

Kan avstånd få ett team att växa sig starkare ?

Pernilla Arnell



Key no 7: Give response

Going from F2F to Virtual

1. Commit to purpose *“The glue”*
2. Connect everything *“The reality”*
3. Build Social Capital *“The trust”*
4. Share Leadership *“The discipline”*
5. Align ways of working *“The structure”*
6. Practice “90 + 10” *“The people”*

Available Methods and Tools

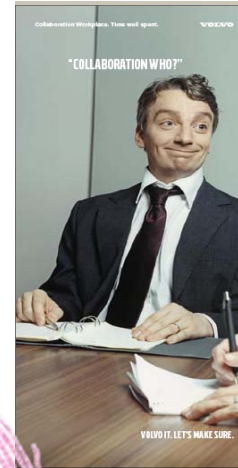
Collaboration Workplace. Time well spent.

Communication Campaign

Behaviour, Communication, Training,
Change Management

The Information Worker Package 63000 users

Mail	Messenger	NetMeeting	Audio conference
TeamPlace			



1. Be Organized
2. Plan Ahead
3. Show Respect
4. Be Clear
5. Seek Confirmation
6. Dare to Ask
7. Give Response
8. Seek Understanding
9. Address Problems
10. Resolve Conflicts

GLOBESMART®

**VIRTUAL
TEAMS
GUIDE**

1. Introduction
2. Framework
3. Creating Direction and Energy in Virtual Teams
4. Collaboration Tools
5. Shared Agreements
6. Epilogue



54 Teams from 26 mainly global companies - 2003

Companies

Agilent • Air Products • AMP •
Childrens Health • Digitas • Dupont
Dow • Emery • EDS • Freelances •
Fullcircle • Gartner • GSK • HP •
Heidelberg • IDS Scheer • IBM • Intel
• International Truck & Engine • Kraft
• LDS Church • Lucent • Marinos •
Medtronic • MSC • Motorola • NGIS •
RFG • RealWorldSystems • Shell
Chemicals • Tektronix • Unilever Latin
America • Verizon

Industries

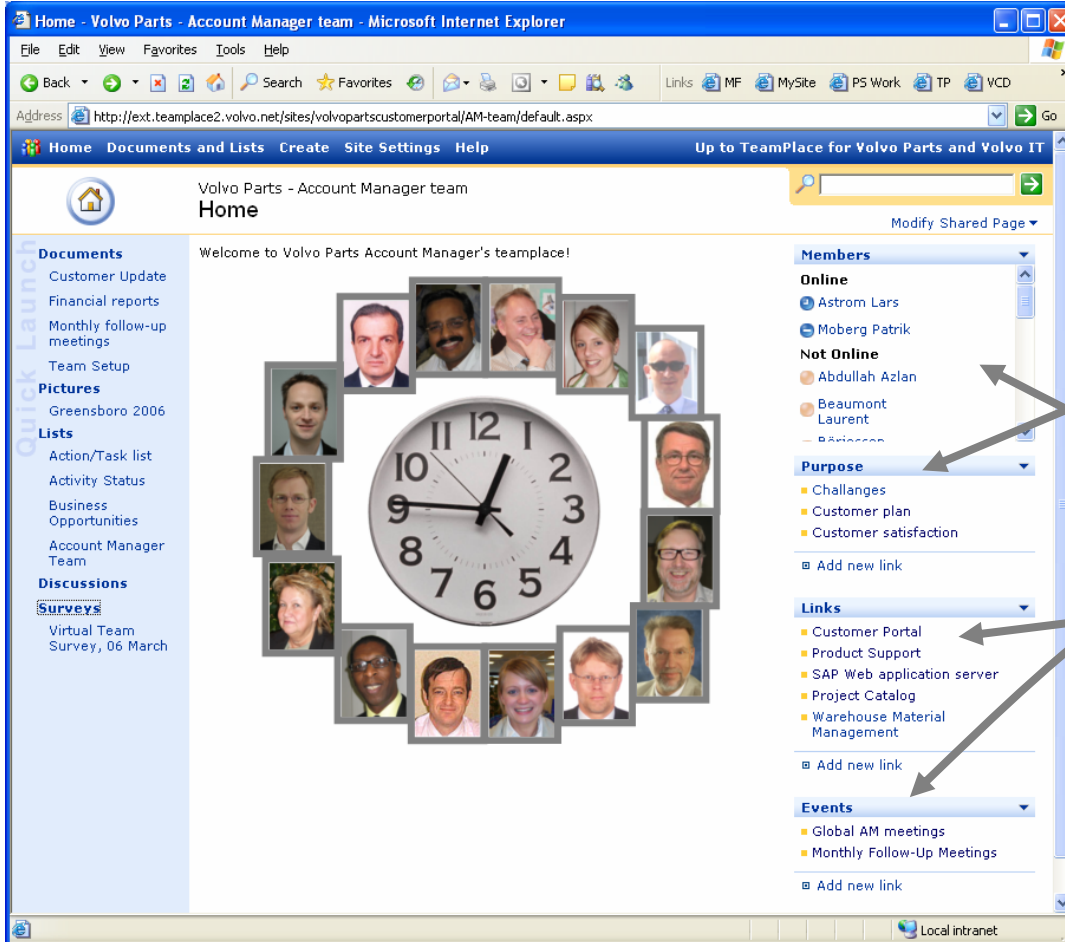
- High-Tech
- Industrial manufacturing
- Telecommunications
- Consumer products
- Chemical
- Automotive
- Engineering design
- Medical device manufacturing
- Consulting
- Printing
- Financial services
- IT research analysis
- Health care
- Non-profit
- Logistics

How to create a successful virtual team

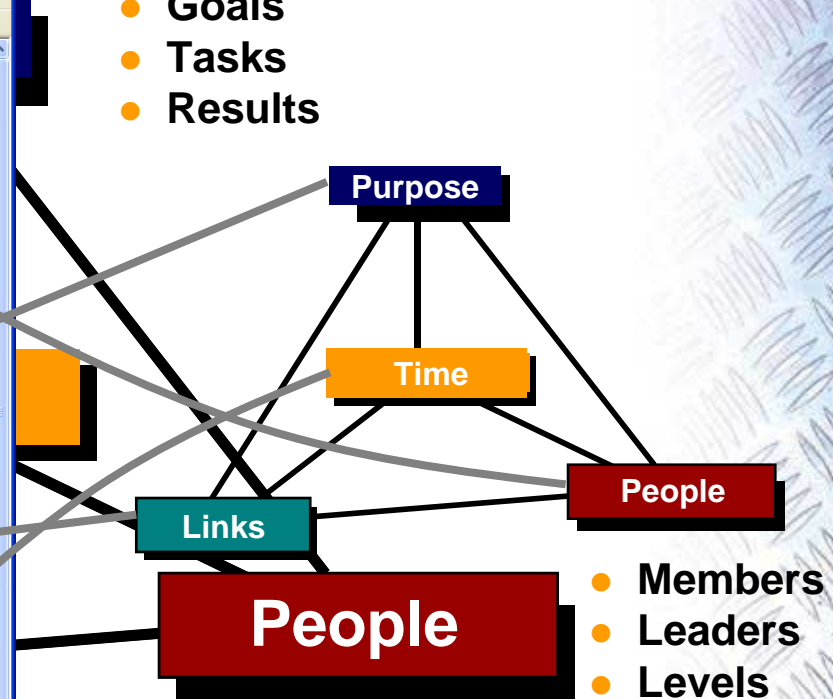
- **Create diverse team**
- **Use virtual workspace**
- **Keep team from flying apart**

A Model for Virtual Teams

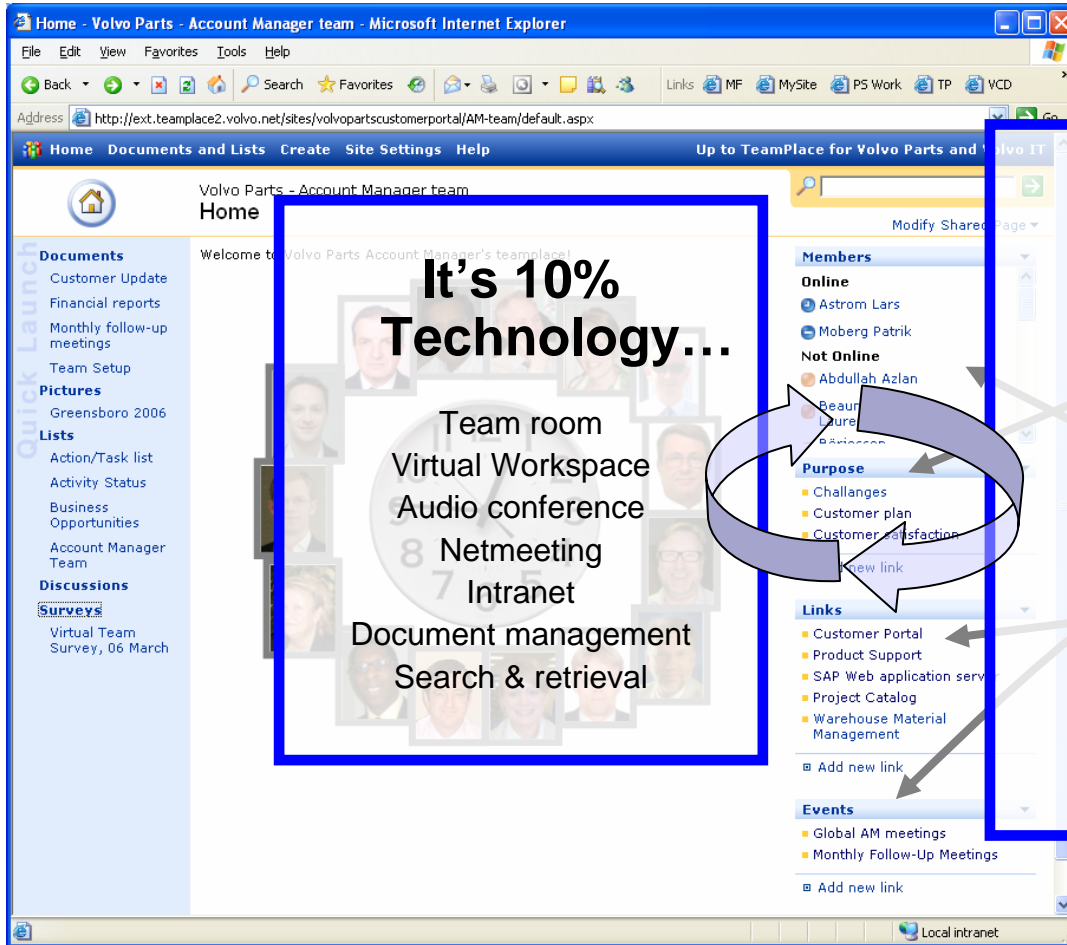
LET'S MAKE SURE



- Goals
- Tasks
- Results

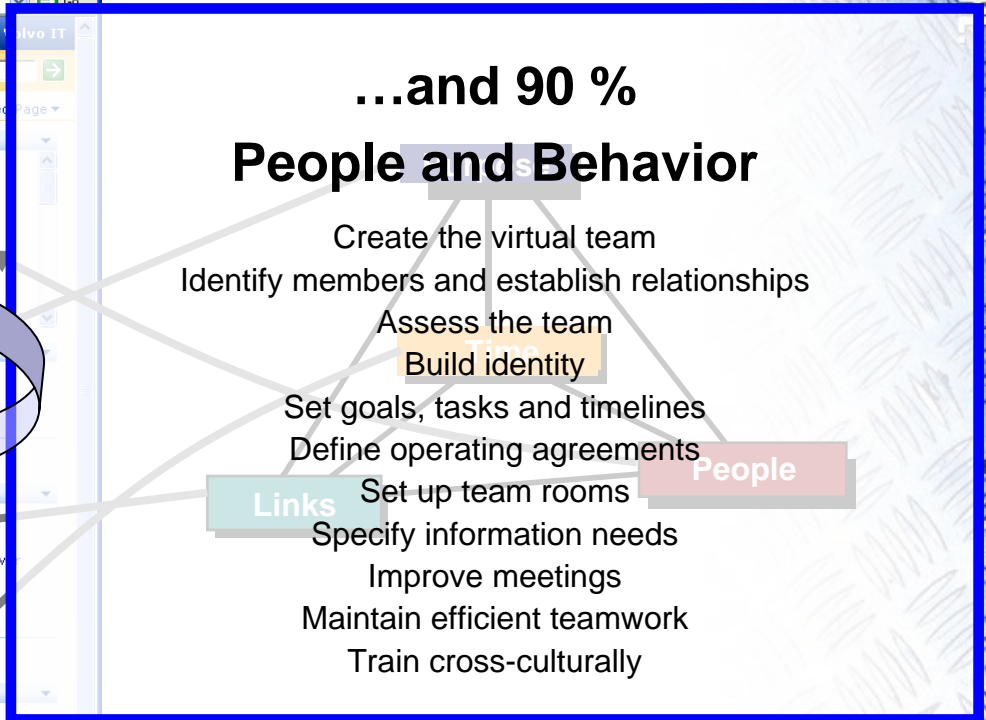


A Model for Virtual Teams



**It's 10%
Technology...**

- Team room
- Virtual Workspace
- Audio conference
- Netmeeting
- Intranet
- Document management
- Search & retrieval



Virtual Team Assessment

- The members grade a number of statements from 1 to 5, where 1 is "I don't agree at all" and 5 is "I totally agree"

Purpose

1. Everyone has same picture of overall purpose
2. Everyone follows same process for doing similar work

1	2	3	4	5

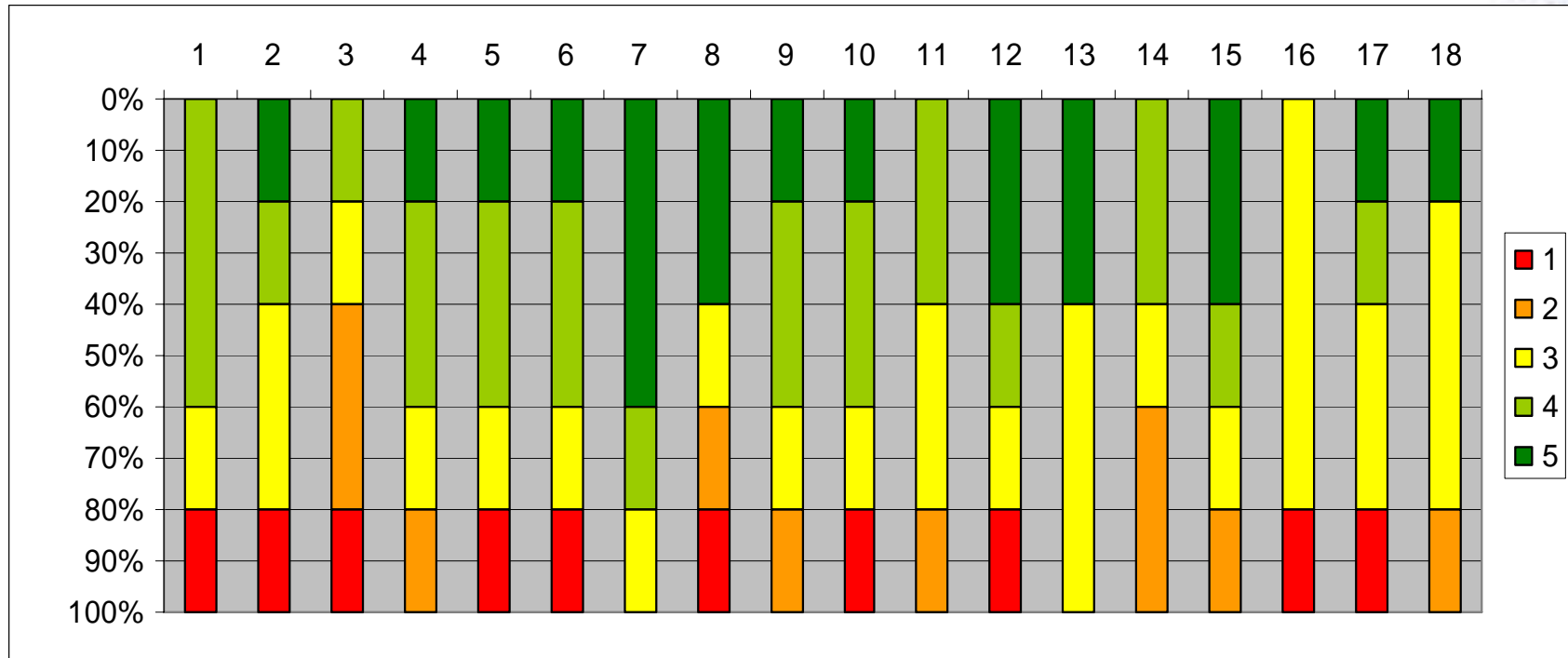
People

3. People have the freedom and flexibility to do their work
4. Team continuously clarifies roles, responsibilities, and competencies needed

Links

5. Team has collaboratively established operating agreements that are actively applied
6. Team has a high level of trust

Virtual Team Assessment Results March 2006



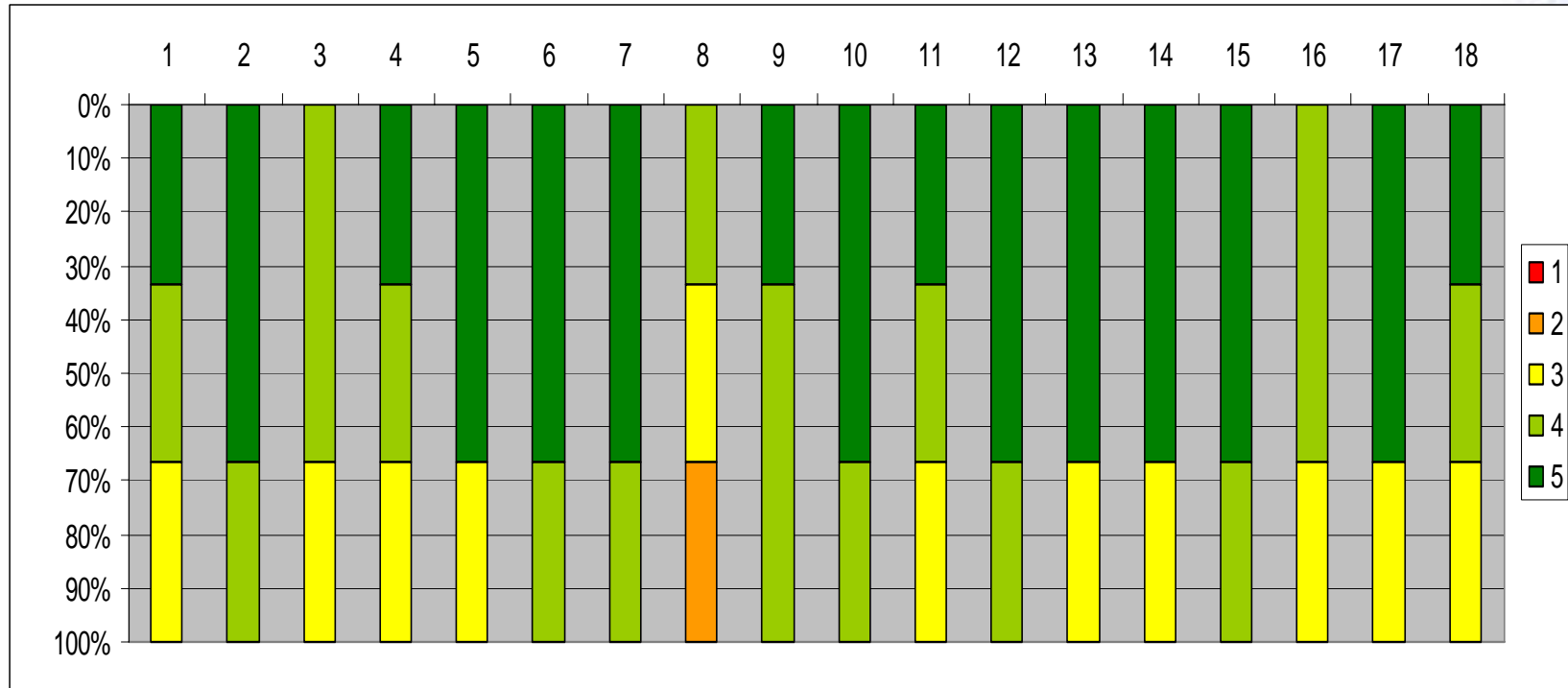
Purpose

People

Links

Virtual Team Assessment Results July 2006

LET'S MAKE SURE



Purpose

People

Links

Operating Agreement/Collaboration Council

LET'S MAKE SURE

Category	Agreement
Time & Content	<ul style="list-style-type: none"> •Start on time •Stop on time •Agenda with decision points highlighted
Communication	<ul style="list-style-type: none"> •When you contribute to the discussion start by telling your name •Avoid expressions that can be misunderstood. •Repeat decision to confirm •Always tell when leaving the meeting.
Care & involvement	<ul style="list-style-type: none"> •Call “loners” during breaks •“Loners” sit in conference room or mute their phones in noisy environments *1. •No e-mailing during the meeting •Mobile phones sound off.
Work space & Documentation	<ul style="list-style-type: none"> •Team Place should be used •Minutes within 4 days •General presentation material available 2 working days before •Decision presentation material available 5 working days before. •All project information should follow ISGDP standards

How to Create a Trusting Environment ?

- Make explicit agreements and follow through
- Build personal relationships
- Create shared goals and make work visible
- Celebrate group and individual successes
- Purposely design fun events



Different media for different purposes

Face-to-Face	Building Trust –Use early and for critical progress
Videoconferences	Puts faces and voices to names, can help build trust and relationships at a distance
Teleconferences	Cheap and available, difficult to establish context alone.
Netmeeting conferences	Most commonly used tool for real-time virtual meetings in combination with teleconferences
Instant Messaging	For key relationships with close coworkers.
Email	For daily exchange but requires norms for use
Virtual Workspace/Teaemplace	Virtual home for document storage, meetings, lists.

The Scenario



1. Prepare and Organize a meeting

- Outlook
- Meeting Workspace

2. To hold an Effective Virtual meeting

- Netmeeting
- Audioconf.
- Virtual Meeting Checklist

3. Collaboration between meetings

- Teamplace
- Purpose
- Doc.Library
- Task List
- Messenger

Hur planerar och organiserar du ett effektivt virtuellt möte?

Elisabeth Christborn



Show respect

Scenario Step 1.



**Prepare and Organize
a meeting**

Outlook

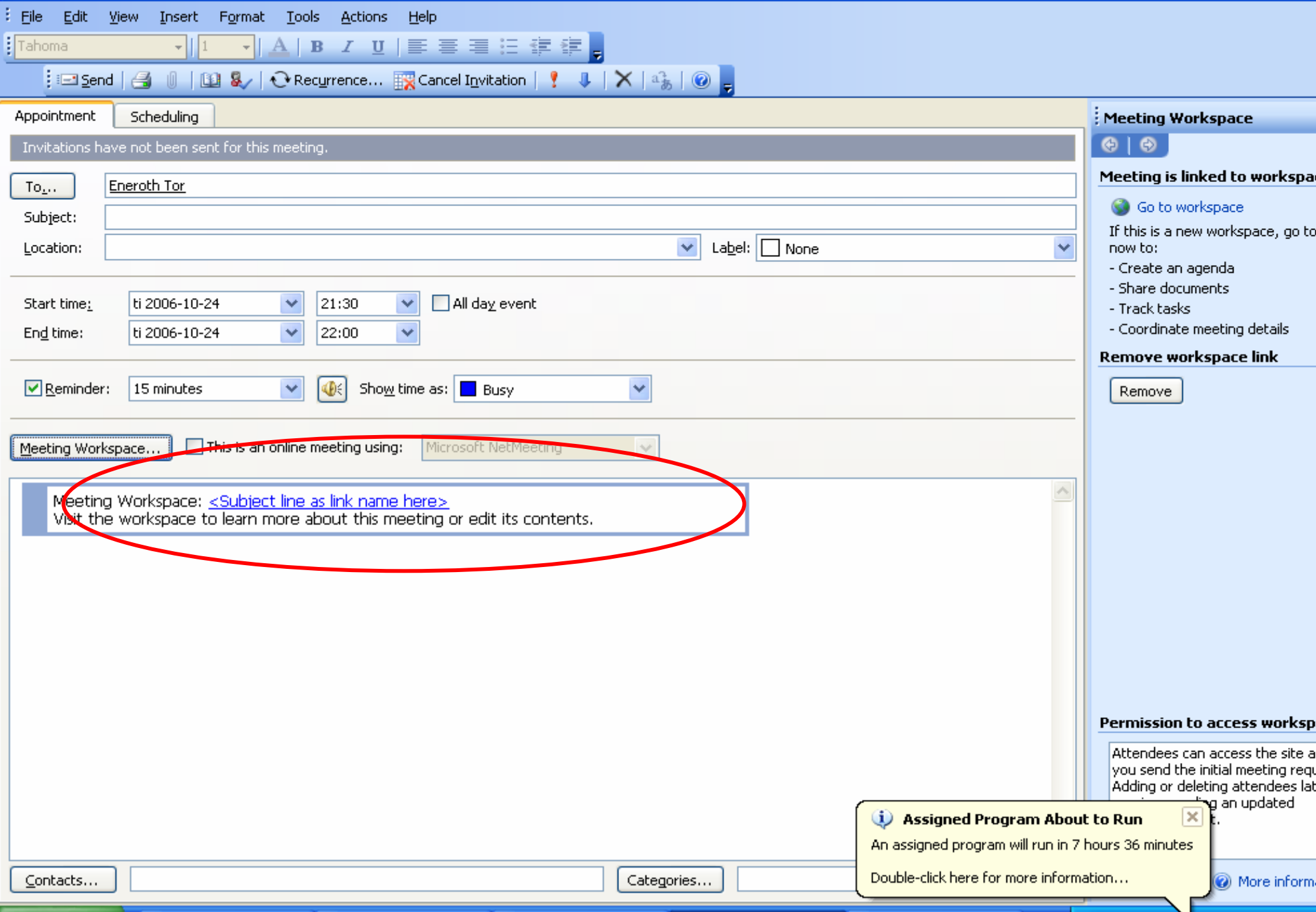
Meeting
Workspace

Use Real-time meetings to:

- To build relationships
- Make decisions
- Resolve conflicts
- Stay in sync
- Celebrate

**Meetings "face to face", Audio,
Videoconf, Netmeeting,
Messenger**

LET'S MAKE SURE



Appointment Scheduling

Invitations have not been sent for this meeting.

To:

Subject:

Location: Label: None

Start time: All day event

End time:

Reminder: Show time as:

Meeting Workspace... This is an online meeting using:

Meeting Workspace: [<Subject line as link name here>](#)
Visit the workspace to learn more about this meeting or edit its contents.

Meeting Workspace

Meeting is linked to workspace

- [Go to workspace](#)
- If this is a new workspace, go to now to:
 - Create an agenda
 - Share documents
 - Track tasks
 - Coordinate meeting details

Remove workspace link

Permission to access worksp

Attendees can access the site a you send the initial meeting requ Adding or deleting attendees lab ing an updated

Assigned Program About to Run

An assigned program will run in 7 hours 36 minutes

Double-click here for more information...

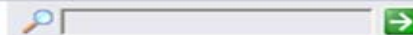


GMM Meeting

Subject: GMM

Date: 2006-09-19 **Time:** 14:00 - 17:00 >>

Location: VLH71 + netmeeting



- Home
- Action list
- Decision log
- Minutes
- Meeting facilities

Modify This Workspace

Meeting Series

Select a date from the list below:

- [2006-08-29](#)
- [2006-08-30](#)
- [2006-09-19](#)
- [2006-10-11](#)
- [2006-10-12](#)
- [2006-11-13](#)
- [2006-12-12](#)
- [2007-01-16](#)
- [2007-01-30](#)
- [2007-02-13](#)
- [2007-03-06](#)
- [2007-03-20](#)
- [2007-04-03](#)

◀ Previous Next ▶

Attendees		
Name	Edit	Response
○ Börjesson Sverker		None
○ Clementz Marita		Accepted
○ Gustavsson Håkan (k)		Accepted
○ Gustavsson Thomas (s)		None
● Holm Magnus (s)		Tentative
○ Johnston Roger		Accepted
○ Klaesson Ingvar (ik)		Accepted
○ Lalo Christian ok		Accepted
○ Lima Ary		Accepted
○ Lindström Katarina		Accepted
○ Nyberg Anders		None
○ Olofsson Urban		Accepted
○ Oscarson Ola		Accepted

Manage attendees

Agenda				
Start	Stop	Subject	Type	Owner
14.00		Introduction	Information	Katarina
14.15		Virtual team - reflect on last meeting	Discussion	Anders
14.30		Action point - quick follow up	Status report	All
14.45			Status report	Ola
15.00				Ola
15.30			Decision	Anders
15.45				Katarina / Roger
16.15			Information	Urban
16.40			Decision	Bernt

Add new item

Feedback on the agenda	
Subject	Posted By
■ [Redacted]	Lalo Christian
■ [Redacted]	Nyberg Anders
■ [Redacted]	Johansson Bernt

Add new discussion

The GMM team

Ingvar Klaesson

Marita Clementz

Katarina Lindström

Christian Lalo

Ary Lima

Magnus Holm

Sverker Börjesson

Roger Johnston

Sara Jönsson

Dana Dobrin

Håkan Gustavsson

Catherine Thoinon Di Boisson

Urban Olofsson

Thomas Gustavsson

Ola Oscarson

Operating Agreement Supported by Meeting Workspace

LET'S MAKE SURE

OPERATING AGREEMENT		
MONTHLY FOLLOW-UP MEETINGS		
	Before the meeting	During the meeting
Global Account Manager	<ul style="list-style-type: none"> - Read through the key aspects of the financial report - Review the Business opportunities* - Review the ongoing activities directly in the AM-TeamPlace - Read through and update the action list 	<ul style="list-style-type: none"> - The meeting workspace is used as the agenda for the meeting - Take decision about what information to publish to the customer
GAM Assistant	<ul style="list-style-type: none"> - Schedule the meeting by using Outlook and connect the invitation to the Meeting workspace - If necessary, update the meeting agenda based on input from the GAM 	<ul style="list-style-type: none"> - Insert and update information and agreed actions directly in the AM-TeamPlace during the meeting - Make sure that all written actions has an appointed responsible
Account Manager	<ul style="list-style-type: none"> - Review the agenda and propose new items if needed - Review the financial report and clarify necessary issues with the MO - Update the status of the Business opportunities* (this can be done in CRM-tool or a separate file or through the TeamPlace list called Business opportunities) - Update the status of ongoing activities directly in the AM-TeamPlace - Update the status of agreed activities in the AM-TeamPlace 	<ul style="list-style-type: none"> - During each agenda point of the meeting, only issues that are relevant for discussion are brought up
Market Controller	<ul style="list-style-type: none"> - If necessary assist the AM with clarification of the financial report. 	<p><i>Not present during the meetings, unless a specific issue has to be discussed and resolved</i></p>

*common business opportunity follow-up process to be agreed and implemented

Scenario Step 2.



To hold an Effective Virtual meeting

Netmeeting

Audioconf.
Webconsole

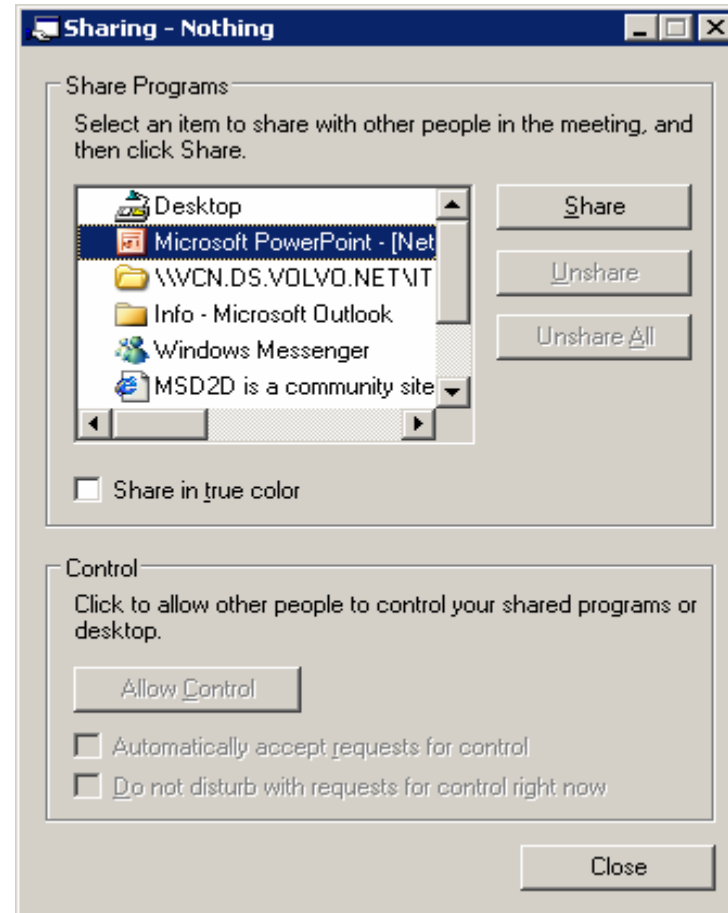
Virtual Meeting
Checklist

Netmeeting

LET'S MAKE SURE

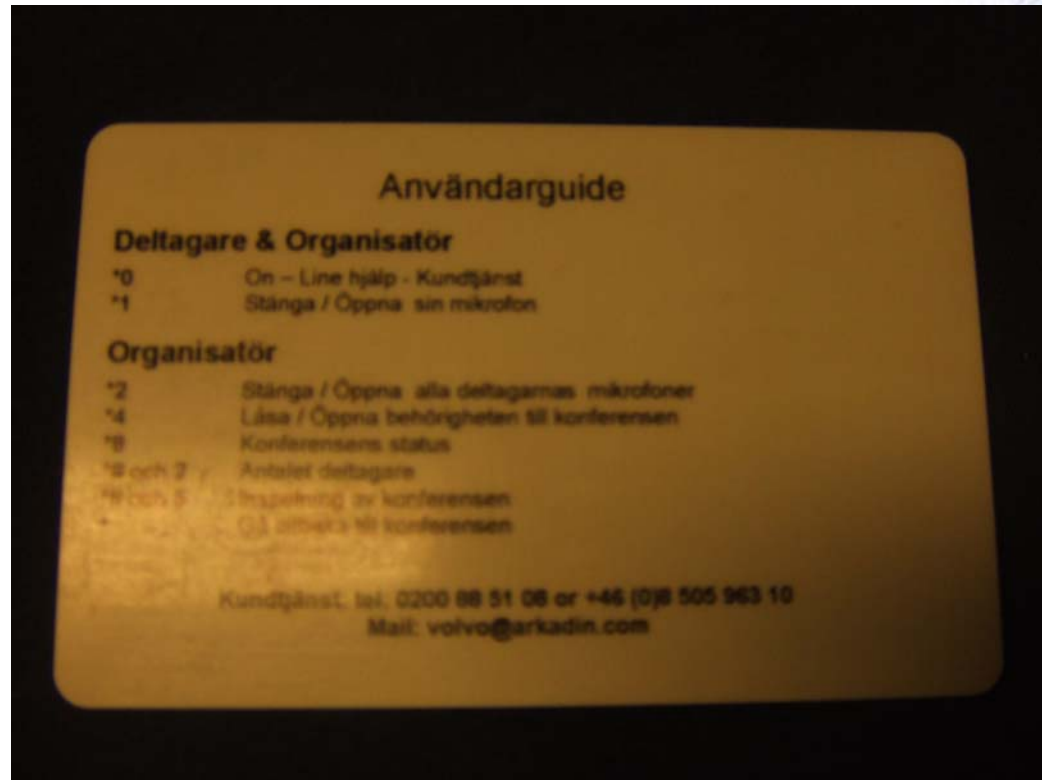


Click on share



Volvo Audioconference Service

- Free to order
- Could be used with both local tax and tollfree numbers
- Includes webconsole and support





Volvo Sweden

Conference n°154670 of Magnus.JO.Jansson
 You are host: you can control the web console



-
- Conference management**
- [Lock/Unlock](#)
- [Mute/Unmute](#)
- [Hold on/off](#)
- [Terminate conference](#)
- [Recording](#)
- Attendee**
- [Dial out](#)
- [Address book](#)
- Play**
- [Manage display](#)
- Data conference**
- [Data conference](#)
- Miscellaneous**
- [Billing code](#)
- [Key](#)

Conference details

Total attendees: 2 - Host: 1 - participant: 1 Web console: 1

Conference

	Pernilla Amell	313222639		← 11:18:13
	Magnus Jansson	0313225514		← 11:19:18

Magnus Jansson

- Mute
- Place on hold
- Intercept with
- Disconnect

Virtual Meeting Checklist

- If you have a noisy telephone connection, mute yourself by pressing *1, (on most mobile phones)
- When you contribute to the discussion, start by telling your name
- Create attention by asking questions
- Ensure that all understand and agree
- When decision is taken, check by names that it is correctly understood by everyone
- Make them “non-miss” events.

Hur jobbar du effektivt mellan möten?

Marcus Werngren



Dare to ask

Scenario Step 3.



3. Collaboration between meetings

Virtual Workspace

- Purpose
- Task lists
- Document libraries

Messenger/Chat

Use **Virtual Workspace/Chat** for as much collaboration as possible between meetings:

- Status reports/lists
- Information gathering and sharing
- Brainstorm
- Keep conversation going
- Increase “pulled” information, reduce “pushed”
- Coffee break discussions – Discussion forums

What is a Virtual Workspace ?

- A shared area designed to enable **collaboration**
- Used for a **known**/limited group of individuals
- Enables you to share:
 - Vision/Purpose
 - Documents
 - Tasks
 - Lists etc





SCM Program Home

Modify Shared Page

- Documents**
Agenda, Minutes, Status Reports
- Pictures**
Pictures
- Lists**
Issues
Decisions
- Discussions**
- Surveys**

Purpose

The **SCM program office** secures the total SCM scope and manages the overlap for the three projects, thus ensuring a balanced solution and roll out of the three projects. The overlapping areas are:

- Scope issues
- Solution design
- System architecture
- Roll out plans
- Operations and maintenance
- Overall business case



Members

Online

- Moberg Patrik

Not Online

- Andersson Rosemary
- Andishmand Behzad
- Augustsson Conny
- Bengtsson Patrick
- Berntsson Bo

Links

There are currently no favorite links to display. To add a new link, click "Add new link" below.

- ▣ Add new link

Events

There are currently no upcoming events. To add a new event, click "Add new event" below.

- ▣ Add new event



CMS VCE NA project Home

Modify Shared Page

- Documents**
 - Project
 - Documentation
- Pictures**
- Lists**
 - Issues
 - Contacts
 - Events
- Discussions**
- Surveys**

Implementation of CMS for Volvo CE North America

Note ! You will find the relevant documentation to each IS-GDP phase below



Project Status

Plan		Actual	
Change Initiation	12/11/2004	Change Initiation	12/11/2004
Concept Study	12/11/2004	Concept Study	12/11/2004
Development	04/02/2005	Development	04/02/2005
Final Development	26/08/2005	Final Development	26/08/2005
User Launch	23/01/2006	User Launch	04/01/2006
Release	24/02/2006	Release	
End	31/03/2006	End	

My open issues

Issue ID	Title	Status	Priority	Category	Due Date
There are no items to show in this view of the "Issues" list. To create a new item, click "New item" above.					

[View all open issues...](#)

People

- Online**
- Kirkley Lisa
 - Moberg Patrik
- Not Online**
- Astrom Lars
 - Cato Magnus
 - Collins Ron

Links

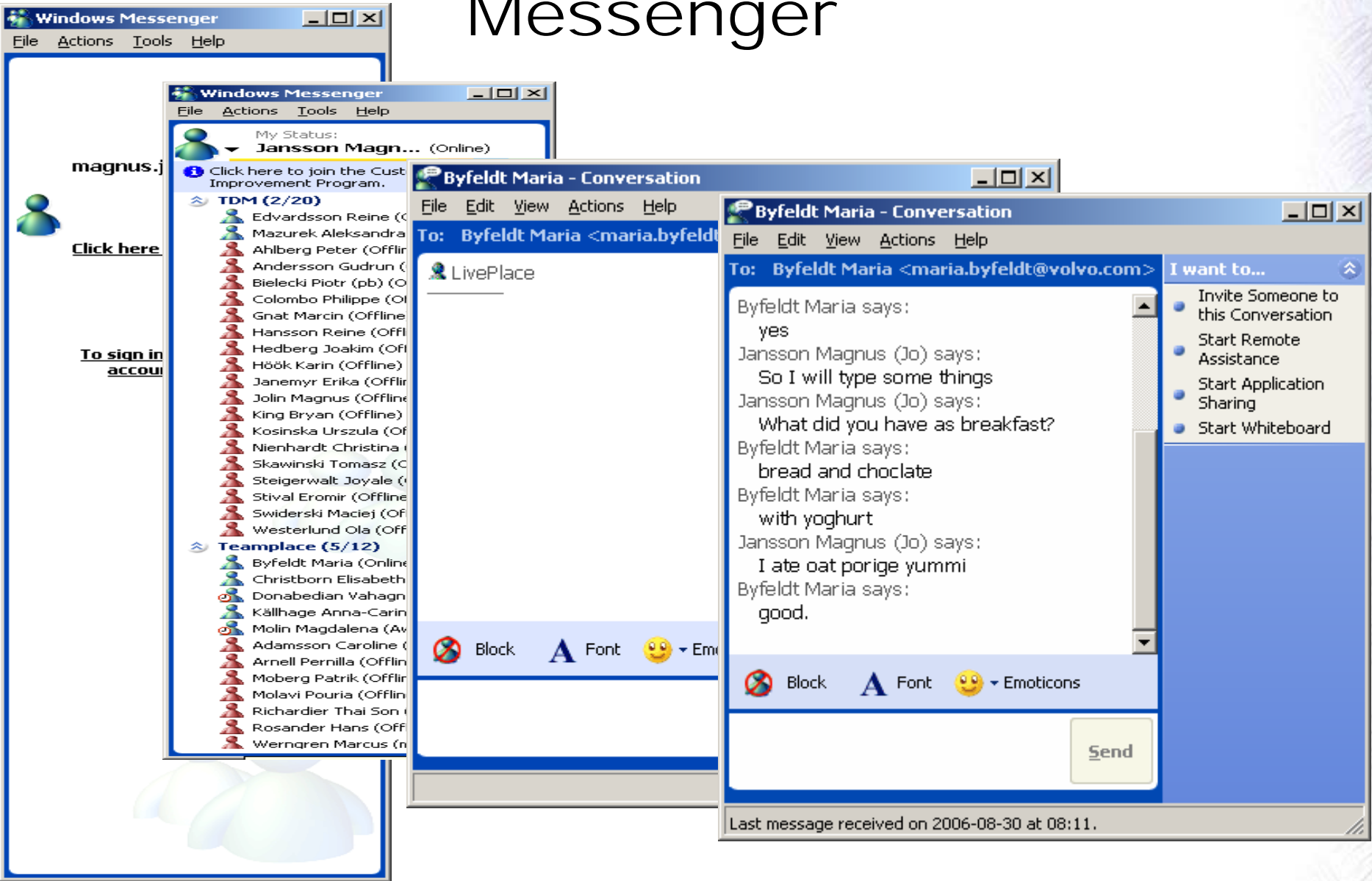
- IS-GDP Methodology
- Document Template Library
- How do I find a document in this TeamPlace?
- TeamPlace training

Project events

There are currently no upcoming events. To add a new event, click "Add new event" below.

Messenger

LET'S MAKE SURE



**Kan avstånd få ett team att
växa sig starkare ?**

Pernilla Arnell