

Managing distance

A4 - Time- and place-independent teamworking



Festival of Connecting
Advanced workplaces for advanced business
Wednesday, September 9th, 2015



Programme



* Introduction

- Lieven Eeckelaert (Flanders Synergy)

* NWoW from an STS perspective

- Merijn Zee (Ulbo de Sitter Kennisinstituut; Bridgehead)
- Betsy Merck (STS Roundtable; Merck Consulting)

* Case: Equicoaching (Raf Sempels)

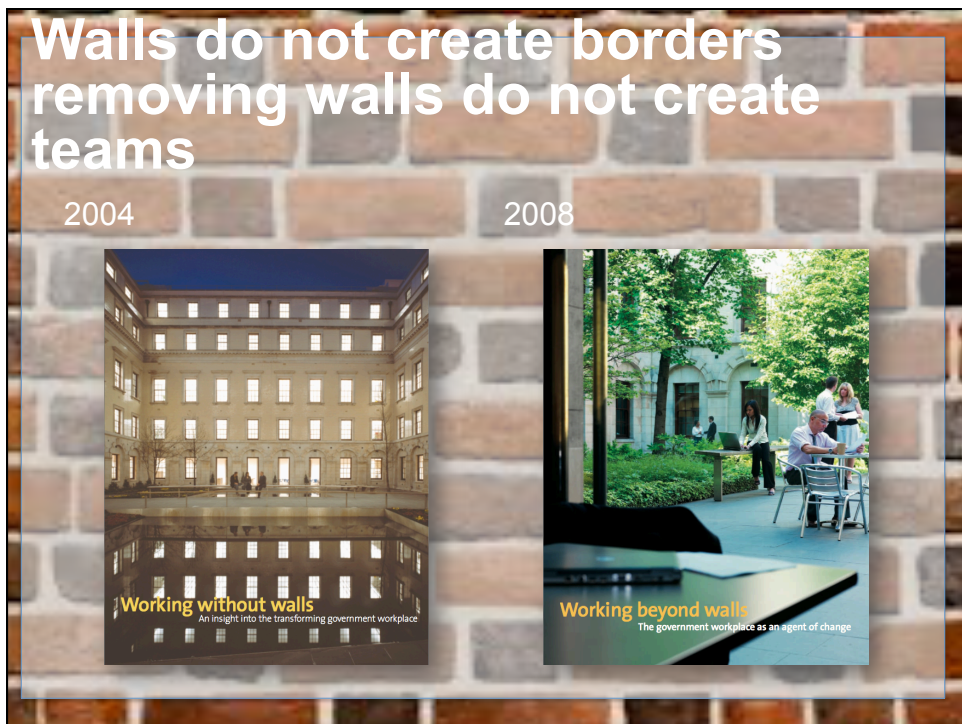
* Conclusion

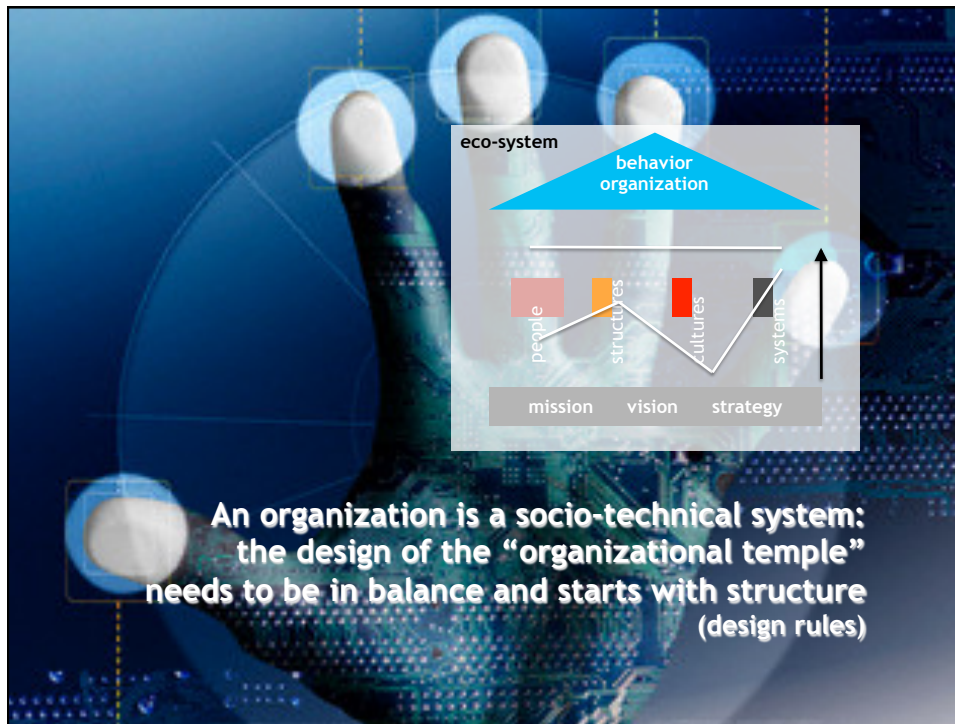
- Lieven Eeckelaert (Flanders Synergy)

Time & place independent work, from an STS perspective

Merijn Zee



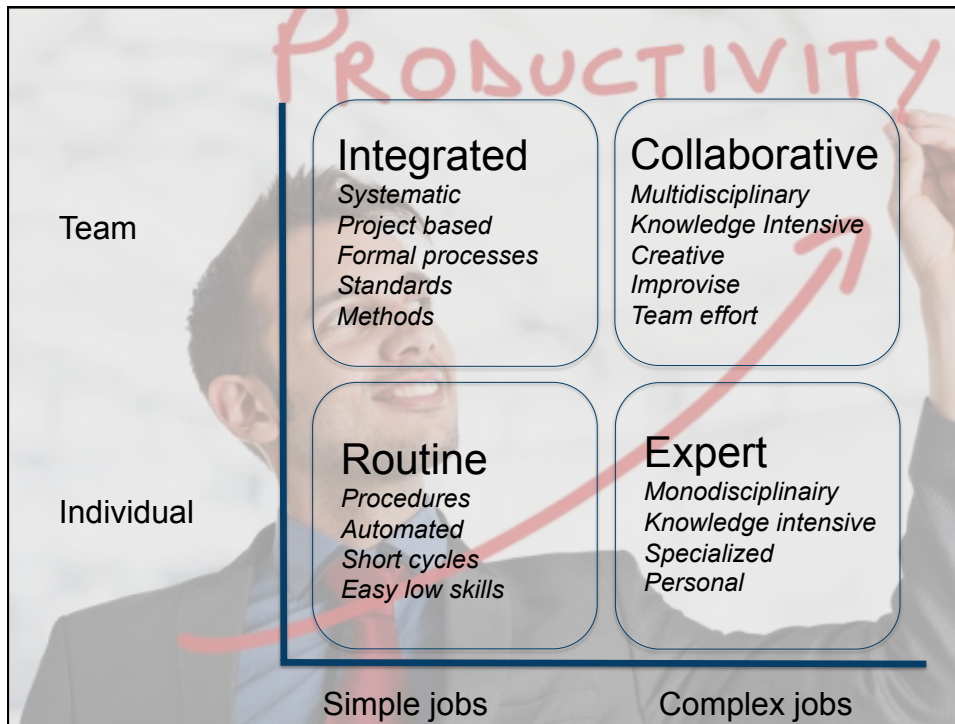




**Change from a
Complex Organization
with Simple Jobs to a
Simple Organization
with Complex Jobs**

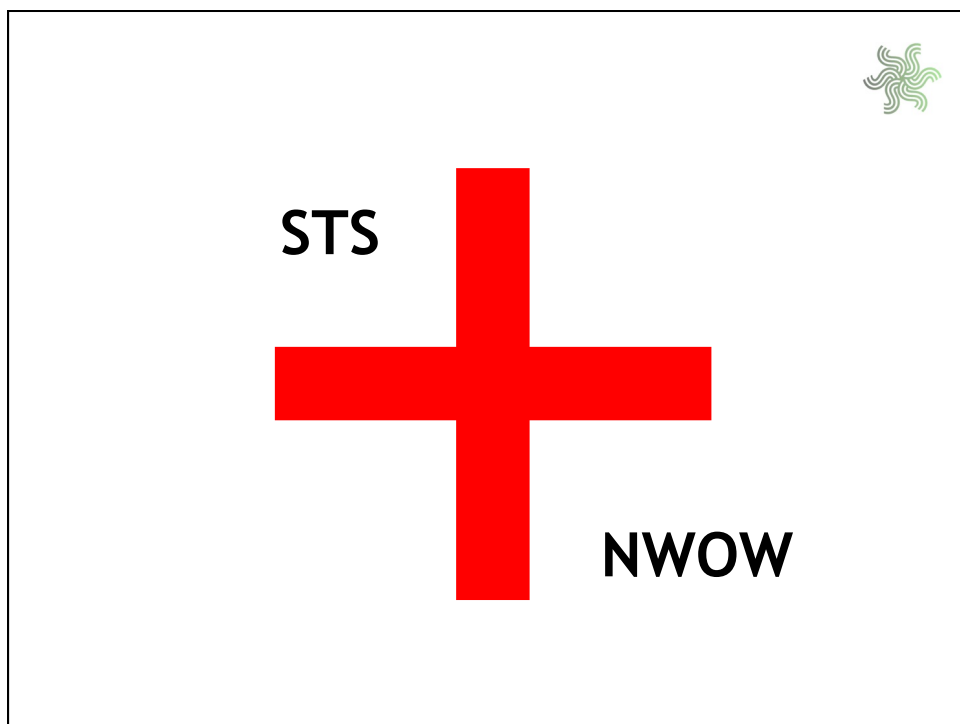
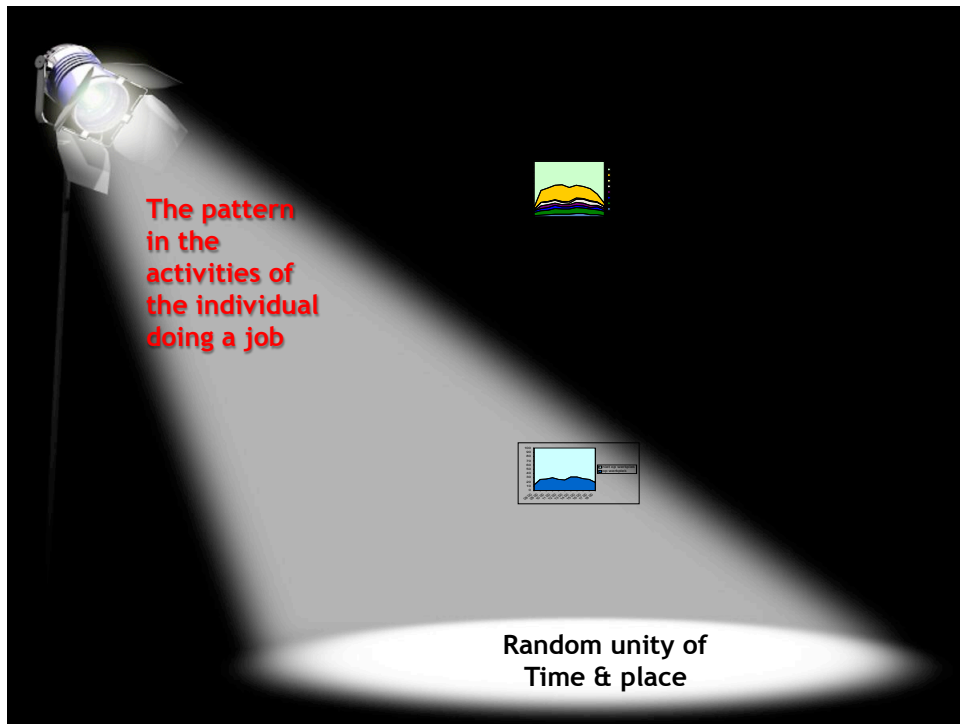


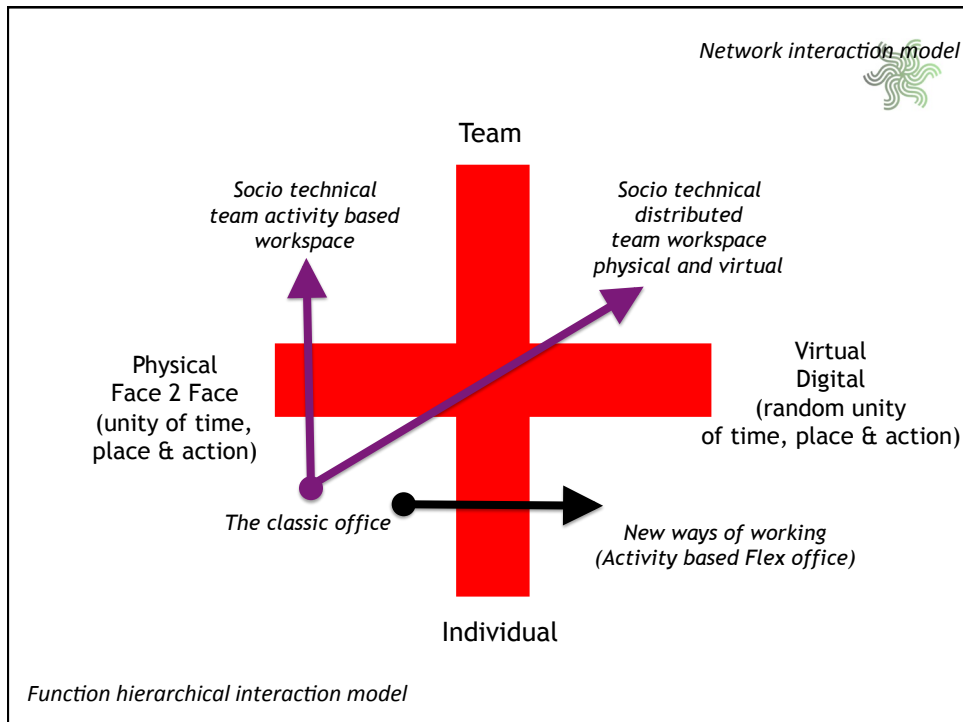
**Change form
economies of scale to
economies of flow**




1. Most organizations are classic functional differentiated hierarchical structures (complex organizations with simple jobs). NWoW does not change this. On the contrary: it may lead to even more task specialization and more bureaucracy. NWoW thrives in and is driving bureaucracy.
2. Giving people more freedom to plan their activities across time and place does not make them (more effective) team-players. Effective teams just as workplaces needs careful design.
Great places to work & places that work great are a matter of an integrated design approach.



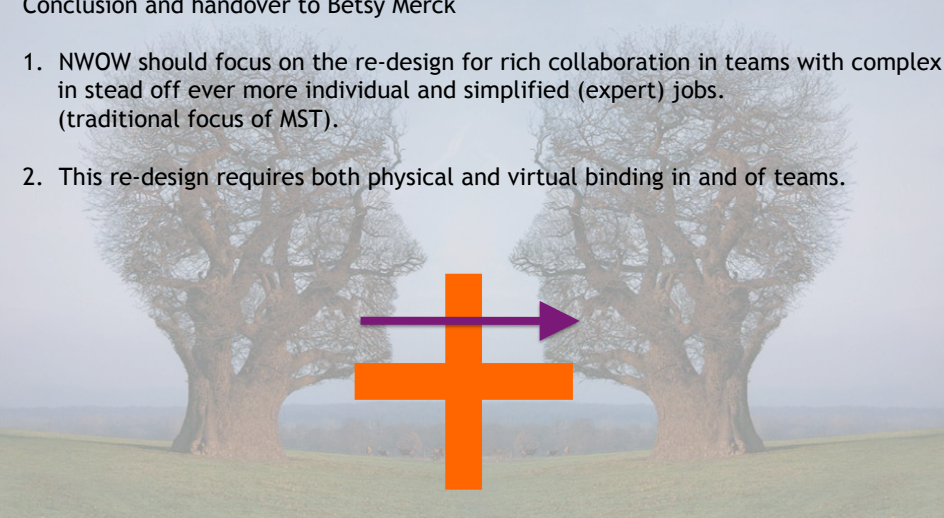






Conclusion and handover to Betsy Merck

1. NWOW should focus on the re-design for rich collaboration in teams with complex in stead off ever more individual and simplified (expert) jobs. (traditional focus of MST).
2. This re-design requires both physical and virtual binding in and of teams.





Time & place independent work, from an STS perspective

Betsy Merck

What Are We Trying to Understand?

Key Questions

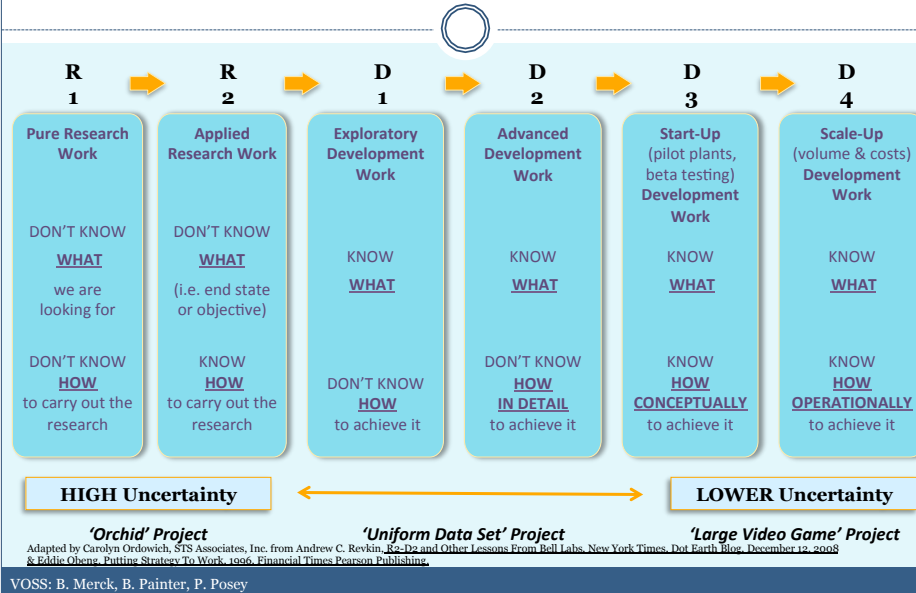
- How can we best coordinate work and knowledge across time and space?
- What are the most appropriate coordinating mechanisms that enable effective knowledge sharing and learning in key deliberations at different stages in the R&D continuum?

Key Premise

- The nature of deliberations (i.e., key 'choice points') and the Coordinating Mechanisms required to effectively manage them will vary based on the level of Task Uncertainty and degree of equivocality/ ambiguity at different points along the R&D continuum.

VOSS: B. Merck, B. Painter, P. Posey

Six Stage Continuum of the Innovation Process



What are Key Conversations/Deliberations?

- **Key Conversations** (also called deliberations) are patterns of exchange and communication in which people engage with themselves or others to reduce the equivocality of a problematic issue



- The salient elements of a deliberation include the ...
 - **Topics** or problematic issues facing the social entity about which people reflect and communicate
 - **Forums** in which they occur which may be structured, semi-structured, unstructured or *ad hoc*
 - **Participants** - both those who are currently involved and those who ideally should be involved in the deliberation

VOSS: B. Merck, B. Painter, P. Posey

Knowledge Development Barriers* that can Negatively Impact Deliberations

- **Knowledge Sharing and Planning barriers**

- Lack of cooperation, conflicting priorities, and/or lack of planning, unrealistic time-frames

- **Knowledge Frame of Reference barriers**

- Language and cultural differences, diverse work practices, tacit knowledge that is implicit and unshared

* The Influence of Deliberations on Learning in New Product Teams, R. Purser et al., *Journal of Engineering & Technology Management*, 1992.

- **Knowledge Retention and Procedural barriers**

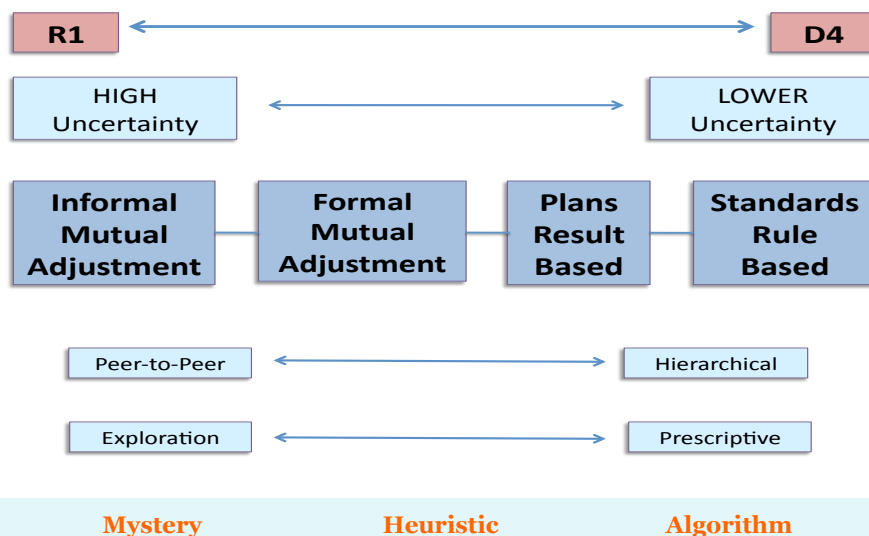
- Lack of documentation, unclear procedures, diffused responsibilities, lack of external consulting, and thus, not utilizing existing knowledge

- **Knowledge Acquisition barriers**

- Lack of available information and/or knowledge required for decision-making or doing the task.

VOSS: B. Merck, B. Painter, P. Posey

COORDINATION Across the R&D Innovation Continuum



VOSS: B. Merck, B. Painter, P. Posey



Case: Equicoaching

Raf Sempels (Equicoaching; Viisiteam)



Conclusion

Lieven Eeckelaert

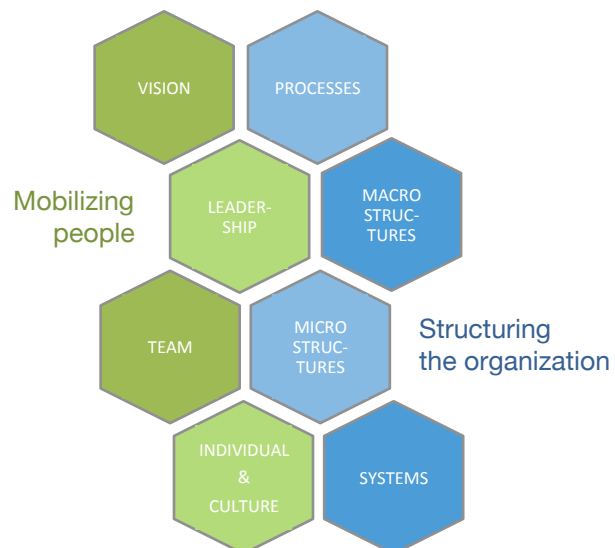


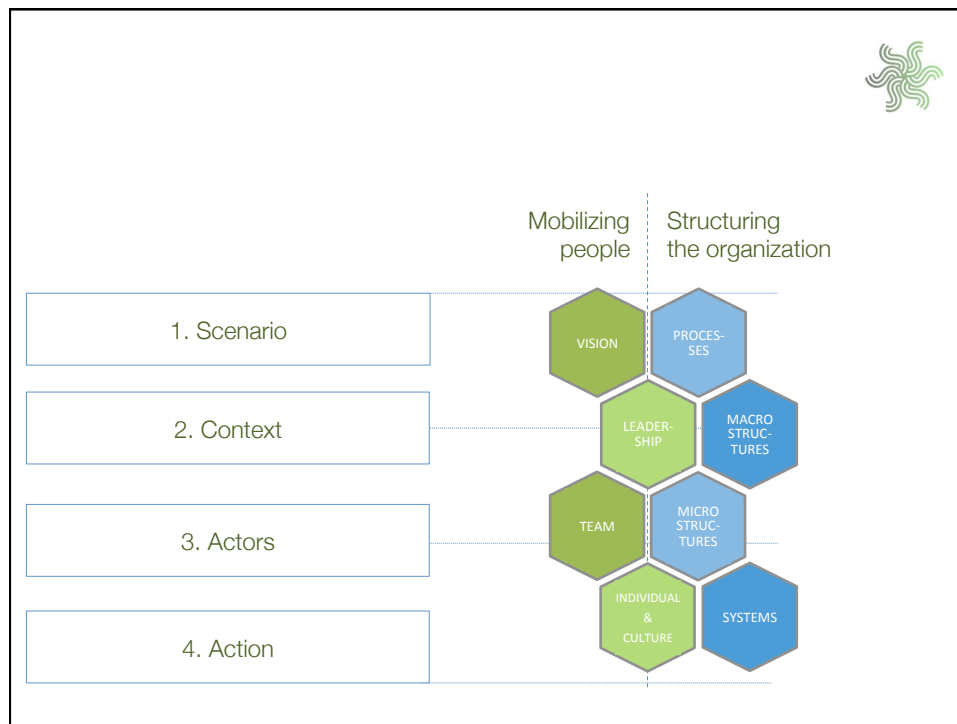
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***True self organization
does not exist***

*Any form of productive collaboration
needs some degree of organization*

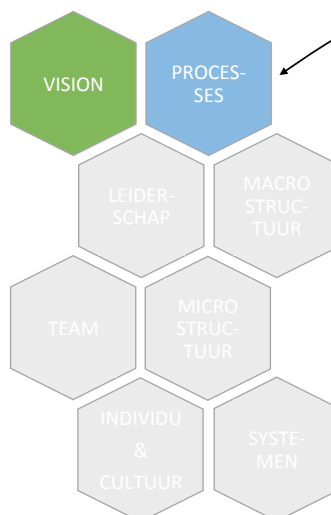
Workplace Innovation Roadmap





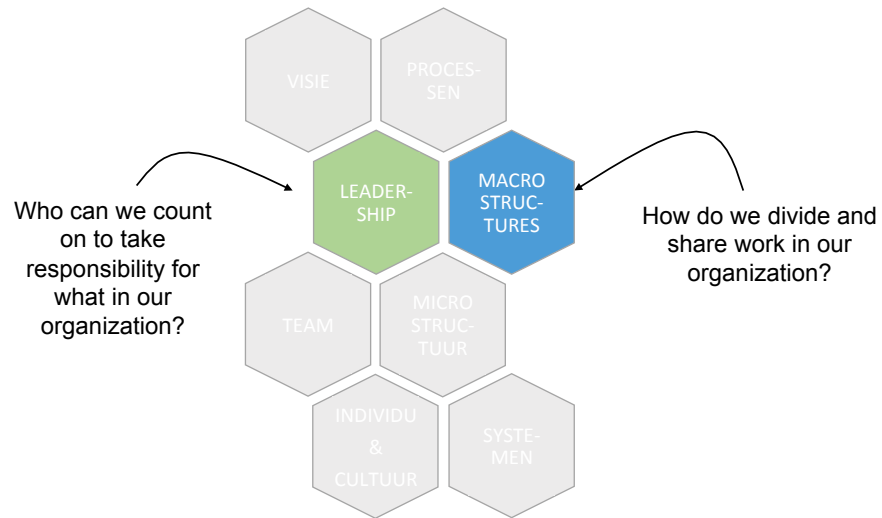
1. Scenario

What makes this organization worth working for?

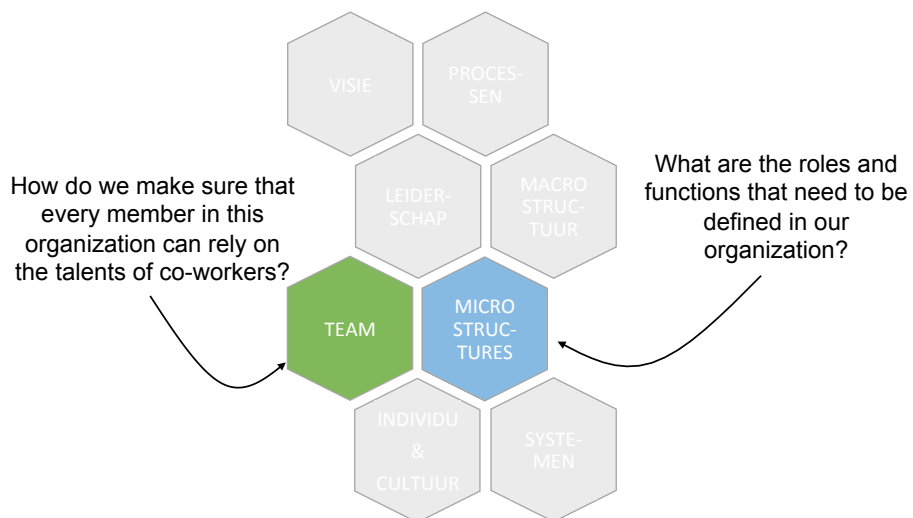


What are the kind of things that need to get done around here?

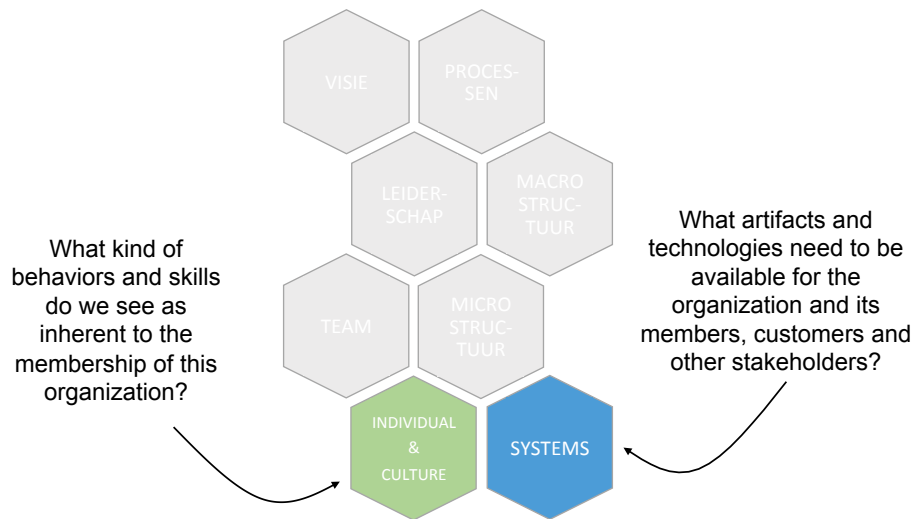
2. Context



3. Actors



4. Action



“



***A problematic structure
in the real world
is even more problematic
in a virtual world***

*A bureaucracy without walls is still a
bureaucracy*



“

If you hire an architect to remodel your office for new ways of working, you should also hire an organizational architect to remodel your organization too.





FLEXWERKSCAN

U heeft de flexwerkscan ingevuld. Hartelijk dank hiervoor. Zoals beloofd vindt u hieronder feedback op maat. Allereerst krijgt u een algemene score die aangeeft in welke mate uw organisatie klaar is voor het invoeren van tijds- en plaatsafhankelijk werken. Vervolgens vindt u per vragenblok een score met onderaan telkens enkele aandachtspunten die u kunnen helpen tijds- en plaatsafhankelijk werken in te voeren.

Uw resultaat

Uw algemene score is oranje. U hebt duidelijk al met heel wat aandachtspunten rekening gehouden. Hieronder vindt u per blok wat tips om mee aan de slag te gaan.

[Enkele tips](#)
[Afdrukken](#)
[Delen op Twitter](#)

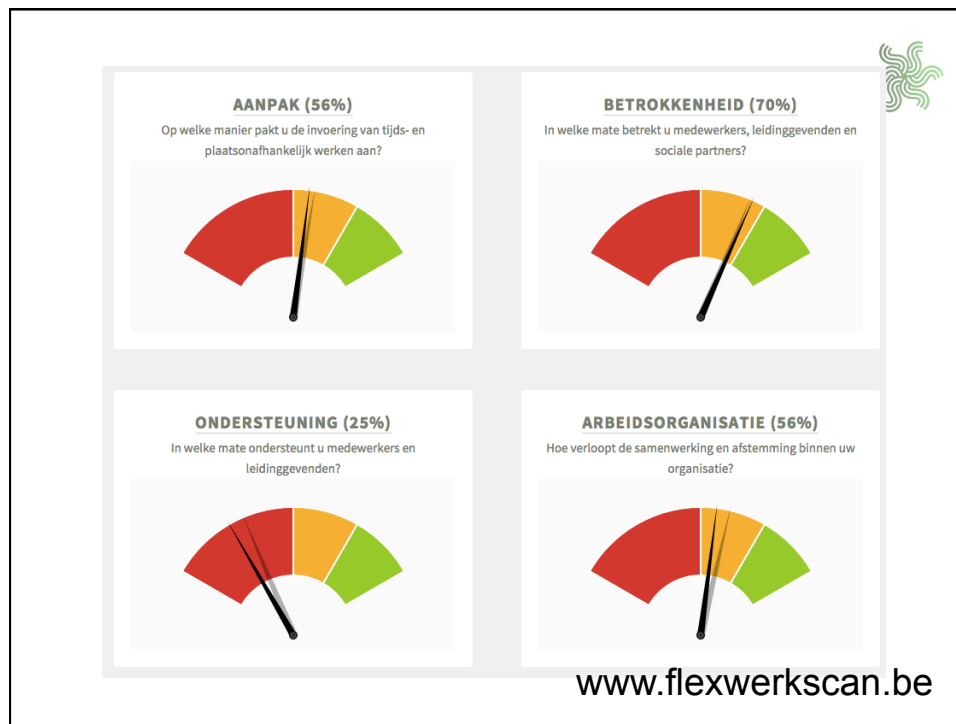
FLEXWERKSCORE (61%)

Vergelijk je resultaat met

Maak een keuze

Mijn positie
 Gemiddelde van alle deelnemers

www.flexwerkscan.be



lieven.eeckelaert@flanderssynergy.be