

Teambuilding på distancen

- Ledelse af distribuerede projekter

- Flere danske virksomheder oplever problemer med distanceledelse af medarbejdere. Professor Jan Pries-Heje har identificeret betydningen af en systematisk opbygning af social kapital, i form af relationer, tillid og fælles gods, på tværs af geografi og kulturforskelle. Sammen med Danske Bank har han udviklet en metode, der afhjælper mange af de problemer der opstår med distanceledelse.
- Modellen er baseret på at der i løbet af seks faser af et teams liv systematisk opbygges social kapital. De seks faser er *danne, afklare, normere, udføre, bedømme og evaluere*, hvor hver fase tager stilling til relationer, tillid og fælles gods, på tværs af geografi og kulturforskelle.
- Modellen er blevet udviklet og afprøvet af Danske Bank, hvor teambuilding på distancen mellem Danmark og Indien er nødvendig. Modellen var så stor en succes at den i dag anvendes i alle projektområder i Danske Bank.

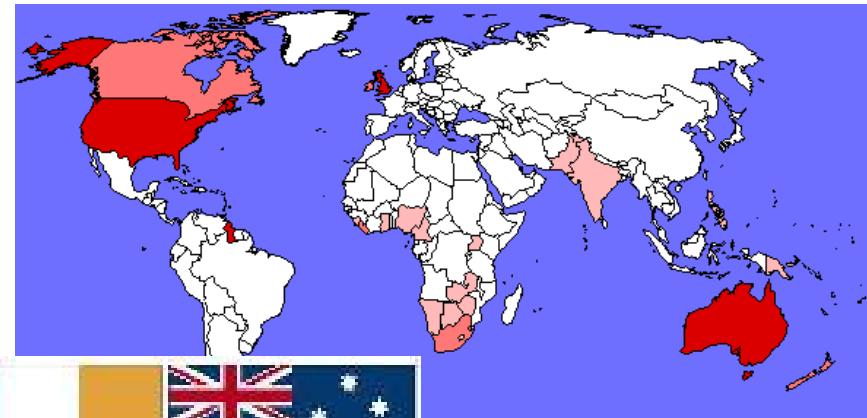
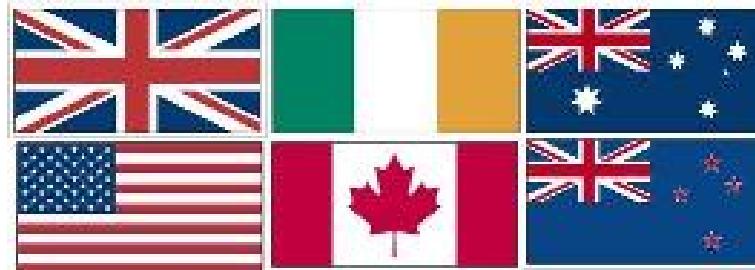
Udbytte af i dag

- Viden omkring nogle af udfordringer ved distribueret projektledelse
- Få et kendskab til hvordan en (6*6) model har hjulpet Dansk Bank med deres distanceledelse
- Viden om hvordan din virksomhed kan opbygge effektiv teambuilding på distance.

I WANT YOU



To Speak English
or ***GET OUT!***



De fleste af de følgende slides er på
engelsk
fordi
det er arbejdssproget som forsker
og i de fleste distribuerede projekter

Research Team



- Jan (janph@ruc.dk)
- Professor at Roskilde University; Head of research Group on User Driven IT Innovation
- Prior to that IT University of Copenhagen, Perth in Australia, Gothenburg in Sweden, Atlanta, USA and Copenhagen Business School
- Research in Organizational and Managerial aspects of IT Innovation

- Lene (lpries@itu.dk)
- Assistant Professor at The IT University of Copenhagen
- More than 12 years practical experience as an IT project manager, ERP Senior Consultant, Head of ERP consulting division and member of the leadership group
- Research
Implementation of ERP systems (PhD from IT-U 2009), agile and virtual project management



Context

In 2006, the Danske Bank Group decided to use outsourcing for some internal activities and they found a partner in Bangalore, India, to work with.

Today close to 550 people work in India for the Danske Bank Group.

The research was initiated in the summer of 2010 when Linda Olsen, the First Vice President for Danske Bank's Outsourcing setup in Bangalore, India (DCI), stated that they needed an improvement; they needed better virtual management.

In August 2010 we interviewed
In November 2010 – January 2011
we visited Bangalore

Interview study -> Analysis



Two types of projects

- Danske Bank have two types of projects.
 1. New development projects where something new is developed often as an add-on to existing applications or from scratch.
 2. System management projects where development consists of smaller changes, additions and defect corrections.
- The distributed projects (across Denmark-India) were mainly of the latter system management type.

A Management problem

- Enough technology available to the virtual project teams:
 - Tele-presence rooms at all main sites including Bangalore.
 - eMeeting software and Chat at all workstations in Denmark and India.
 - Several Video meeting facilities in Bangalore and at the Danish sites.
- Thus Linda Olsen emphasised that the need for better virtual management was in her view a *management* problem.

Interviews

- Purpose of trip to India was to obtain a better understanding of the problems related to actual virtual (distributed) management
- Pilot test of the interview guide in the Fall of 2010
Four projects interviewed (many participants in each)
- **Bravo:** Medium-size system management project. Using Scrum as their development methodology with one scrum-team in Denmark and another in Bangalore
- **Charlie.** Smaller system management project
- **Golf:** Larger 3-year development project with main parts developed in India
- **Tango:** Larger system management project
- Besides interviewing the Indians in DCI in Bangalore we also interviewed five Danish Liaison Officers and the Vice President + a number of Danish managers

Analysis

- Contextualized, interpretive methodology using the technique of case study research
- Data analysis followed the interpretive tradition, using hermeneutics. Interviews minutes and observation documents were coded and analyzed. First, we found a number of potential problem categories. Then a subsequent, more careful qualitative data analysis uncovered a number of underlying problem themes
- We ended up with seven problem areas

Problems identified in interview study - 1

1. Social ties take time to build – Just putting people from different places into the same team will not create social ties within the team.
2. Not enough trust in relationships especially across Denmark and India – To work well together trust is needed
3. Lack of shared vision and language – This is necessary to build parts of the same thing at different places
4. Cultural distance – meaning that the ways and means, traditions and expectations are highly different in different cultures

Problems identified in interview study - 2

5. Communication Issues – When you have different backgrounds and different cultures you often mis-communicate
6. Lack of reciprocity between Denmark and India – The Danish project participants often reported that they were giving more to the projects than they received back
7. Not sufficient team identification across sites – People in the same team distributed across different sites did not feel as if they were the same team

#1 - Relationer tager tid

- *Hvad laver jeg her?*
- Man mangler viden om hvad de andre laver
- Folk arbejder alene fordi det er lettest

#2 - Tillid

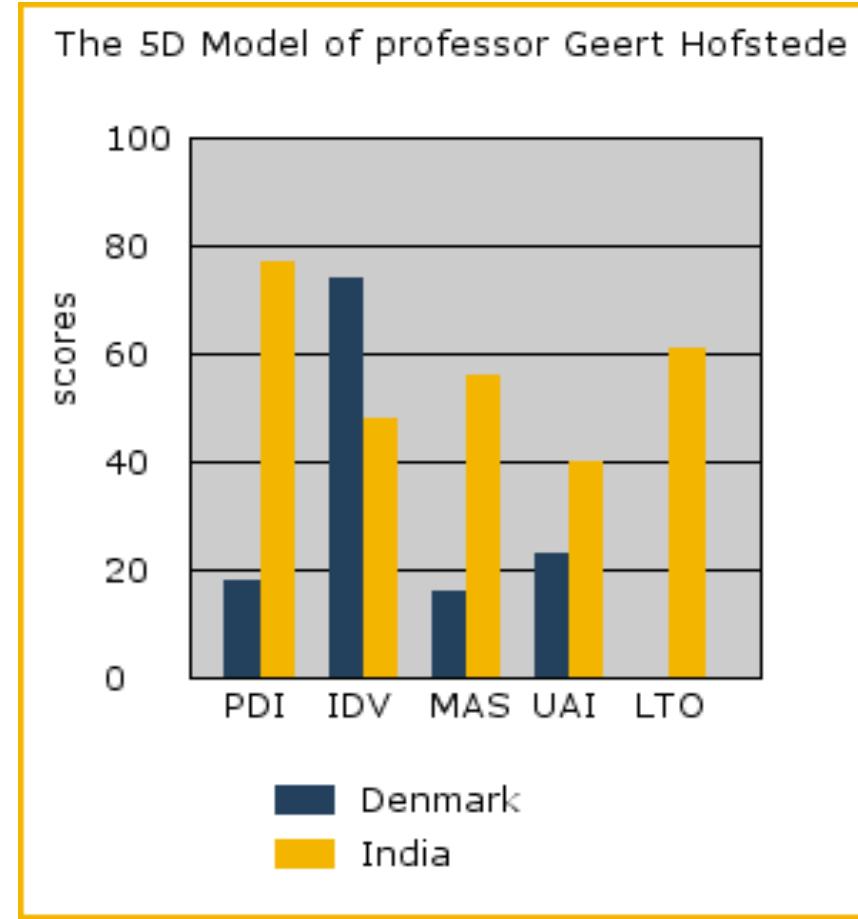
- I netværk, med fælles normer og tillid, får individer adgang til nogle resurser som vi ellers ikke ville have
- Konkret består udfordringen i at ...
 - det er svært at skabe tillid virtuelt,
 - det er svært at forpligte sig virtuelt,
 - man mangler tit en fælles vision, et fælles sprog, og fælles begreber.
- Og når der ikke er tillid nok så falder projektet sammen, eller det præsterer ikke på et ønskværdigt niveau

#3 - Fælles sprog og vision

- Uden fælles vision, sprog og begreber taler man forbi hinanden,
- og går i hver sin retning
- Eller for mange arbejder (parallelt) på samme opgave eller leverance

#4 - Kulturel distance

- Kulturforskelle manifesterer sig som forskellige værdier, f.eks. i forhold til magt, usikkerhed, at slå til, at fejle, hvad succes er, skal man holde en deadline, gruppearbejde osv.
- I det små kan det være ting som at en arbejdsgang for mig kan være fridag for dig, og at religion kan spille en (uventet) rolle.



Source: <http://www.geert-hofstede.com>

#5 - Kommunikation

- Hvordan kommunikere uden at være sammen
- Midnat for mig er morgen for dig
- Få timer hvor begge / alle er på arbejde
- Lange svartider på selv simple spørgsmål; *Skal der være et komma der?*
- Planer og handlinger man er enige om kan pludselig flyde i cyberspace

#6 - Gensidighed

- Når vi "investerer" i en relation forventer vi at få noget (af tilsvarende værdi) retour
- OK at "investere" på lang sigt, men ingen "en-vejs velgørenhed"
- Undgå herre-slave forhold; det er en ufrugtbar relation

#7 - Team identifikation

- *Programmører der ikke taler sammen laver programmer der ikke taler sammen*
- *Ude af øje ude af sind*
- Dårlig eller manglende integration imellem projektmedlemmer
- Ingen identifikation til det fælles (team)
- En følelse af at være alene – isoleret – sniger sig ind; der er ikke noget **VI**
- De uformelle møder på gangen, til frokost, ved kaffemaskinen eller vandkøleren – går tabt

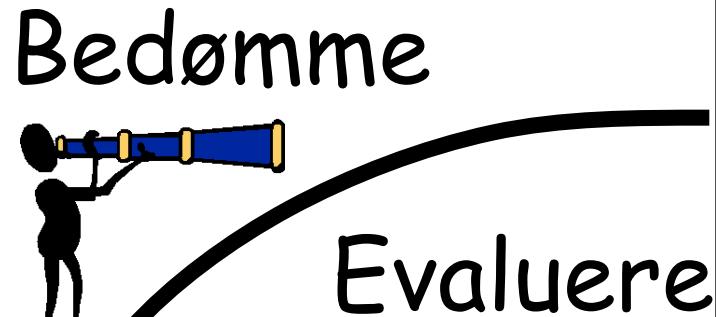
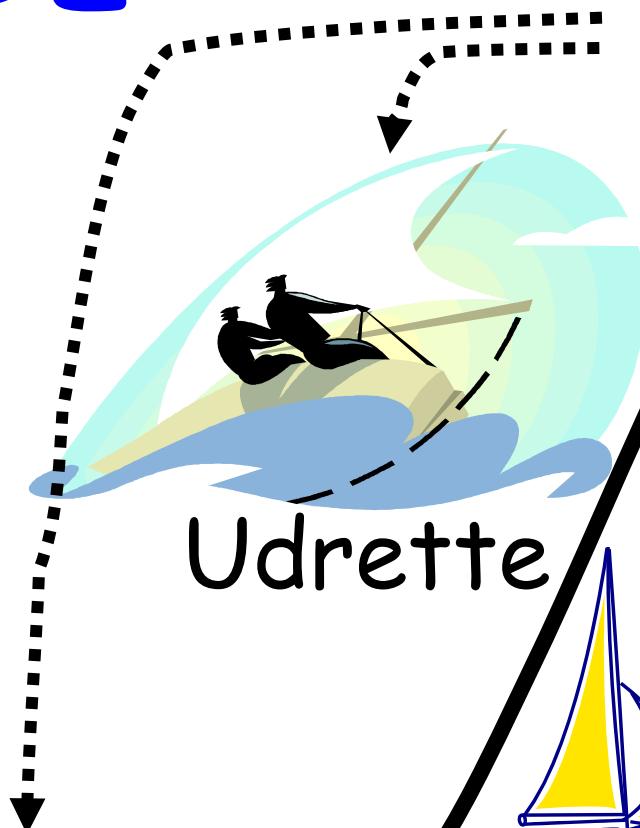
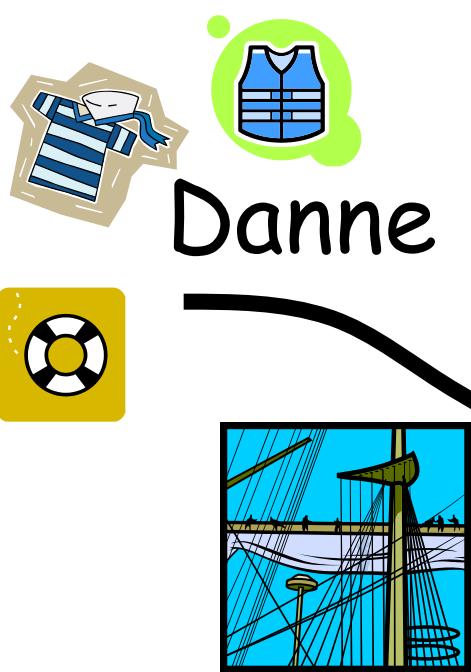
6-by-6 Framework

- We used a design science research approach to design a conceptual framework for team building in virtual and distributed project teams.
- The conceptual framework combines a **six**-phase teambuilding model with the notion and elements of social capital. Thus in each phase of teambuilding you build up all **six** elements of social capital.

Den ene dimension i
pakken er DANUBE



DANUBE



Stikord til DANUBE

Danne	Teamet sættes sammen; Fornøden viden og kompetence; Teamet samles; Vi ER et team; Hvem er jeg
Afklare	Hvem er de andre; Afklare gruppe-dynamik, kommunikation, beslutninger, spilleregler, social kontrakt
Normere	Mål, prioriteter, roller, kontekst og vision
Udrette	Kommunikation og koordination undervejs, fortsat gruppe-dynamik
Bedømme	Hvordan går det; skal vi tilbage og gentage eller redefinere; midtvejskrise
Evaluere	Så er det slut; hvad lærte vi

Den anden dimension i pakken er Social kapital

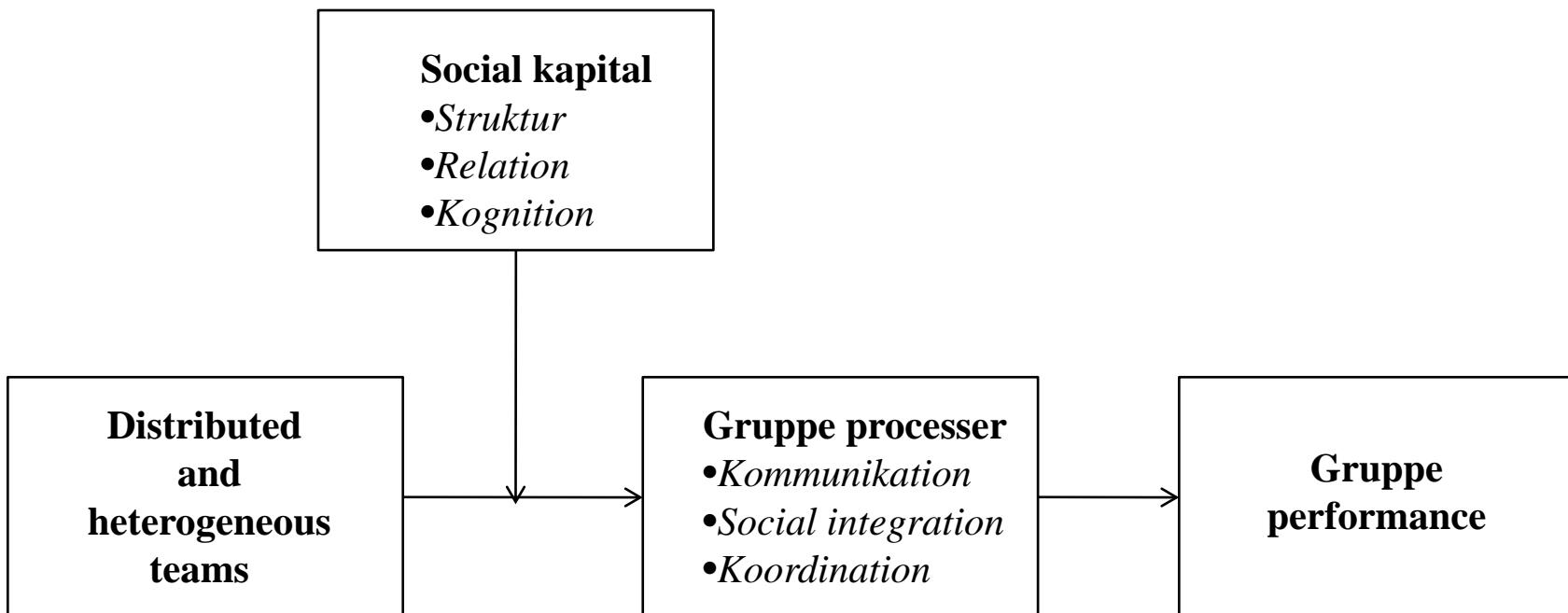
Social kapital



- Social kapital er et udtryk for sammenhængskraften i f.eks. organisationer og teams
- Ved at indgå i sociale relationer baseret på netværk, fælles normer og tillid, får individer adgang til nogle ressourcer som de ellers ikke ville have.
- Social kapital rækker udeover individernes blotte fællesskab
- Det er en produktiv kraft, der gør et team eller en organisation til andet og mere end en samling individer, der hver især forfølger egne mål.
- Social kapital handler altså om netværks og relationers **synergieffekt**

Hvorfor er social kapital vigtigt

- Hvis man skal have god performance i et team, så skal man have social kapital



Social kapitals attributter

- Struktur
 - Interaktion (sociale bånd)
- Relationer
 - Tillid
 - Reciprocitet
 - Identifikation
- Kognition
 - Delt vision
 - Delt sprog og begreber

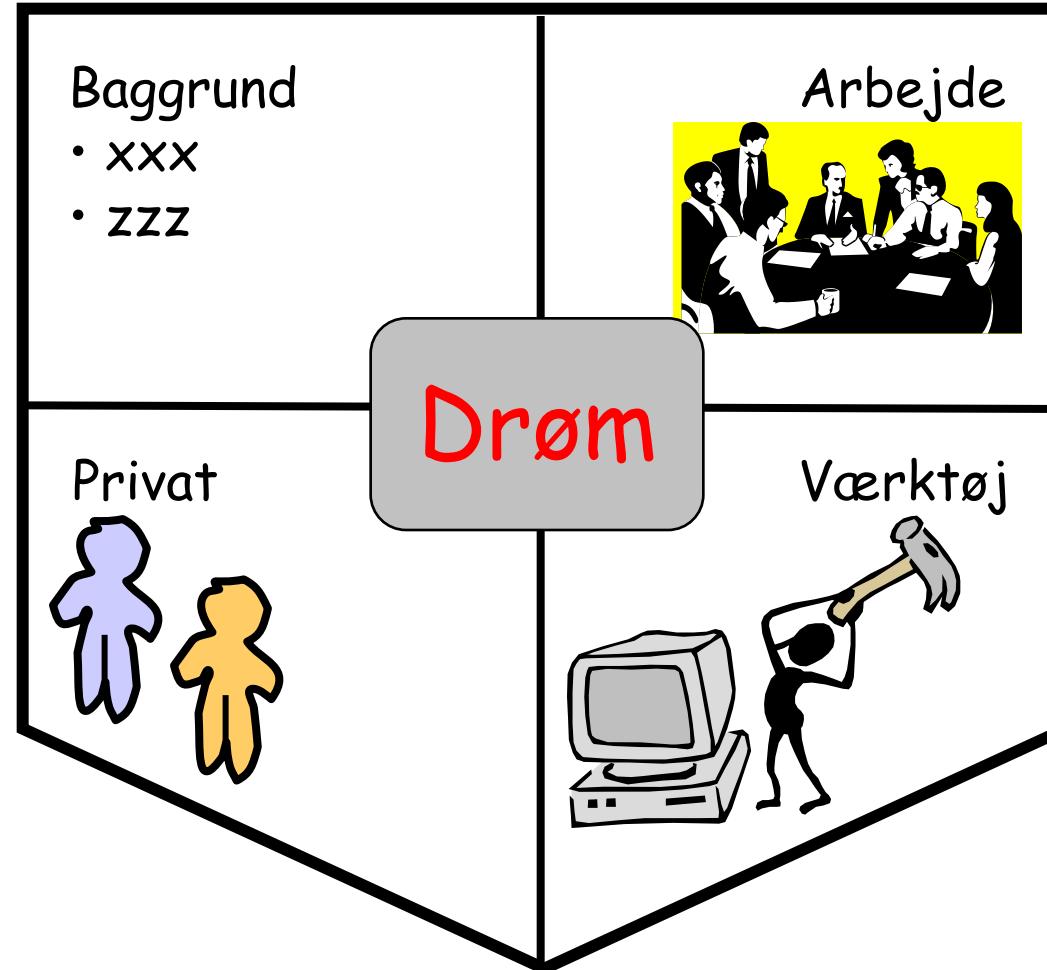
Social kapital kan hjælpe på ...

- Kommunikation
- Social integration
- Koordination
- Kilde: Evans & Carson (2005)

I vores "framework"
kombinerede vi de to
dimensioner til en
"6-by-6 model"

	Danne	Afklare	Normere	Udrette	Bedømme	Udrette
Struktur / Sociale bånd	Skjold	Mennesket bag Hvilken tekn.?	Begivenheder	Fejring Create social time	<i>Behov for måling</i>	Retro-Spective *
Relation / Identifikation	Grp.portræt	Forestil dig succes Selvtillid	Korte feedback-loop	Fortæl om succes	Proces-observation *	Retro-Spective *
Relation / Tillid	<i>Historisk tillid</i>	Team spilleregler	Udforske barrierer Afklar roller	Tilpassende teamledelse	Proces-observation *	Retro-Spective *
Relation / Reciprocitet	<i>Mindset</i> (Løn, tidszoner, sprog)			Kollektivt ejerskab	Proces-observation *	Retro-Spective *
Kognition / Delt vision	Videns-landkort *	Hofstede *	Forsidehist. SPOT Træskolæng. Game Plan	Iteration Synlighed	<i>Behov for måling</i>	Retro-Spective *
Kognition / Sprog & begreber	Videns-landkort *	Teambuilding aktiviteter Hofstede *	1. møde Udv.modeller Artik.protokol Fæll. Pro&arki	Par.prog.	<i>Behov for måling</i>	Retro-Spective *
Andre			Komm. Behov Int.matrix		Fiskeben	

Tegn dit skjold



Lav et gruppeportræt

- Hav et stort fælles medie
- Tegn stole-arrangementet
- Skriv navne i cirkler ved stolene
- Gør plads til 4-5 bullets om hver



Team Building aktiviteter

(based on Duarte & Snyder 2006: 119)

Lad hvert team-medlem ...

- Fortælle noget interessant om sin egen kultur, og en måde at arbejde på som teamet kan bruge
- Fortælle gruppen hvordan vi i teamet kan bruge vedkommendes særlige ekspertise
- Gennemgå dokumentation fra tidligere projekter, for at finde ting vi vil bruge i dette team
- Dele CV, foto-kollager, og favoritmusik

Hvilken teknologi? (based on Duarte & Snyder 2006: 171)

	Informations-deling	Diskussion og brainstorm	Fælles beslutningstagen	Fælles arbejde på produkt
Voice mail	Delvis effektiv	Ikke effektiv	Ikke effektiv	Ikke effektiv
Telefon-konference	Effektiv	Delvis effektiv	Delvis effektiv	Ikke effektiv
Email	Effektiv	Delvis effektiv	Ikke effektiv	Ikke effektiv
Emeeting (alene)	Effektiv	Delvis effektiv	Ikke effektiv	Delvis effektiv
Tele Presence	Effektiv	Delvis effektiv	Effektiv	Ikke effektiv
Videokonf. med delt tekst og grafik (emeeting)	Effektiv	Effektiv	Effektiv	Effektiv

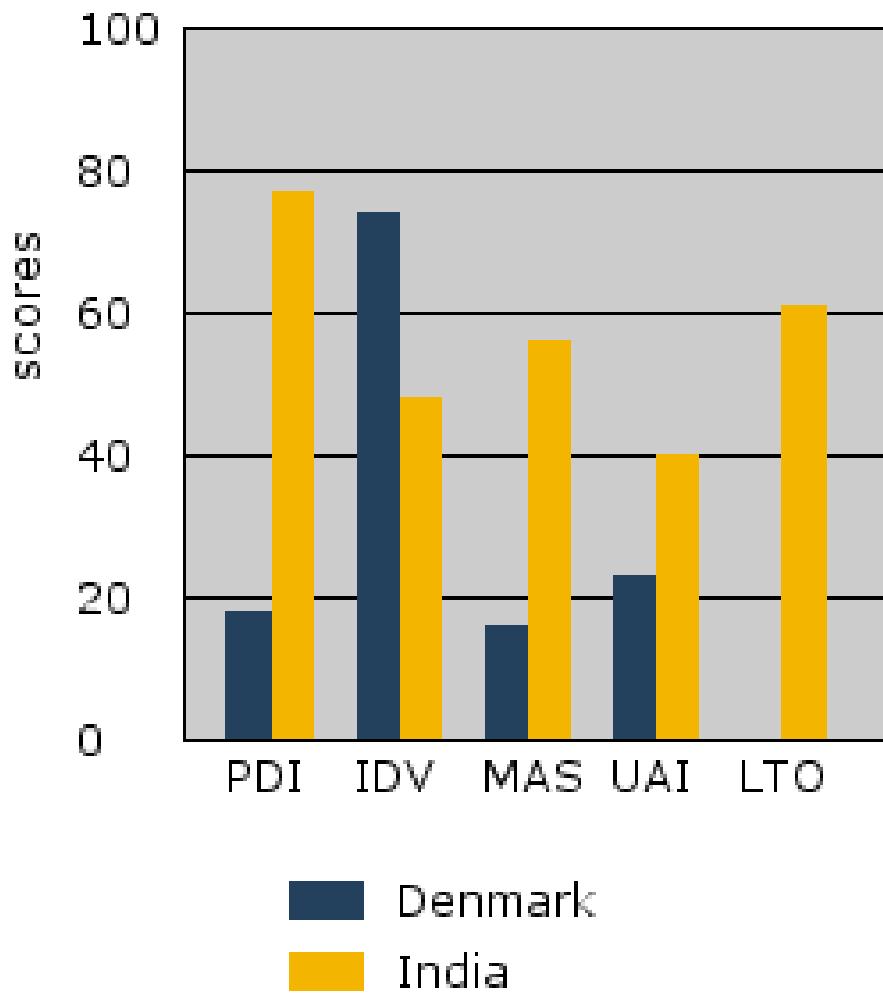
Hofstede's five dimensions for understanding cultural differences

1. Power Distance (PDI)
2. Uncertainty Avoidance (UAI)
3. Individualism-Collectivism (IDV)
4. Masculinity-Femininity (MAS)
5. Time horizon / Long term orientation (LTO)

Danmark og
Indien er næsten
så forskellige
som man kan
blive!

Især med hensyn
til magtdistance
og maskulinitet

The 5D Model of professor Geert Hofstede



Source: <http://www.geert-hofstede.com>

Team Building & Hofstede

(based on Duarte & Snyder 2006: 118)

- Meget individuel (som DK og tildels Indien), så brug teambuilding til at lade den enkelte tale om sig selv først, og derefter tal om samarbejde
- Lille 'uncertainty avoidance' (som DK), så tal generelt om hvordan teamet skal arbejde, og sæt detaljer på siden hen
- Stor 'uncertainty avoidance' (som Indien), så brug teambuilding til meget konkret at specificere hvordan man vil arbejde sammen

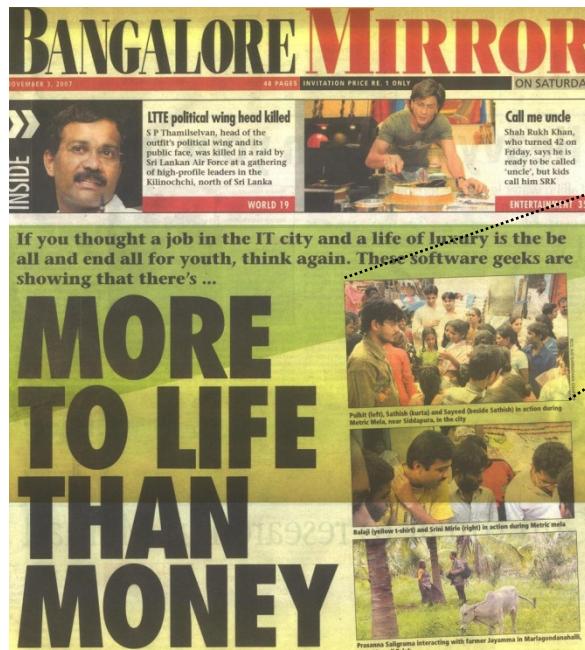
Team Building & Hofstede (fortsat)

- Hvis lille 'power distance' (som DK), så brug teambuilding til, at lade den enkelte fortælle om sin baggrund i relation til teamet, og brug f.eks. konkurrence-orienterede aktiviteter hvor enhver kan vinde
- Når stor 'power distance' (som Indien), så brug teambuilding til, at lade den enkelte fortælle om sig selv i relation til andre, og brug ***ikke*** aktiviteter der kan forrykke magtbalance og hierarki

Forsidehistorien

Hvad skal der stå om jer?

- Vælg et magasin alle respekterer
- Forestil jer (brainstorm) forsidehistorien, overskrifter, billeder og forklarende tekstboxe

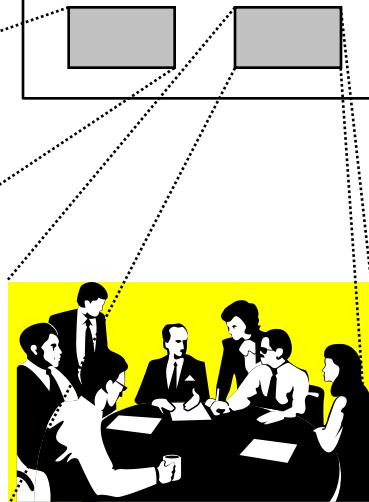


Overskrifter

- ...
- ...
- ...
- ...

Tekstbokse

- ...
- ...



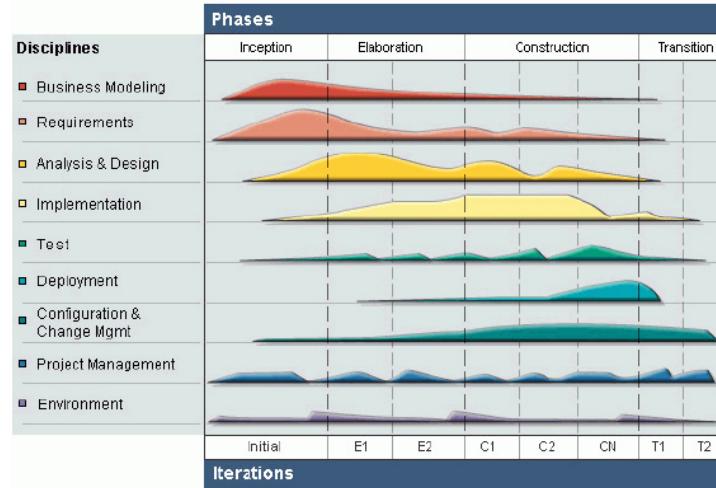
Illustrationer

Brug udviklingsmodeller

Advantages:

- Everyone has the same terminology in projects
- It becomes easier to register and understand data and experiences from earlier projects. The method can become a common framework for communication i.e. of successes
- With well defined phases and documentation for each phase management is much easier

- New employees without experience gets a well defined platform to start out from
- One can use an organization specific method as basis for training and courses



Artikulation af protokol

- Global vs. lokal artikulation af protokol
- Protokol vs. faktisk (situert) proces
- Brug for mekanismer til at forhandle og lave aftaler

Create social time

- Faste rutiner for social tid
- Møde og telefonsamtaler starter og/eller slutter med at tale om sociale ting
- Tid afsættes til at tage sig af det sociale

Proces-observation

(based on Duarte & Snyder 2006: 206)

- Hav en professionel facilitator til at observere en telefon- eller videokonference, og udfylde skema:

	Hypsighed			
	Mindre end 2 gange	2 til 4 gange	Mere end 4 gange	Total
Team-lederen dominerer diskussion				
1 eller 2 medlemmer af team dominerer diskussion				
1 eller 2 medlemmer kritiserer andres arbejde				
Diskussion synes kun at være negativ				
Nogle medlemmer af team er enige med alle				
Nogle medlemmer af team sidder uden for diskussion				
Nogle medlemmer af team synes 'tabt' og ikke i forbindelse med resten af team				
Nogle medlemmer af team synes forvirrede omkring information som de skulle have fået				

The starfish exercise



Dividing a white board (or something everybody can see) into 5 sections:

- More of
- Less of
- Stop doing
- Start doing
- Keep doing

	Constitute	Clarify	Commit	Carry Out	Check	Conclude
Structure / Social ties	Shield	Human behind What techn.?	Events	Celebrate Create social time	"Light" Retro-spective * ←	Retro-Spective *
Relation / Identification	Grp.portraitt	Imagine success Confidence	Short feedback loop	Talk about success	Process observation * "Light" ←	Retro-Spective *
Relation / Trust	<i>Historic trust</i>	Team game rules	Explore barriers Define roles	Performance and knowl. based trust	Process observation * "Light" ←	Retro-Spective *
Relation / Reciprocity	Mindset (time zones, language)			Identification trust	Process observation * "Light" ←	Retro-Spective *
Cognition / Shared vision	Knowledge map *	Hofstede *	Front page SPOT Big Steps Game Plan	Use common vision	"Light" Retro- ← spective *	Retro-Spective *
Cognition / Language & concepts	Knowledge map *	Teambuilding activities Hofstede *	1. meeting Devl. Model Artic.protocol Common process&archit.	→	"Light" Retro- ← spective *	Retro-Spective *
Other ...			Comm. need Stakeholder matrix		Fishbone	

Addressing the problems - 1

- Problem #1 – Social ties take time. This is addressed by having a conceptual framework where you go through all the phases of team build-up thereby allowing the time it takes to build social ties
- Problem #2 – Not enough trust. This is addressed by the strong emphasis on trust building; the third row in Six-by-Six framework.
- Problem #3 – Lack of shared vision and language. This is addressed by row 5 and 6 in our Six-by-Six framework.
- Problem #4 – Cultural distance. Addressed partly in the fields saying “Hofstede”.

Addressing the problems - 2

- Problem #5 – Communication Issues. As can be seen from Evans & carson (2005) better communication is a result of the heightened level of social capital that is all six rows in all phases in the conceptual framework. Furthermore we have a row 7 “Other” that specifically addresses Communication.
- Problem #6 – Lack of reciprocity. This is addressed by row 4 on reciprocity in our Six-by-Six framework.
- Problem #7 – Not sufficient team identification across sites. This is addressed by row 2 identification in our Six-by-Six framework.

Impact

- The complete six-by-six framework was diffused in seven project areas in Danske Bank, January-February 2011
- Evaluated very positively in the summer of 2011.
- Sixty people trained in the Spring of 2012; Framework is being implemented throughout Danske Bank in 2012-

Generalizing to other companies

- If another company or organization wish to cope with similar problems by systematically building social capital through teambuilding
- Then the specific organization needs to undertake an evaluation of the techniques in the six-by-six framework
- And for each one ask, Will this technique be possible to use here with the contingencies given here?

5 phases - 1

1. Establish the challenges are that you are facing in your organization. This can be done through an interview study or through a survey using the seven problem areas that we identified.
2. If the challenges are similar you can benefit from adopting the six-by-six framework for systematically building social capital in projects

5 phases - 2

3. Before you can adopt the framework you need to take each of the techniques mentioned in 6-by-6 framework and make sure that they are useful in your context?

You should also consider whether other techniques should be added?

In considering this you should probably look at experiences from virtual projects in your organization and “harvest” positive uses of techniques.

5 phases - 3

4. When the framework has been locally consolidated we recommend that you pilot it in 5-7 projects like we did in Danske Bank

5. When the pilot project has then been evaluated and results taken into account then you can roll-out the six-by-six framework adapted to your whole organization

Konklusion

- Nu skulle du gerne have:
- Viden omkring nogle udfordringer ved distribueret projektledelse
- Fået kendskab til hvordan en 6*6 model har hjulpet Dansk Bank med deres distanceledelse
- Viden om hvordan din virksomhed kan opbygge effektiv teambuilding på distance

Læs mere - anvendt litteratur

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