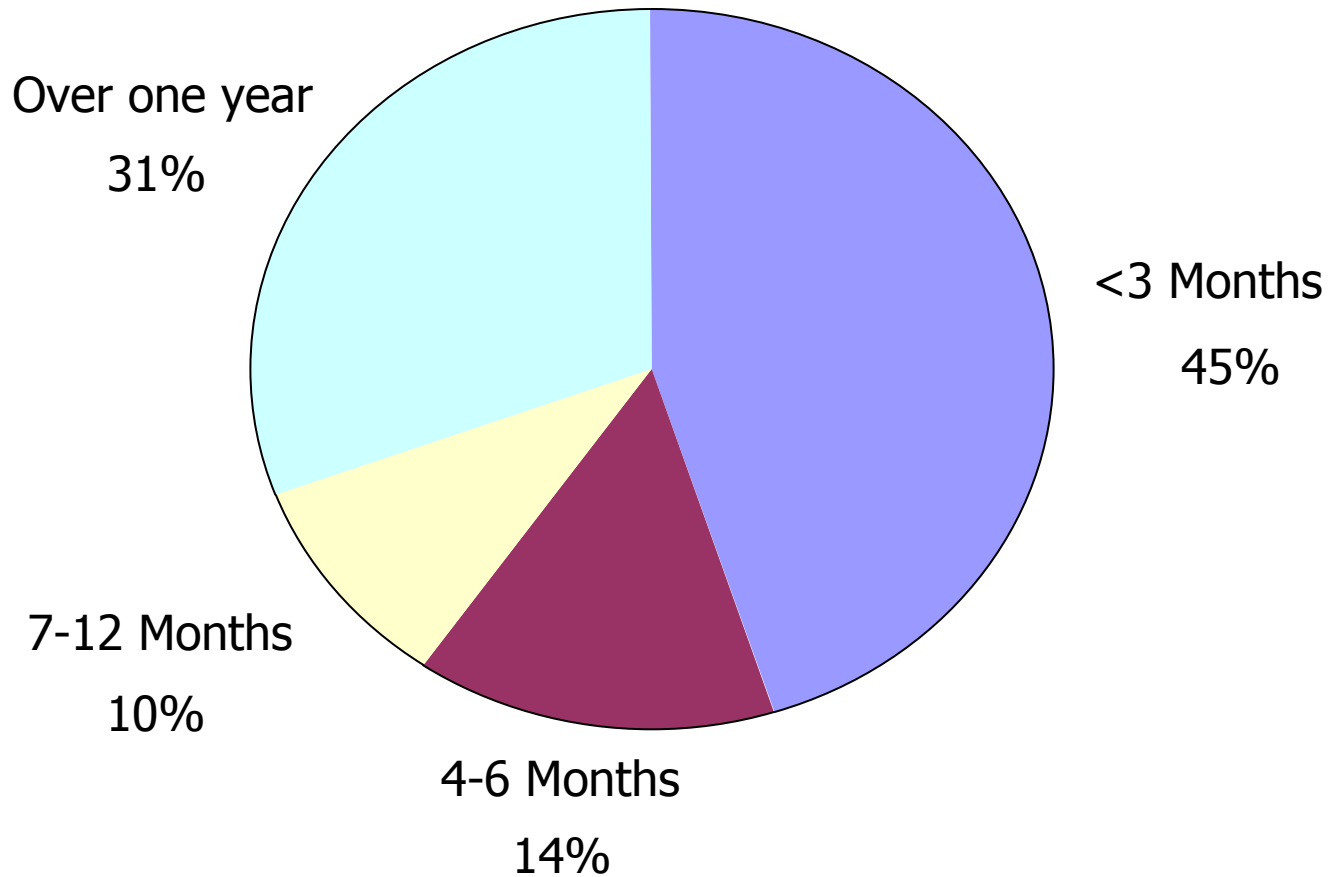
Perception of Value for CT

- ☐ 800 online surveys
- ☐ Almost 40 phone interviews
- ☐ All sub populations found CT both valuable and believable
 - ☐ IT professionals
 - ☐ No experience, some experience, regular experience
 - ☐ Small, medium, and large organizations
 - ☐ Industry type (manufacturing, services, government, education)
 - ☐ Role in organization (Sr. Mgt., Mgr/Dir, Team Member)

Research on Value of CT

- ❑ CS completed a research study on how people perceive the value of collaboration technologies in Q1 of 2005.
- ❑ The results of the survey demonstrate the value of the benefits of collaboration technologies were perceived as highly important across a variety of different populations.
- ❑ Not only were the benefits seen as important, but the believability the technology would be able to help deliver the benefits was also rated quite high.
- ❑ In measuring time-to-value the survey showed that 45% of those implementing a collaborative technology received value from collaboration within three months, and 69% in less than a year.

Time to Value for CT





Research Outcomes

- ❑ In the buying process, almost equal weight was given to intangible benefits vs. tangible.
- ❑ Survey respondents cited both planned and emergent value (“happy accidents”) as being important outcomes.
- ❑ Many of the research respondents did not start out with a clear method for measuring ROI for collaboration technologies.
- ❑ Most of the survey respondents and all of the people interviewed found clear and important benefits, and value, from implementing collaboration technologies in their organizations.

All CT Benefits Reduced to Four

- ☐ Saving Time or Money (tangible)
- ☐ Increasing Quality (tangible...but less so)
- ☐ Innovation and/or decision support (tangible but less than quality)
- ☐ Interactions with or access to experts or others (intangible)



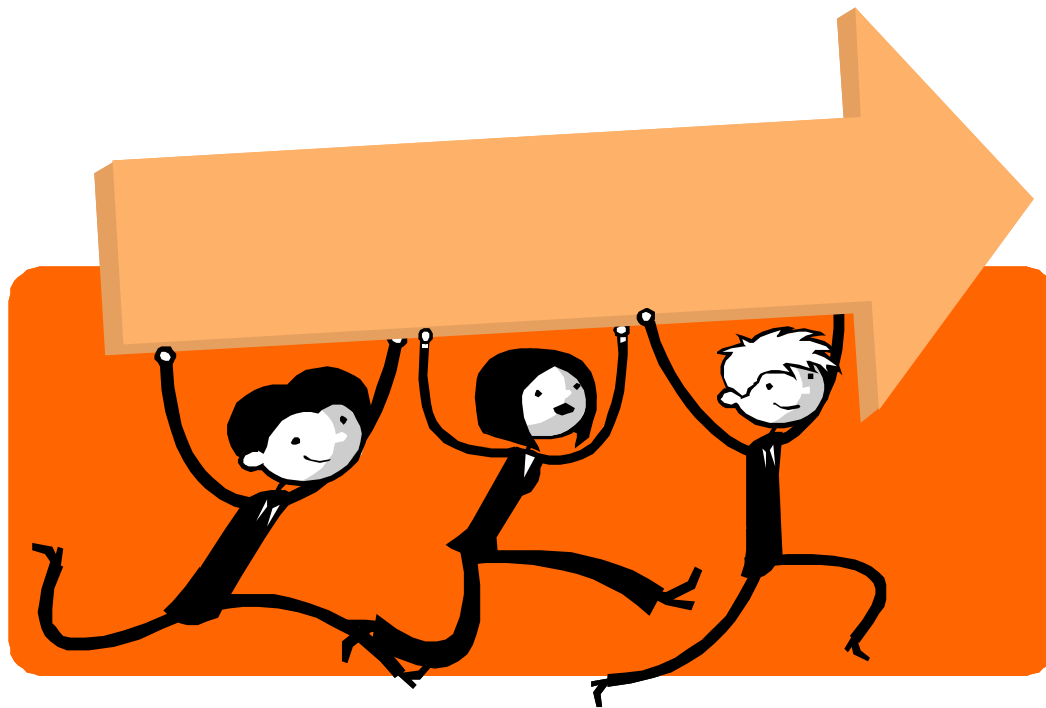
Purchasing Drivers for CT

Driver	Business Process
Limited travel budget.	• Meet and interact with external parties such as customers, suppliers, government agencies, etc. around documents, presentations, and demonstrations. • Interview job candidates on a remote basis. • Deliver distance learning/training to remote employees.
Reduce time to market.	• Conduct focus groups with customers. • Develop new products among distributed R&D teams.
Improve customer service.	• Problem resolution.
Meeting tight deadlines.	• Distributed sales team working on proposals or projects together.
Expert advice for timely decisions.	• Remote patient diagnosis between doctors.

Which Verticals are adopting Collaborative Technologies Today

- ☐ High Tech
- ☐ Financial Services
- ☐ Telecommunications
- ☐ Pharmaceutical/Health Care
- ☐ Academic Institutions
- ☐ Government
- ☐ (some) Manufacturing

Section 4: VTS





VTS - Definition

A virtual team space is “ a secure and persistent virtual environment that allows team members with various roles to interact with each other around team or project content and process.”

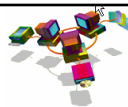


What is a VTS?

Virtual Team Spaces are:

- Asynchronous
- Based on groupware technologies
- Provide a secure space where geographically distributed teams can work together
- Often offer some document management features
- Usually connect to e-mail and other ERP apps.
- Evolving into On-Demand Collaboration tools (with the addition of RTC features)

Evolution of VTS Tools

					
Telegraph	Telephone	Fax	E-mail	Virtual Team & Workplace Software Tools	Web-based VTS tools
1800s	1800s	1970s	1980s	1990s	2000's
1-to-1 Communication	1-to-1, party lines, conference calls	1-to-1, 1-to-many (broadcast fax)	1-to-1, 1-to-many (broadcast e-mail)	Many-to-many communication for virtual teams.	Many-to-many communication for virtual teams.
Standardized & secure service for written communication over distance for coordination.	Immediate delivery of audio communication across large distances instantly.	Phone and scanning technology for faster delivery of written communication over distance	Fastest delivery of written communication & digital files across large distances in hours or minutes.	Shared access to a secure master document. Interactions measured in hours or minutes.	Shared anytime access to secure Documents, management
Specific end poring, poor security, can't broadcast, limited alphanumeric messaging.	No visual element or ability to included documents. Fax becomes adjunct functionality.	Sequential info flow; editing, & changes difficult to track / share; each copy degraded; color not available.	De-Facto standard for team communication. Sequential process does not support team work well.	Enables group communication & coordination but may not target critical processes.	Structured asynchronous communication s: Threaded discussions, shared calendars.



Various Forms of VTS Tools

- ☐ Project Team Collaboration (PTC) tools (eRoom & PlanView)
- ☐ Intranets/Extranets (Intranets.com now WebEx Office)
- ☐ Groupware (IBM/Lotus Notes)
- ☐ Content/Document Management (Vignette Collaboration)
- ☐ Knowledge Management (Knexa)
- ☐ Chat and discussion boards (WebBoard)
- ☐ Online community (Yahoo groups)
- ☐ E-collaboration tools (e-Room, Groove)
- ☐ Portals (Plumtree (now BEA)
- ☐ DPM (distributed project management) tools
- ☐ Wikis' (GroveSite, JotSpot, SocialText)



Barriers to VTS

- ☐ Cultural/language differences & fears
- ☐ Lack of trust (team mates, leaders, systems)
- ☐ Comfort/familiarity with existing tools;
Perceived steep learning curve of new tool
- ☐ Inadequate team leadership to encourage full participation/communication
- ☐ Multiple tools in use; No clear commitment to one tool
- ☐ Insufficient IT support

Section 5: VTS – evolving to On Demand Collaboration

Trends and Directions

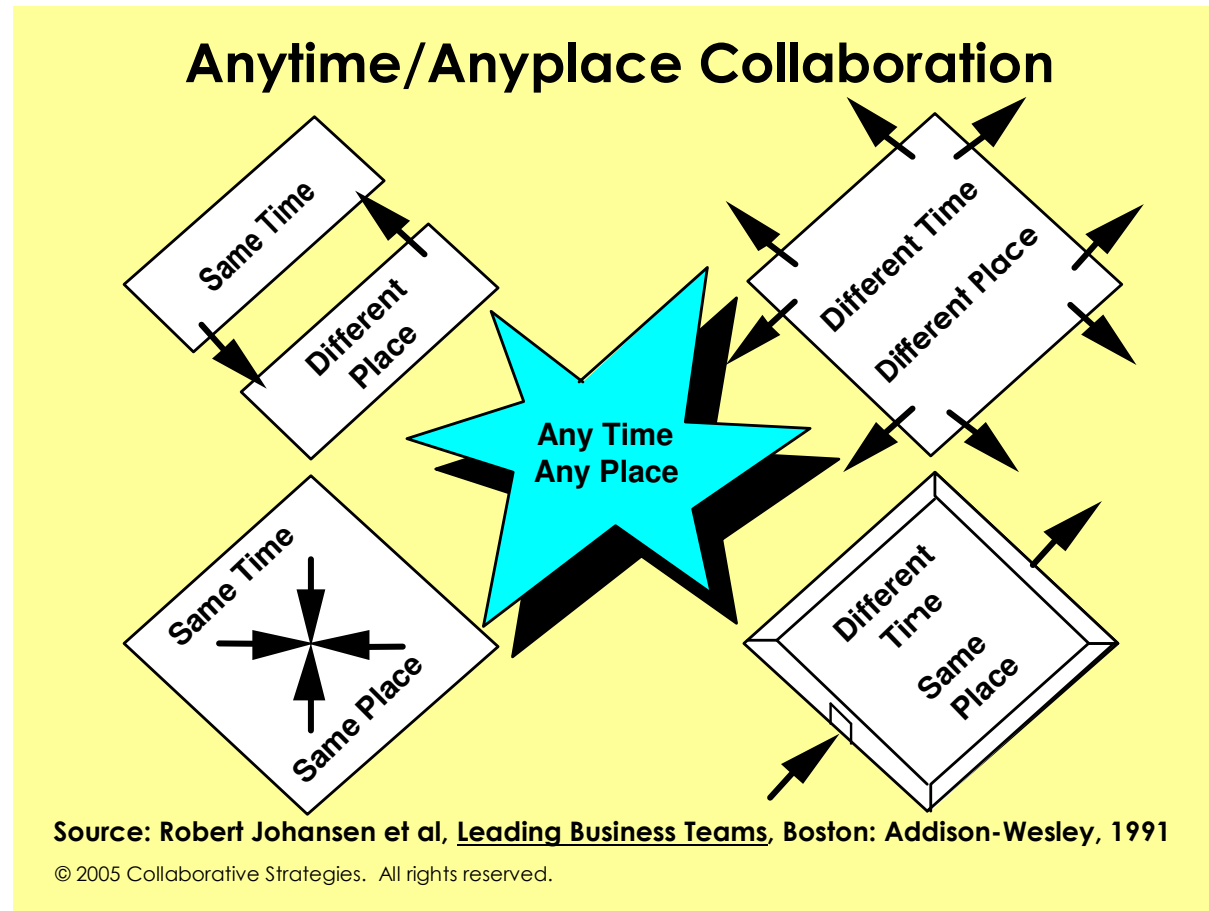




“On-Demand Collaboration”

“Infrastructure and applications that allow people to move fluidly between synchronous and asynchronous interactions with anyone, at anytime, and on any device.”

Evolution To On Demand Collaboration



Critical Trends Driving On Demand Collaboration

1. Convergence of audio/video/data conferencing
2. Presence (and status) everywhere!
3. Merging of synchronous & asynchronous collaboration
4. Enterprise collaboration convergence (and standardization)
5. Push to the infrastructure (for collaborative functions)
6. RTC market consolidation
7. Driving collaboration into industries and processes
8. Changing distribution channels
9. Changing buyers for collaboration solutions
10. Mobile collaboration (PDA/cell phone as a platform for collaboration)



1: Convergence of Audio, Video, and Data

- ☐ Microsoft LMS with Arel Anywhere
- ☐ WebEx adds voice and video
- ☐ Oracle adding voice and video
- ☐ Skype adding video
- ☐ "Etcetera, etcetera, etcetera"



2: Presence Everywhere!

- ❑ Presence is not something you can do with the phone...it is a unique feature
- ❑ Status shows not only that you are there, but sometimes what state you are in, i.e., on the phone, in a meeting, etc.
- ❑ Presence/status needs to extend to all devices and be seamless
- ❑ Microsoft sees presence as a core feature and will push it down into the OS (Windows Vista)



3: Synchronous and Asynchronous Merging

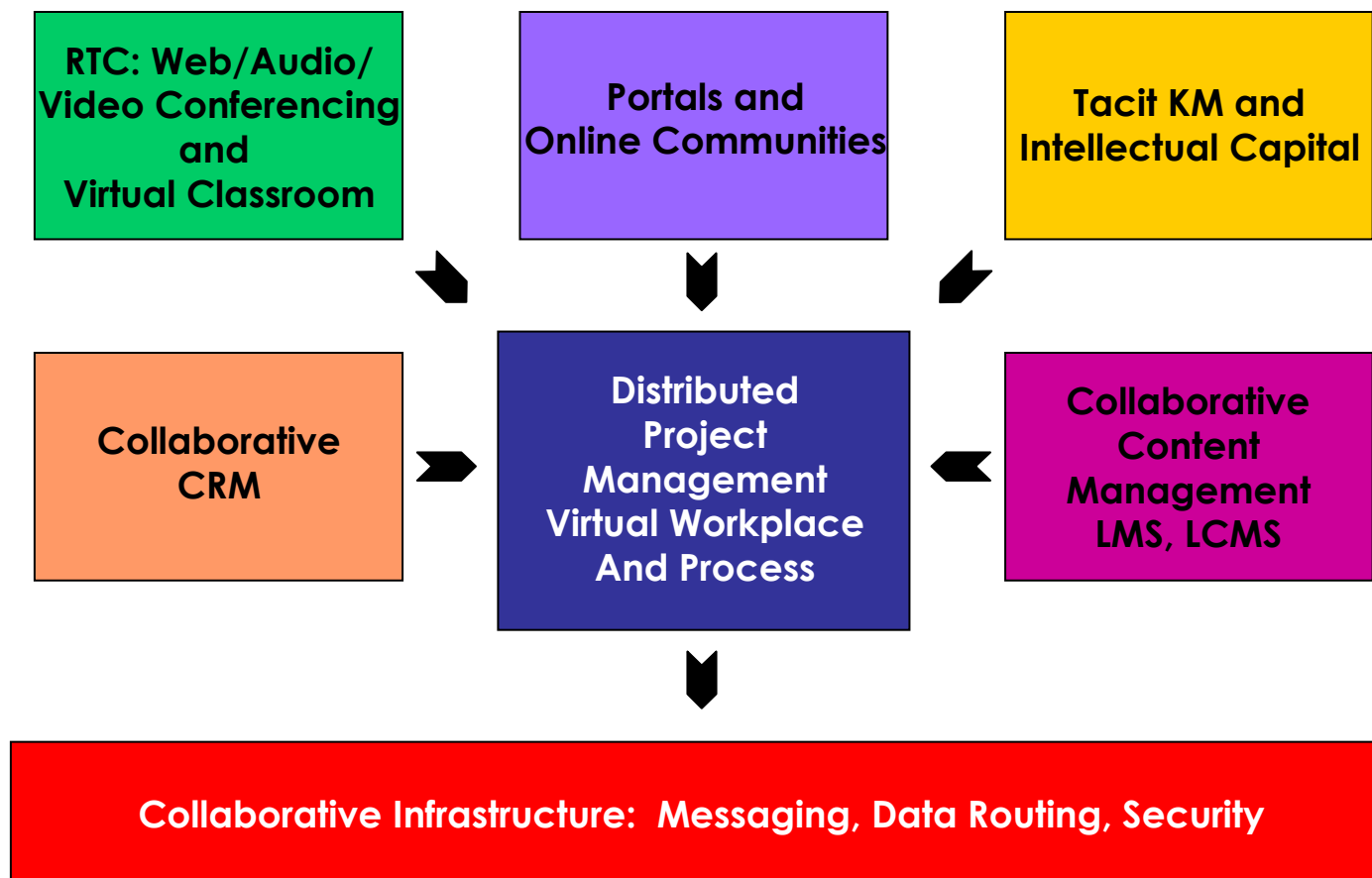
- ❑ WebEx acquires Intranets.com
- ❑ Microsoft Office 12
- ❑ Oracle adds Virtual Team Rooms
- ❑ IBM/Lotus SameTime and Notes 7
- ❑ “Etcetera, etcetera, etcetera”



4: Enterprise Consolidation of Collaboration Technologies

- ❑ Larger organizations may have several collaborative applications in various groups
- ❑ IT does not want the expense of running many different applications
- ❑ Consolidation of collaborative applications can be mandated by IT (not best option) or
- ❑ Stakeholder committee can work out a solution (better option)

5: Push Collaboration into the Infrastructure





6: Market Consolidation

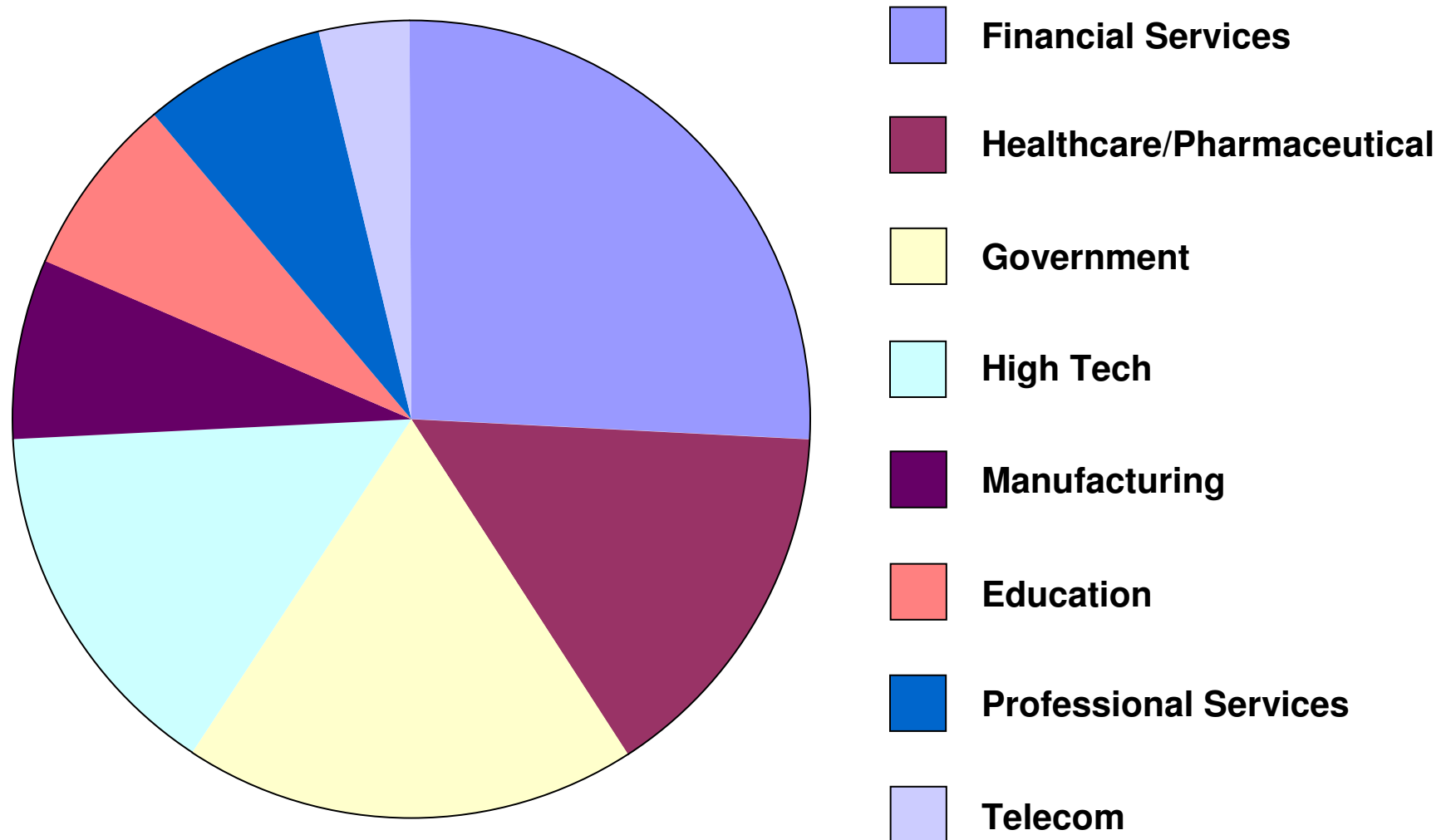
- ☐ Microsoft buys Groove Networks, PlaceWare, and Teleo
- ☐ WebEx buys Intranets.com
- ☐ eBay buys Skype, PayPal, and invests in Craigslist
- ☐ Yahoo buys eGroups
- ☐ Oracle buys PeopleSoft and Siebel Systems
- ☐ BEA buys Plumtree
- ☐ Google buys: Deja, Outride, Pyra, Applied Semantics, Kaltix, Sprinks, Ignite Logic, Neotonic, Picasa, and Keyhole
- ☐ "Etcetera, etcetera, etcetera"

- ☐ There is also expansion in the collaboration space with new products coming to market daily: Verosee, Writely (oops... bought by Google), Convenos, Backpack, Jeteye,

7: Driving Collaboration into Verticals and Critical Processes

1. Sales & Marketing (proposal development)
2. Customer Service/Support (exception handling)
3. R&D (new product development)
4. Value Network Management (relationships with external organizations, DPM, and project management) (exception handling)
5. Training (internal and external)
6. Decision support/crisis management

Top Verticals for Collaboration

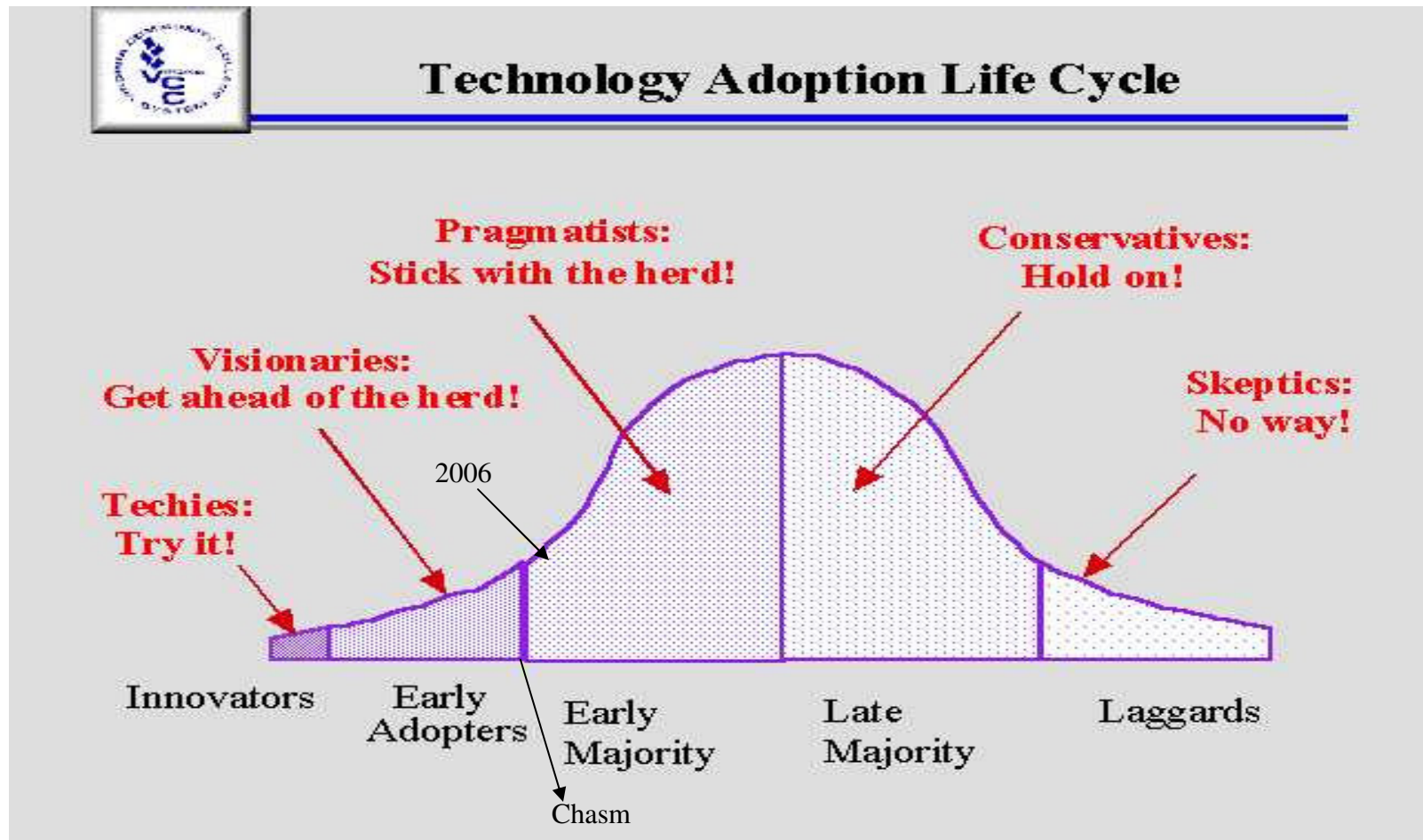




8: Changing Distribution Channels

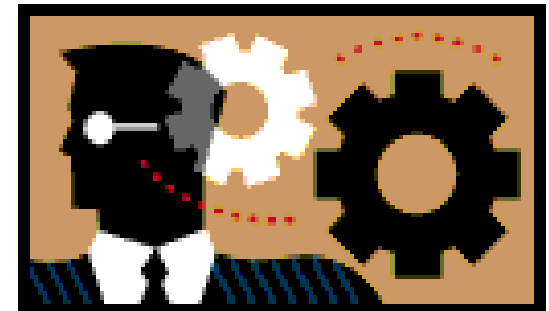
- ❑ The collaboration market is maturing
- ❑ 22% more revenues are going through the channels then in 2003
- ❑ Changing channels for telecom, RTC vendors selling audio conferencing and VoIP (i.e., Skype), phone and computer merging
- ❑ Google becoming a communications giant?
- ❑ Collaboration being commoditized, greater margins in verticals and processes

9: Changing Buyers of Collaboration



Today's Buyers of Collaboration Technologies

- ☐ Risk averse - want to know it works for others in their organization or field
- ☐ Technology neutral
- ☐ Looking for a specific solution
- ☐ Must fit with their current infrastructure
- ☐ Requires little or no training
- ☐ Has an intuitive ROI



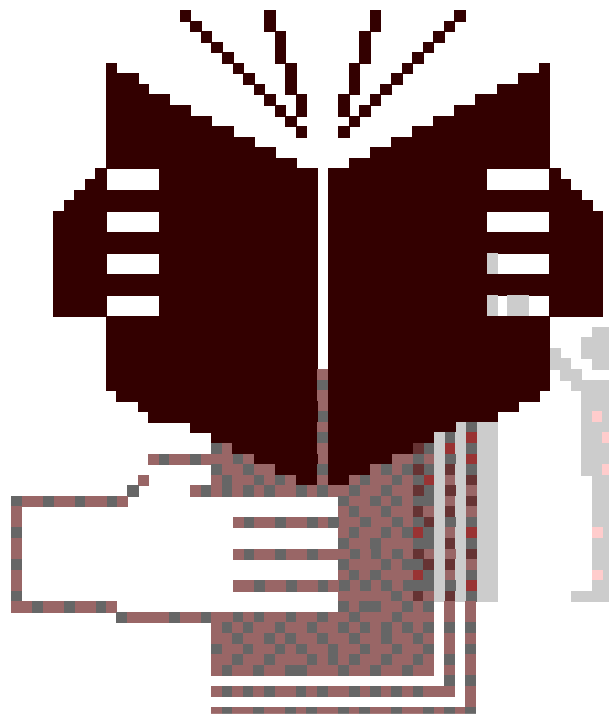
10: Mobile Collaboration



HTC Universal/i-Mate Jasjar/O2XdaExec/T-MobileMDAPro/GrundigGR980/Orange

SPV5000

Section 6: Case Study



Case Study: Congo Dam Project

How To Manage Information in a
Complex, Multi-Cultural Project Community



The Congo Dam Project

This is a scenario for a VTS-based project

- ☐ uses a geographically-distributed team,
- ☐ is a long-term (three-year) project,
- ☐ is a big, expensive project (a dam),
- ☐ has strict penalties for lateness, bonuses for early completion, and
- ☐ has a cross cultural team
- ☐ Use VTS to help with documentation and coordination of the project



The Congo Dam Project (2)

- ☐ Team brought together virtually for project bid.
 - There are a team manager in the U.S.,
 - Project people currently building a dam in Poland
 - Local people in Zaire.
- ☐ The team is bidding against Bechtel, ABB, and others.
- ☐ The team manager requests team member participation by e-mail. All members respond affirmatively.



The Congo Dam Project (3)

- ❑ Members are sent a password and URL by e-mail (digital signature required) and asked to log on to the site (VTS) and participate in creating the proposal document.
- ❑ The RFP is on the password-protected web site, with comments from each of the experts and team members involved.

The Congo Dam Project (4)

- ❑ The team leader does a distance presentation at a specific time to bring everyone up to speed.
- ❑ For those that are not able to attend the meeting the leader posts the slides with the RFP in a VTS and allows an ongoing discussion (tacit to explicit knowledge) to continue for a few days and then assigns different sections of the proposal to different team members.
- ❑ This necessitates finding and/or calling some of the people involved in the project and holds up the proposal.



The Congo Dam Project (5)

- ❑ The team proposal wins!,
- ❑ The leader has the discussion on the project continues on the VTS
- ❑ He makes part of the VTS available on the web to include the client, suppliers and subcontractors.
- ❑ The project manager knows he must have “events” to drive project goals. These events are real-time distance meetings that occur at least once a month (On-demand Collaboration).



The Congo Dam Project (6)

- ❑ The team would need information from a variety of resources inside and outside the company.
- ❑ Tools are not enough! The experienced project manager knows that he has to create good communications between the team, including trust, common goals, an agreed style, etc.
- ❑ Face-to-face community meetings are necessary
 - should occur every 3 months.
- ❑ Motivate good team behavior, knowledge sharing, participation, etc. through team compensation tied to milestones



The Congo Dam Project (7)

- ❑ The VTS (with continual input from the experts, the on-site project team and the leader) lives for several years and provides continuous value.
- ❑ Before the final bonus is paid, team members must evaluate their experience on the team (which is posted on-line) and of the project (which goes to the manager).
- ❑ Bonus and completion awards are decided by the team itself (polling in the VTS)
- ❑ All the VTS is automatically indexed and archived so that the project data is available in case of law suit, or to help others in the future on similar projects.

Case Study: Target Purchasing





Seasonal Purchasing Problems

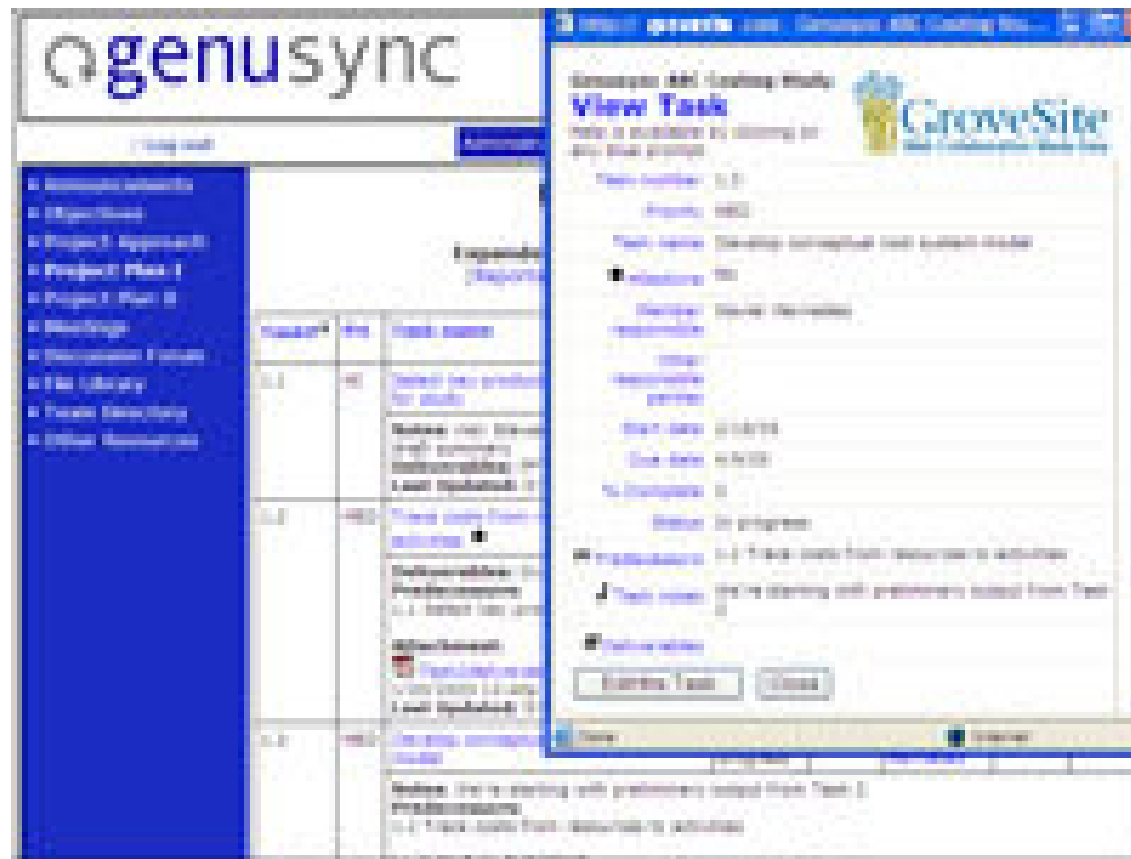
- ❑ Purchasers at Target stores work with vendors all over the world.
- ❑ They have time limits in which to purchase clothing for a specific season “spring, fall, etc.”
- ❑ E-mail did not allow the right level of interaction, RTC tools were not persistent enough.
- ❑ Wiki-based VTS (GroveSite) was used without IT consent.
- ❑ It took only 20 minutes to get set up



Target Purchasing

- ☐ It was set up by the purchasing agent
- ☐ She invited her vendors to be part of the team
- ☐ She was able to post drawings and requirements for the next season's fashions
- ☐ She got much better response from the vendors
- ☐ Vendors felt they had much more say in the process and were more a partner of Target

GroveSite – Wiki-based VTS



(Click to Enlarge)

GroveSite Example

A national retailer has taken advantage of this feature, sharing product specifications, photos of product samples and other materials with a dispersed team of designers, global sourcing experts and overseas vendors. Instead of relying on a difficult-to-use FTP (File Transfer Protocol) site with limited ability to structure information, this client has taken advantage of GroveSite's easy-to-use file sharing capabilities.

Using GroveSite, the globally dispersed team collaborates on proposed product changes, simultaneously working to review manufacturing glitches and communicate logistics for delivery of product to stores. Enhanced communication has allowed suppliers to understand and build the right product, on-time, on-budget.

The screenshot shows the GroveSite web application interface for 'High Style furniture design'. The header includes the company logo and the text 'Product Design & Development New Graduates Furnishings'. A navigation bar contains links like 'Log out', 'Administration', 'Turn on edit', 'Broadcast', 'My info', 'My sites', 'Search', and 'Help'. The main content area is titled 'Specifications for EndTable' and includes a 'Summary View' with links to 'Expanded View', 'Add a New File', and 'Multi-file Download'. A table lists three items: 'IMG' (t098_plan.gif), 'SAMPLE' (t098_endtable.jpg), and 'SPECS' (t098.pdf). The table columns are Category, View, Filename, Status, Owner, Uploaded, and Size. The footer includes 'Powered by GroveSite', 'Submit Feedback', and contact information for the GroveSite Sales Team.

Category	View	Filename	Status	Owner	Uploaded	Size
IMG		t098_plan.gif	Final		3/17/05	5kb
SAMPLE		t098_endtable.jpg	In Revision	Mark Moderator	6/3/05	40kb
SPECS		t098.pdf	Final	Denise Administrator	6/3/05	32kb

Section 7: The Future of VTS





E-Workplace of Tomorrow

What will change?

- ☐ Technology
- ☐ Physical work place
- ☐ Society
- ☐ Behavior
- ☐ Organization
- ☐ Balancing work and life



eWorkPlace of Tomorrow

Changes in Technology

- ☐ SaaS tools lead the Web 2.0 revolution
- ☐ Advances in personal identity and security systems
- ☐ Group Intelligence Systems (social networks)
- ☐ Technologies that “fail” gracefully
- ☐ Greater access to greater bandwidth at lower cost
(cost of communication going to zero)
- ☐ Today’s online multi-player gaming technology will
be tomorrow’s leading edge business technology



eWorkPlace of Tomorrow

Changes in Place

- ☐ Work was your office (past)
- ☐ Today work is your desk
- ☐ Tomorrow work is *YOU*
- ☐ Past- place as perk (corner office)
- ☐ Future- Place as work enabler (where you want to work instead of have to work)
- ☐ Sometimes virtual is preferential to physical (SARS, Avian Flu)
- ☐ Moving from working with “things” to ideas, content and data (cheaper)



eWorkPlace of Tomorrow

Societal Changes

- ☐ Fully distributed educational infrastructure: education comes to the student and can be customized for each student
- ☐ Education to support the skills for development and maintenance of physical and e-communities
- ☐ The rise of guilds (could be online communities)
- ☐ Online voting (no hanging chads!) – current CA problem!
- ☐ The rise of the virtual committee! Oh My!
- ☐ Defined by your communities (ex: gangs, colors, behaviors)
- ☐ Evolving social structures, not bounded by geography but rather by interest and connectedness (ex: AARP-net) – political affinity groups



eWorkPlace of Tomorrow

Behavioral Changes

- ☐ Fewer laws, rules of engagement defined by the community (physical or virtual)
- ☐ More Project oriented work (see Tom Peters)
- ☐ Better feedback systems for greater self-consciousness (videoconferencing)
- ☐ Stop separating experts from lay people
- ☐ Change in attitude: increase our initial respect for each other, learn we are not so different from working together
- ☐ Ethnographic analysis of work is common (day in the life)



eWorkPlace of Tomorrow

Organizational Changes

- ☐ Flexible workforce, project work, contractors for hire, low-friction talent marketplace
- ☐ CEO takes responsibility for organization's intellectual capital, and it is accounted for on the balance sheet
- ☐ Change recognition and reward structures as well as compensation packages to support **new ways of working**
- ☐ Less hierarchy, more trust enabled by better security ("good fences make good neighbors")
- ☐ Changes in Role – people can play multiple roles in an organization



eWorkPlace of Tomorrow

Balancing Work and Life

- ☐ Can't distinguish your work from your life (job title is your identity)
- ☐ Is your job a role? When are you out of it? Forced disconnectedness
- ☐ Multi-taskers vs. mono-focus (different cognitive styles) or divergent and non-linear thinkers vs. linear thinkers
- ☐ No e-mail Fridays – no meetings on Fridays (HP), work at home on Friday (Yahoo)



First, Second, Third Order Effects

- ❑ First Order: publish to the Web (1995- 2000)
- ❑ Second Order: use the Web to interact (development of social networks) 2000-2005
- ❑ Third Order: 2005- ? consumer (mob or crowd) development of products and services (portals/portlets; Salesforce.com's AppExchange; acceleration of open source applications), focus on "self service." Realization that the client knows their problem best.



Back to the Future (of Collaboration)

Ubiquitous Scenario

- Every electronic device is Internet capable/smart
- Inanimate objects are smart (nano and molecular computing...smart roads, smart cups, smarty pants!)
- People and devices are all clamoring for attention
- You can collaborate with anyone, anywhere, at anytime, and at almost any level of interaction
- When is it time not to collaborate?



Future Scenario: Rise of Attention Management (Continuous Partial Attention)

- ☐ Soon network bandwidth will surpass human bandwidth to process information
- ☐ How will people deal with this and the demands on their attention?
- ☐ When is MPD (multiple personality disorder) an advantage?
- ☐ Avatars and agents to augment our attention!
- ☐ *Note: Continuous Partial Attention was first coined as a term by Linda Stone in her work at Microsoft*

<http://research.microsoft.com/workshops/SCS2005/speakers/Stone.aspx>

For More Information

The 2006 VTS Report – Available in May

<http://www.reports.collaborate.com>

For more information: contact David

About Collaborative Strategies:

- David Coleman, Managing Director
- davidc@collaborate.com
- www.collaborate.com
- (415) 282-9197