

Erfolgsfaktor Führung und Zusammenarbeit in verteilten (virtuellen) Teams

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Virtuelle Teamarbeit ist heute Realität



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- **The United States Labour Department reported that 19 million people worked from home, online or from another location in 2001 (Pearlson & Sounders)**
- **GartnerGroup estimated that by 2002 over 100 million people worldwide will be working outside traditional offices**
- **68 percents of Fortune 1000 companies using self-managing teams (Lawer 1995)**

Investitionen in Infrastruktur



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- Economic indicators for importance of virtual (distributed) project management
- **Some analysts predict spending on distributed project management solutions to grow from \$2 billion in 2002 to \$7 billion in 2007 (Collaborative Strategies 2004)**

Investitionen in Projektmanagement-Fähigkeiten

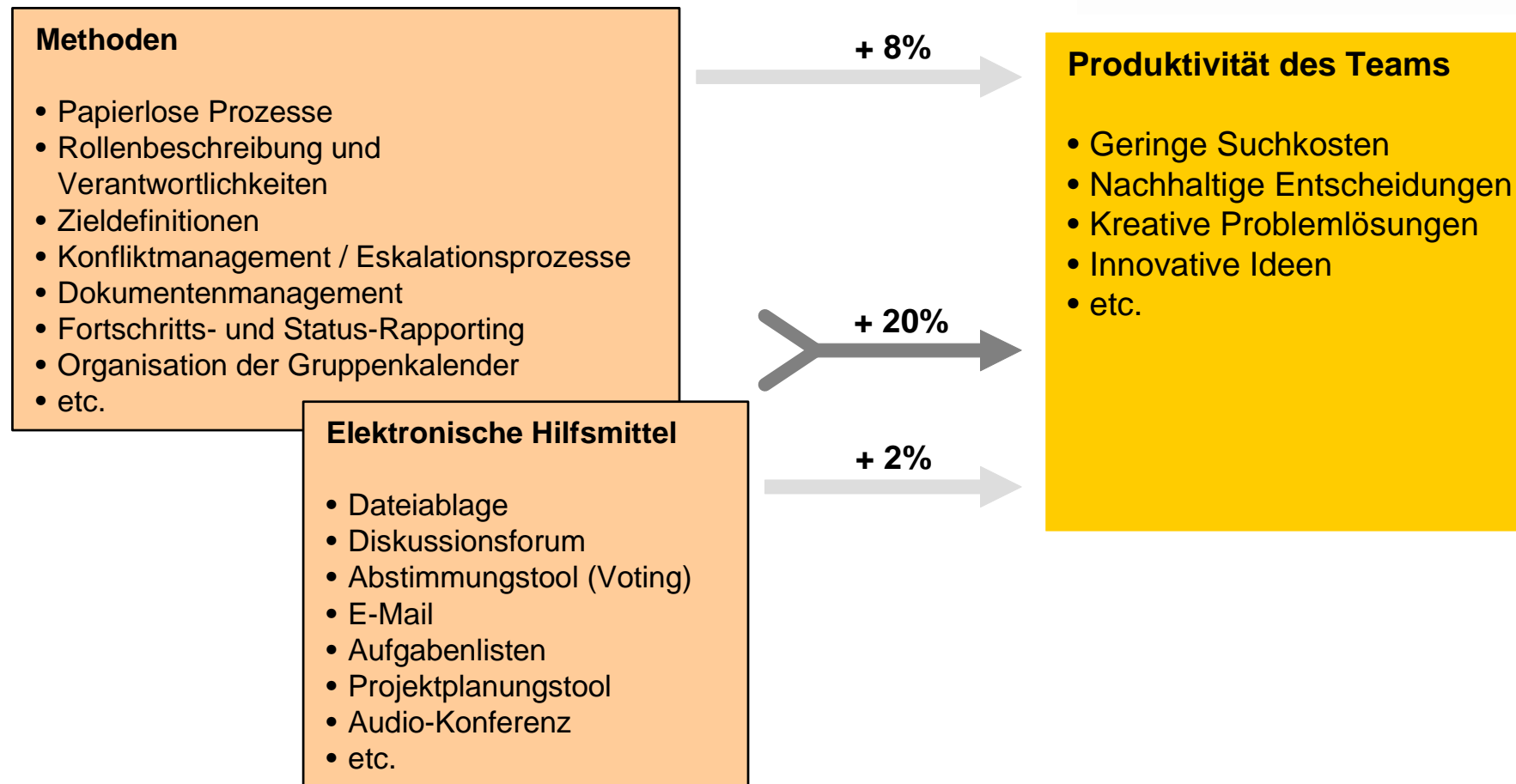


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- **On average, companies around the globe spent \$177,000 (US) in 2005 enhancing project management practices**
 - Healthcare companies:~ \$345,000 (on average)
 - Professional services: ~ \$292,000
 - Construction/manufacturing:~ \$147,000
 - Information technology:~ \$82,000
 - Energy companies:~\$60,000
- **One out of three executives believe that project management is a strategic imperative, and three out of four believe that it will become one**
 - 34 percent believe that project management is a strategic imperative
 - 73 percent agree that project management will become a strategic imperative over the next few years
 - 93 percent strongly agree that project management is a valuable asset

(source: PMI 2005 Annual Report)

Methoden + IT = 10-fache Hebelwirkung



Beispiel „Meeting Mania“



- Wenn Informationsarbeitende einmal pro Monat weniger zu einer Sitzung anreisen, spart jede/r Einzelne pro Jahr 560 Franken und die Schweiz 1'925'000'000.

3 Ebenen für das Produktivitätspotential



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Struktur	Verhalten	Resultat	IKT
Netzwerke, Unternehmen, Verwaltungen	Geschäftsprozesse, Geschäftsnetzwerke	Organizational Productivity	... Reverse Auction ... Workflow Mgmt. ... Online-Redaktion ... Direct Sales
Arbeitsgruppen (Teams)	Routinen - Rollen - Aufgaben - Methoden	Team Productivity	... Video-Konferenzen ... Voice Integration ... Sales Automation ... Groupware ... Shared Task Mgmt.
Manager, Team-Leader, Mitarbeiter/-innen	Arbeitsstil	Individual Productivity	... Task Mgmt. ... Mobile Agenda ... Always On ... Stealth Mode



Ferrari 550 GTO

Kooperation ist ... wenn ich sehe, was Sie gerade machen und sofort mithelfen kann, wenn mir Sinnvolles dazu einfällt.



Burj Al Arab, Dubai

Zufriedene Besucher
des heutigen Nachmittags



Auch neue Arbeitsstile müssen organisiert sein



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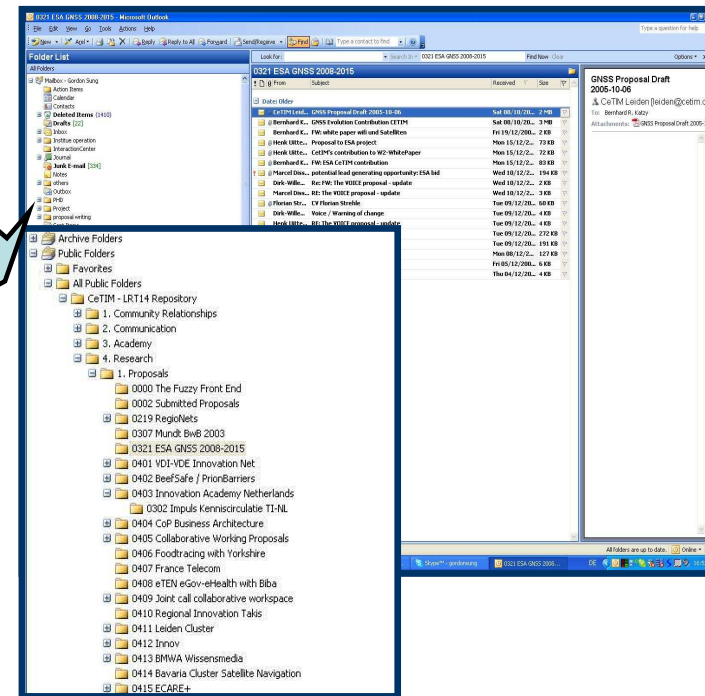
Individuelle Ebene



Papier basiertes
individuelles
Arbeiten



Digitales
zusammen
Arbeiten



Führungspraktiken der Wissensgesellschaft



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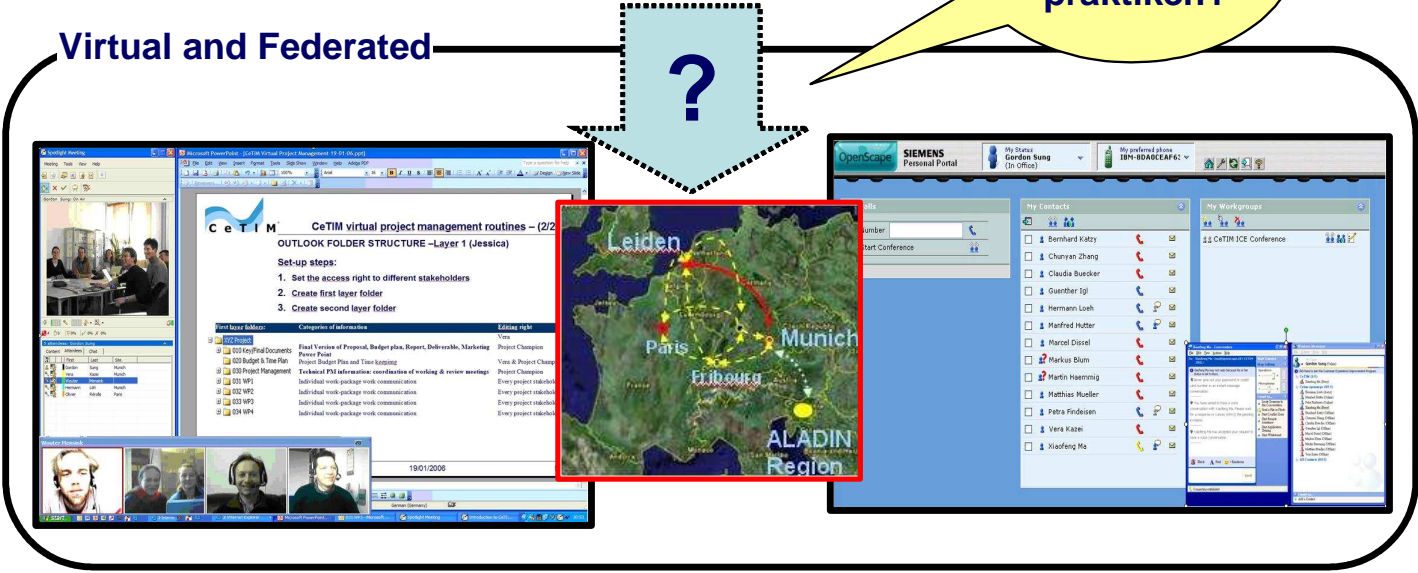
Team-Ebene

Co-located & Supervision



Welche Führungspraktiken?

Virtual and Federated

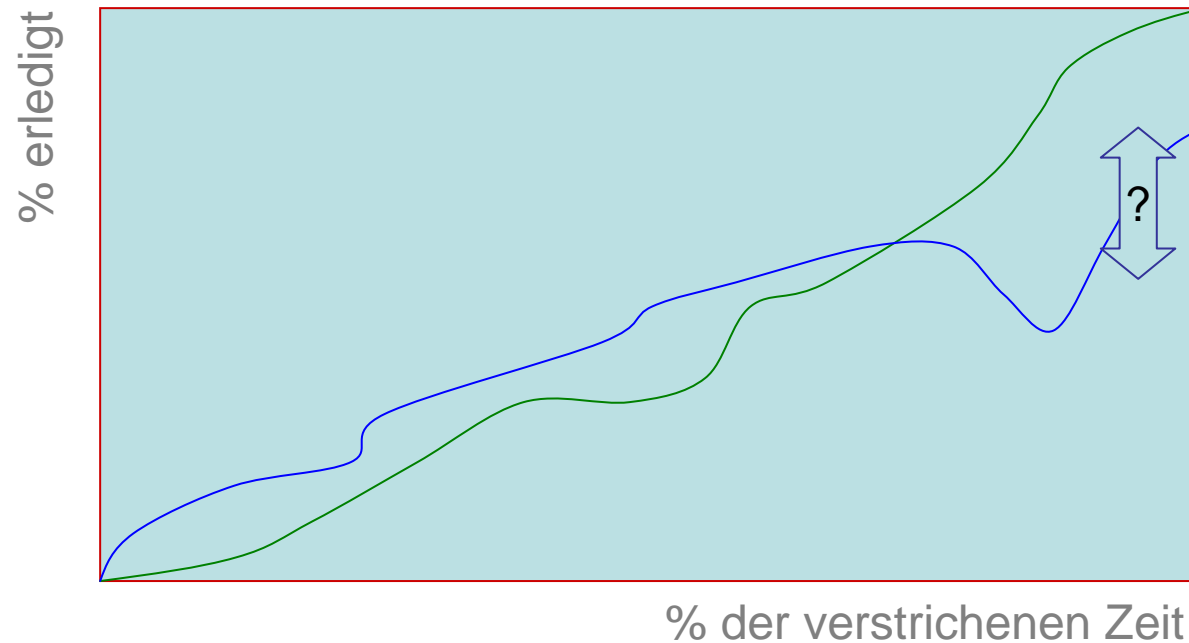


Rechtzeitig ist zu spät



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Team-Ebene



- Auto reparieren**
Alle sind sich einig:
jetzt ist es geflickt
- Marketing-Plan**
Meilenstein erreicht.
Ist der Plan fertig?
Oft hat jeder eine
andere Meinung dazu

Ein produktiver Wissenarbeiter liefert nicht rechtzeitig ein fertiges Resultat, sondern möglichst früh ein halbfertiges und verbessert es stetig, bis der Zeitpunkt des Meilensteins gekommen ist. Dann ist er fertig.

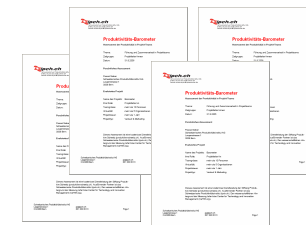
Die 10 Voraussetzungen für produktive Teams



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Team-Ebene

1. Gemeinsame Arbeitsplattform mit Regeln und Zielen
2. Aktualisierte Kontaktliste mit Präsenz-Information
3. Dokumenten-Versionierung
4. Ordner (File-Ablage) nach Aufgaben
5. Informationsbenachrichtigung
6. Geteilte Aktionsliste
7. Status Reporting
8. Gruppenkalender
9. Virtuelle Meetingorganisation
10. Elektronischer Datenaustausch



ipch Checkliste

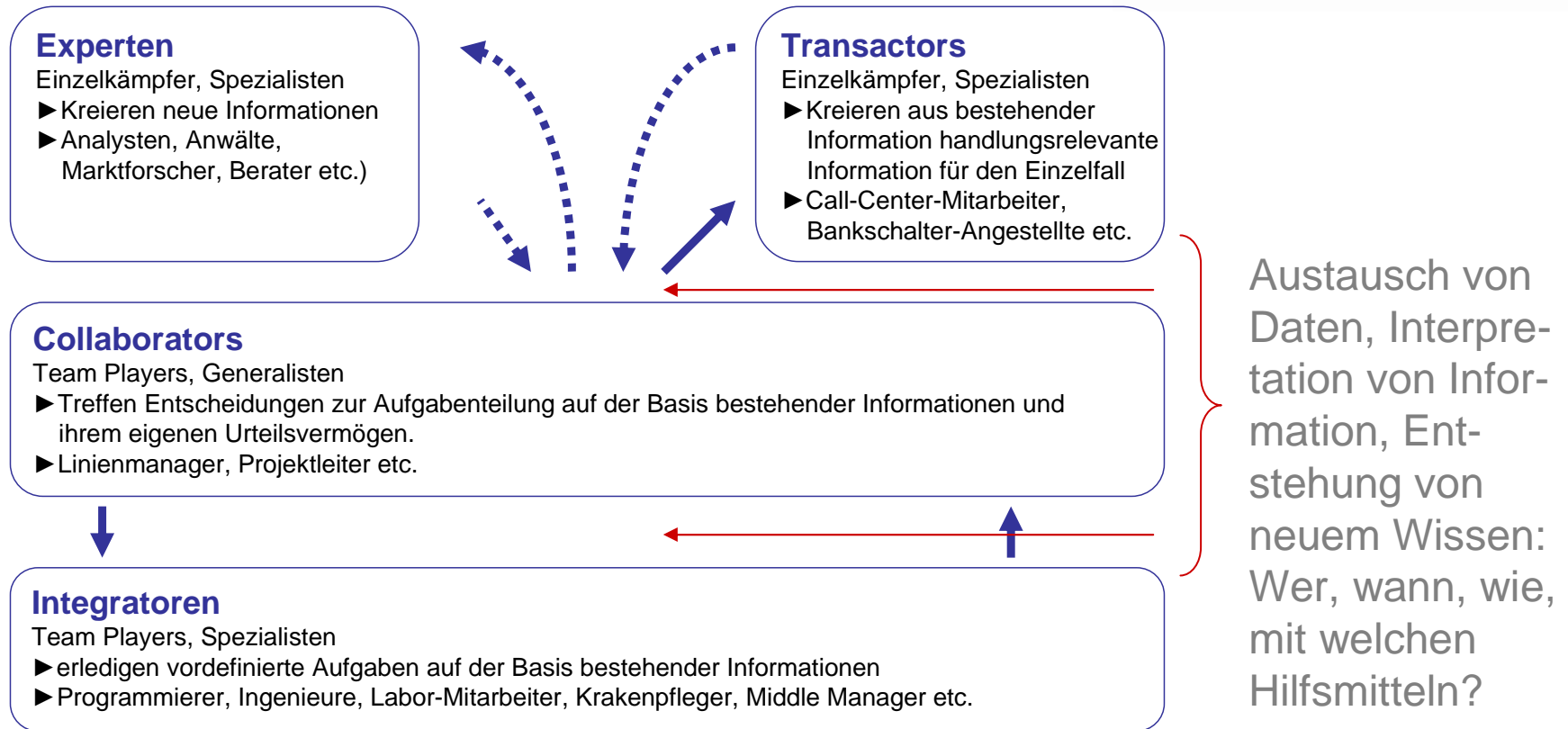
„Seit wir das so machen, habe ich endlich jederzeit einen verlässlichen Eindruck über den Stand meiner Projekte.“ (Samuel Hügli, Ringier)

Deshalb funktioniert Teamarbeit heute oft nicht



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Team-Ebene



[Source: Information Worker Productivity Council (2003); Ergänzungen: ipch.ch (2005)]

Führungsaufgaben für produktive Teams



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- Traditionell:

- Koordination durch Überwachung und Kontrolle
- Prozessautomation
- Standardisierung
- Kurzfristige Orientierung „do-it-right-the-first-time“

- Neu:

- 20% des Projektaufwands zur Etablierung der Zusammenarbeitsroutinen
- Architektur der Lieferung von anfassbaren Resultaten
- Soziales Kapital und Vertrauen
- Nachhaltiger Aufbau und Pflege von Fähigkeiten und Fertigkeiten

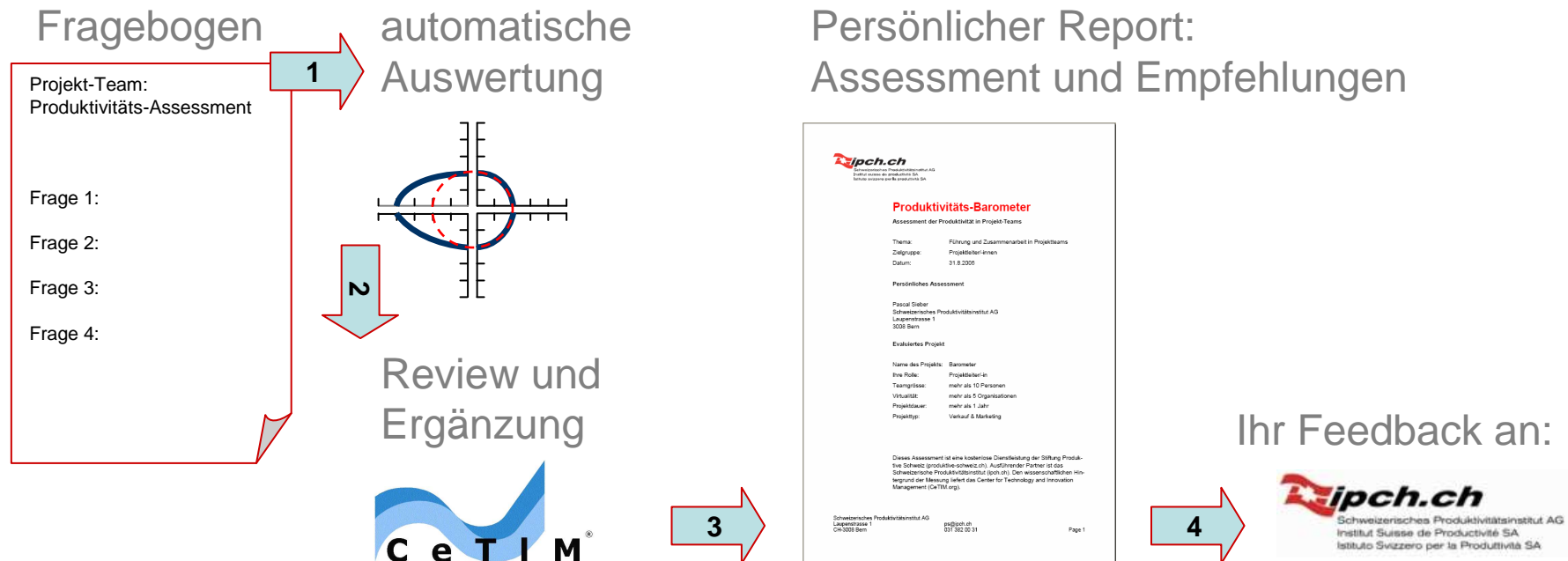
Self-Assessment: Produktive Projektführung



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Team-Ebene

- <http://www.ipch.ch/>
- Persönliches Projekt-Assessment mit ausführlichem Report

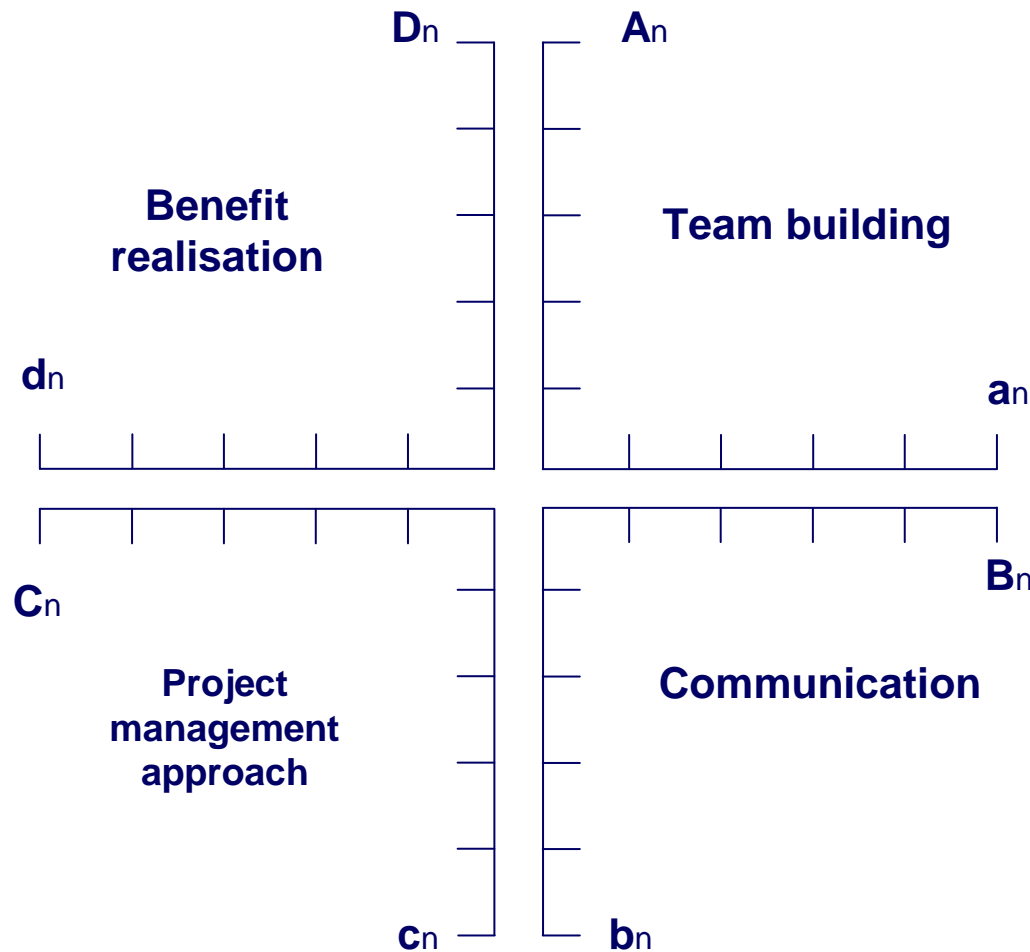


The objective of this report is to provide a productivity assessment for working towards a virtual project setting.

The overall assessment analysis covers five aspects:

- **Overall project situations**
- **Team building**
- **Communication**
- **Project management approach**
- **Benefit realisation**

Based on the project situation analysis, the participants will be asked to confirm the correct interpretation of the project situation prior receiving the remaining detail assessment of results.



A_n = Team composition

a_n = Team relationship building

B_n = Geographical distribution

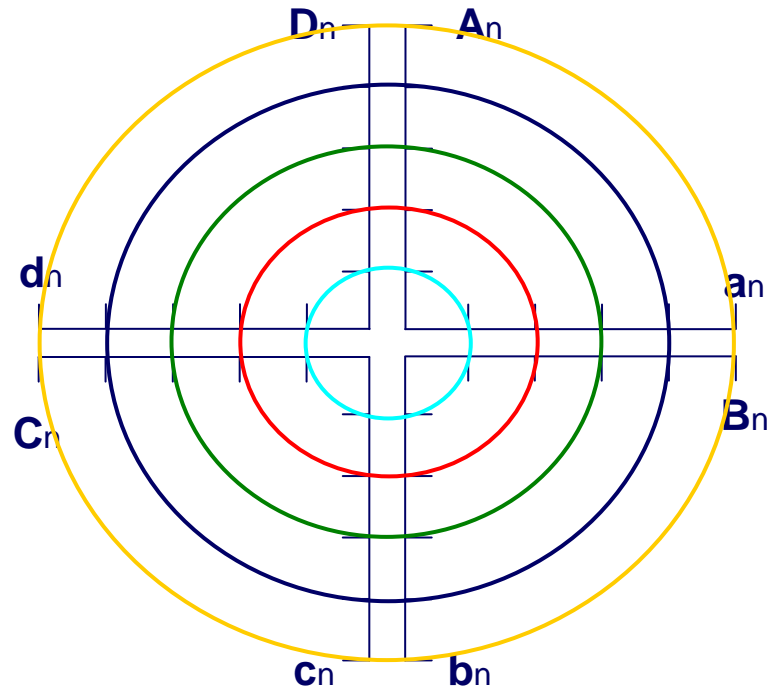
b_n = Communication approach

C_n = Project organisational setting

c_n = Team work process / approach

D_n = Project definition approach

d_n = Project objective realisation



- Fully virtual
- Cross Organisation, peer to peer
- Cross organisation, one dominant org.
- Cross-department
- Inter-department

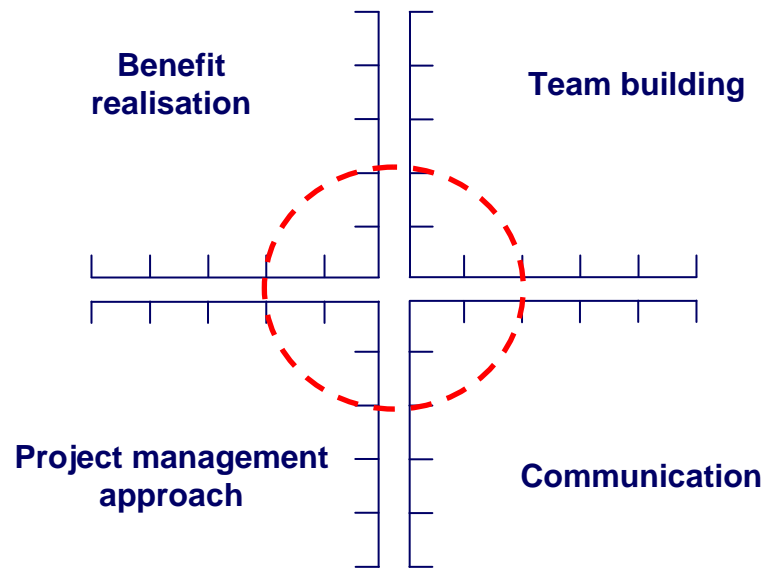
Based on your answers to the questionnaire, our assessments on your project situation are:

- Product development project, with less structured processes
- It is a stable (accumulated collaboration experiences/ relationships from past projects) and cross departmental project, with limited virtual elements:
 - Travelling within relatively short distance
 - Based on traditional way of communication (telephone and e-mails)
- Element of traditional project management (planning, secluding & tracking) with less efforts spending on:
 - Team relationship development
 - Share information through structured collaborative workspace
 - Define new communication & coordination processes

Please confirm if we understood your situation:

>> disagree

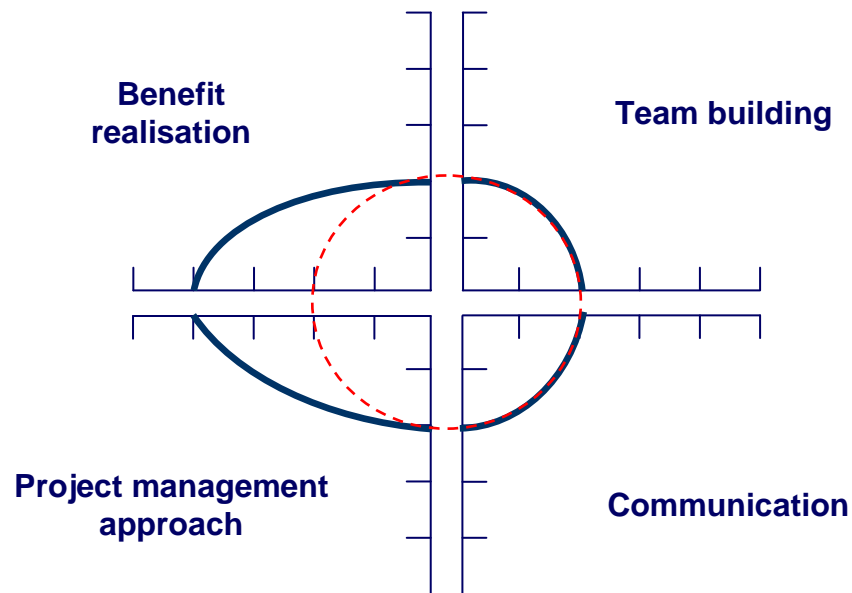
>> agree



Based on our understanding of your project situation, we have categorised your project into a “ **cross-department type**” of project (the red circle).

There is no higher or lower productivity differences between inner and outer circle, they just represent different types of projects.

The productivity assessment of your project will be compared to the characteristics of red circle, highest productivity will occur when the outcomes of your questionnaire fit on the red circle.



Recommendation for productivity

Try to introduce collaborative document sharing and e-mail management approach to reduce numbers of e-mail communications, and waiting time increase productivity of current setting.

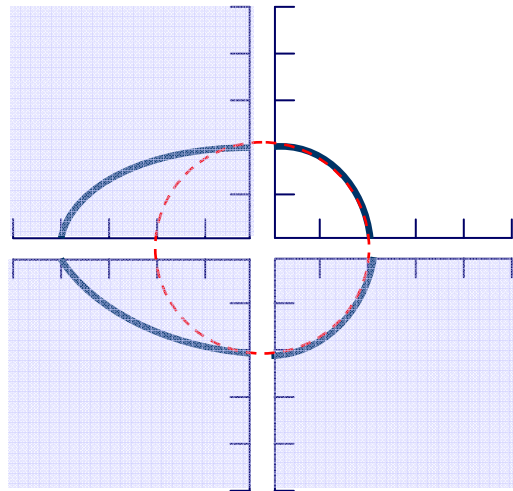
Recommendation for future development

Base on existing setting, try to experiment or train with more advance virtual communication technologies, such as video conferencing and real time messaging to reduce travelling and meeting coordination time.

New virtual project management routines/practices are also needed to be developed, for example: Social relationship development and virtual meeting coordination and set up.

If you are interested in more details of the four main assessment areas, please click on the corresponding quadrants of the diagram

Team composition



Team
relationship
building

Assessment of situation:

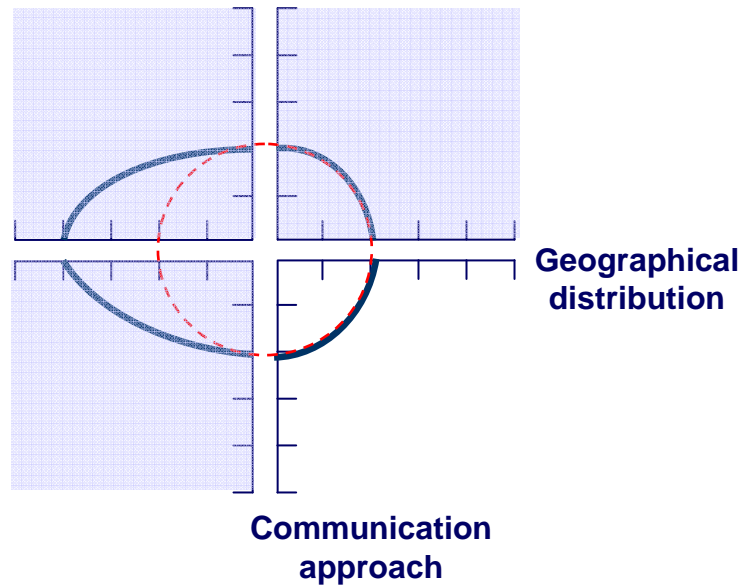
Good fit of team structure with project, and could move more from physical to virtual

Development Tip:

You have sound basis of team relationship and common working culture. For future projects, could try to engage experts outside own organisation with strategic competence, but different languages, working culture and different time zones.

Productivity Tip:

No further recommendations to improve existing team relationship.



Assessment of situation:

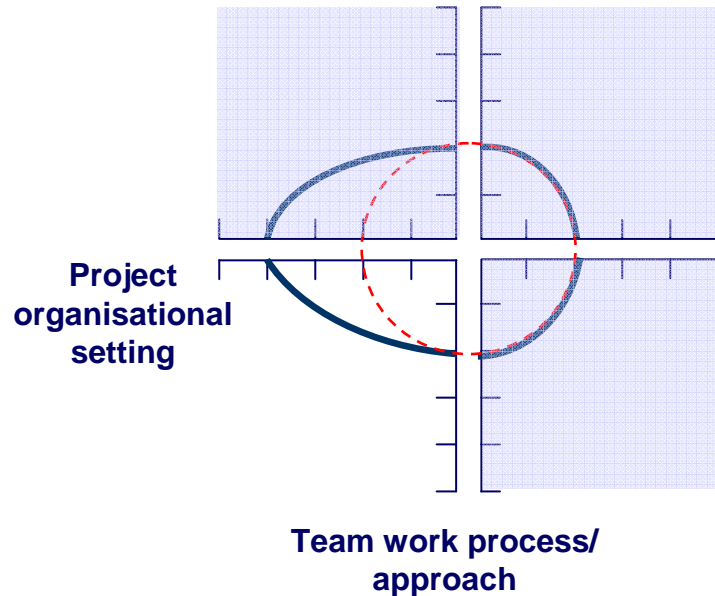
Stable communication behaviour for the current setting, with potential to use more real time communication technologies for improving effectiveness of communication.

Development Tip:

Could start to train on real time communication applications like video conferencing, instant messenger to reduce percentages of face-to-face meetings. However, this should be compensated by social oriented activities such as after meeting dinner or coffee.

Productivity Tip:

Reduce % of face-to-face meeting, could potentially save travelling time and cost between different locations.



Assessment of situation:

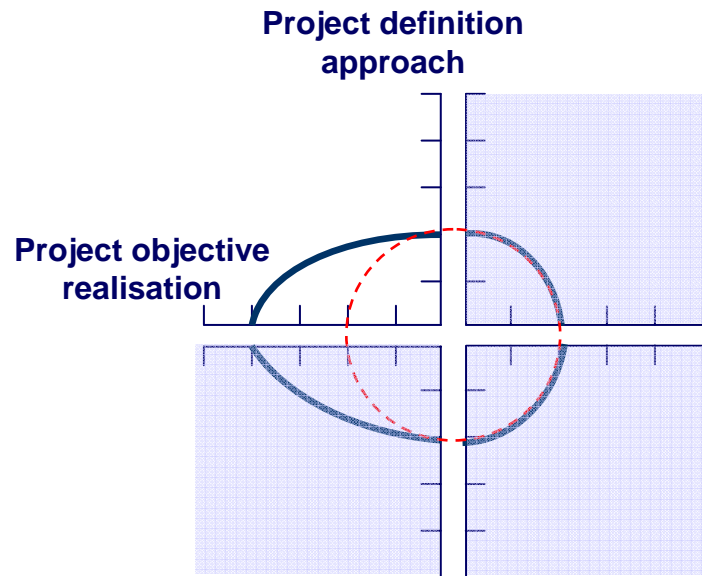
This project is very much a in-house and cross department or division project. Under this setting the project manager has to play a more coordination role and with appropriate authority.

Development Tip:

When moving towards a external collaboration project, this management approach will not be applicable. Instead a less authority more coordinating and facilitating role of the project manager should be applied.

Productivity Tip:

Strong diplomatic skill is needed, and enhanced authority of the project manager will help to quickly resolve conflicts and lack of resources issues.



Assessment of situation:

Stable collaboration procedures, but could become barriers when moving towards more virtual setting.

Development Tip:

Standard reporting and communication is suitable for this project. However if the project wants to involve more team members with whom have different working culture (or different organisational background), or different locations (which require more than 5 hours of travelling, or even different time zones), new reporting, communication and collaborative working procedures will need to be re-defined.

Productivity Tip:

The project should allow some flexibilities for changes on the standard reporting and communication procedure for potential improvement.

Conclusion:

You are working in a non-virtual environment and you have the potential to move towards more virtual environment. Although some of the working behaviours for this development seem to be well established, how to work in real virtual settings still need to be learnt (i.e. training on managing a virtual meeting, sharing of document or information on-line).

Danke für Ihre Aufmerksamkeit

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Was:

Wir begleiten Sie von der
Industrie- in die Wissens-
gesellschaft

Wie:

Assessment
Schulung, Coaching
Umsetzung

Für wen:

Teamleader, Projektleiter
Top-Manager



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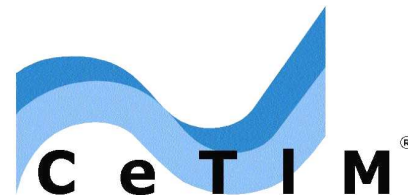
Think Tank



Lösungen



Forschung



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