10:02:24   From Rahul Sheel : Hello Everyone :)

10:04:16   From Elizabeth Merck : What is your work?

To what extent was virtual work part of your reality prior to COVID-19?

10:11:09   From Jagoda Perich-Anderson : Minimal, only supplemental to F:F work.

10:11:30   From Jesper Hanssen : i am an OD consultant and teacher

10:11:34   From Mark Govers : Mark: education and consultation; prior: just a very small
part (20%).

10:11:42   From Rahul Sheel : I am an educator. Virtual work was about 10% of my work
before COVID-19

10:11:56   From Jesper Hanssen : 95% is virtual

10:11:56   From David Friedman : My work is program design and development for
educational programs. Virtual work was only a small part - 15%. However, I also have had
experience with a 100% virtual work environment in the past.

10:12:40   From Steven Alter : As a retired professor who is still writing a lot, most of my
work is virtual work except when I attended conferences or visited universities.

10:12:42   From colleen cuddy : Hi everyone I am Director Research and Instruction at a
university medical library and a PhD student in ODC. Before COVID I worked from home 1 day a
week lots of virtual meetings though 40% today.. PhD program is 95% virtual

10:12:43   From Jesper Hanssen : this is a major shift

10:12:48   From Peter Sorenson : Pete Sorenson - Adjunct Univ Prof - was zero and is now
100% - Consulting was 30% Virtual, now 100% - STS RT Board was 75% Virtual 0 Now 100%

10:12:58   From Jean Fuller : This is Jean. Not very much virtual work prior to COVID 19.
Most of my work is on organization design. Currently, I am helping a manufacturing
organization to custom manufacturing

10:13:06   From Hugh Lester : I am developing with my team a plan for how a K-5 case
study school (PS 138 in the Bronx) can be modified to allow opening in Fall given MIS-C. My
previous remote work was 10% at most. Now 100%.

10:13:16   From colleen cuddy : The biggest shift is that our service operation is now 100%
vritual

10:15:16   From Peter Sorenson : In conversation with other Professors and Adjunct Professors we have a consensus that we have struggled through this semester and managed to finished, but none of us would point to it as our finest work. One prof said we need to take this semester as a "mulligan" (golf term), learn a few lessons and move on to do better next semester.

10:16:01   From Hugh Lester : Second Peter for this semester at Stevens Institute of Technology in Hoboken, NJ, where I teach.

10:18:07   From Peter Sorenson : Interviewing knowledge worker people from one large client they said that they have concluded that it has been an agonizing, difficult transition, but that after a couple of months they are seeing increases in productivity on more routine task work and are still working on how to figure out the more complex, non-routine work.

10:20:18   From Hugh Lester : The work architects, engineers, and planners do involves feedback and iteration, so it inherently is structured around key conversations/deliberations. That element of the transition is easier for us. The mediated nature of remote work is inhibitory, though.

10:20:31   From Elizabeth Merck : What insights or questions do you have from Session 1 about using the uncertainty continuum and identifying key conversations/ deliberations?

10:21:33   From Mark Govers : Question is not clear for me

10:21:38   From Jean Fuller : i see this uncertainty for both face to face and virtual work. am i correct

10:21:51   From colleen cuddy : how do you reach consensus on what are the issues— is that a deliberation itself or is that coming from a steering group?

10:22:18   From Hugh Lester : Using the uncertainty continuum directly in my work is probably not going to happen until we have direct client input via meetings, perhaps. We might use it to explain the crux of what we need to accomplish and the need for targeted deliberations.

10:22:19   From Rahul Sheel : It is sometimes difficult to distinguish among the continuum parts, is there a reading where examples are available for each one of them on your website that you could point me to?

10:22:38   From David Friedman : Is there an unspoken mental model that you have here -- that a problem solving exercise is a pattern of group deliberation/ individual work/ group deliberation and so on? If so, I'd also like to talk (ask) a bit about what happens in the individual work?

10:22:43   From Jean Fuller : How does one know that a deliberation has been succesful?

10:22:51   From Peter Sorenson : As I mentioned above: The more concrete less uncertain tasks are working well remotely. The less certain and more ambiguous or complex tasks are requiring more profound deliberations and are more challenging.

10:23:36   From Peter Sorenson : I have examples if that would be helpful.

10:23:59   From Mark Govers : And, what is the benefit of plotting the work in this model?

10:24:13   From Mark Govers : Or, what is the aim

10:25:27   From Rahul Sheel : Another way to understand could be to create a 2*2 matrix of 'How' and 'What' and place the different tasks there.

10:27:12   From Mark Govers : Other question related to WHY - isn't that a underlying deliberation

10:30:25   From Peter Sorenson : Who is involved in the deliberation and the kind of conversation - topics, inquiries, etc. have to change — when uncertainty decreases.

10:31:15   From David Friedman : Are deliberations different on the "uncertain" end of the spectrum vs. the "more certain" end? Or is uncertainty in a deliberation the same at both ends?

10:32:06   From Peter Sorenson : Purchase order processing is clear and less uncertain. Figuring out how COVID-19 is impacting the supplier requires different participants and a different set of questions and discussions.

10:33:28   From Peter Sorenson : Who? What is the relevant data (data analytics, algorithms, inquiry processes)? What kinds of questions need to be addressed?

10:35:07   From Peter Sorenson : Deliberations = Sense Making ??

10:35:48   From Peter Sorenson : Listening to different perspectives and data sets. Finding common ground and building trust.

10:35:50 From Mark Govers : What the difference between a deliberation and arranging a meeting with and agenda (aim and points)?

10:37:50 From Peter Sorenson : Discretionary coalitions — politics, culture, trust

10:38:54 From colleen cuddy : thanks for the discretionary collation discussion so helpful!

11:03:04 From Peter Sorenson : New terminology from Bénédicte & Pete:

11:03:10 From Peter Sorenson : Agile Improvisation

11:03:23 From Peter Sorenson : Uncertainty drives agile improvisation

11:05:05 From Peter Sorenson : Amend the term: Agile Improvisation Iterations

11:06:49 From Peter Sorenson : Figure out the issue . . . then decide, plan & act.

11:07:15 From Peter Sorenson : Deliberation as a sequence of events.

11:07:30 From Peter Sorenson : Having to design the forum that has not previously existed

11:07:57 From Mark Govers : David: what would that mean for creativity?

11:09:03 From David Friedman : @mark - not sure I understand your question. Can you elaborate?

11:10:12 From Mark Govers : Using all these tools; how will it affect creativity? Lateral thinking, …

11:10:49 From Mark Govers : Isa just wonder; have no clue on it

11:10:56 From Mark Govers : I am just

11:11:38 From David Friedman : Mark: I think you can be very creative. There is actually more ability to capture ideas and present them back to people. In my experience, the biggest challenge in person or remote, is digesting everything that people have brought up. Just reviewing it and thinking about it is a huge mental exercise. But with digital tools it is easier to split up ideas for some building and review and then bring the ideas back together.

11:12:42 From Mark Govers : I see your point

11:12:46 From Mark Govers : David

11:15:06 From Elizabeth Merck : Identify the 1-2 most troublesome barriers encountered or anticipated that are specific to key deliberations in your virtual work.

11:16:29   From Mark Govers : Students refusing to use a webcam. As a teacher not having any idea what is going on the other student's side.

11:16:44   From Mark Govers : As example

11:17:02   From Hugh Lester : Hear, hear! (Mark)

11:17:10   From Jesper Hanssen : participants lack of technical skills, technical barriers

11:18:14   From Elizabeth Merck : Identify the 1-2 most troublesome barriers encountered or anticipated that are specific to key deliberations in your virtual work.

11:18:18   From Peter Sorenson : Barriers:

— High emotions

— High financial (cost increase, revenue decrease)

— Politics (narrow interests and agendas)

— History of previous problems and conflicts

11:18:18   From Hugh Lester : Not enough "chunking" of material.

11:18:19   From Rahul Sheel : Identifying some participants who have great ideas but would rather not contribute actively to the deliberations

11:18:24   From Jesper Hanssen : ill prepared meetings

11:18:26   From Jagoda Perich-Anderson : more challenging to get spontaneity and incubation on ideas that then can be discussed informally

11:18:35   From Mark Govers : More exhausting to pay attention

11:18:35   From Larisa Oproescu : A bias from senior leadership towards decision versus deliberative processes

11:18:58   From Mark Govers : Multi-tasking (doings the things at the same time)

11:19:06   From Mark Govers : Other things

11:19:13   From David Friedman : Too much info sharing for exhausting medium (zoom). People should send documents ahead of time!

11:20:15   From Jagoda Perich-Anderson : content of deliberations initially seen as same as if nothing had changed in terms of uncertainties; not focusing on uncertainties and getting clarity first

11:20:22   From Mark Govers : My impression it takes also more time

11:20:50   From Mark Govers : Potential mis-understanding and mis-communication

11:21:07   From Rahul Sheel : not focusing on uncertainties and getting clarity first

Agree with this, Jagoda. Very relevant point

11:23:48   From Jagoda Perich-Anderson : Really agree on issue of not having the high

touch

11:25:00   From Hugh Lester : Thanks, everybody. Need to jump off now. :)

11:25:48   From Peter Sorenson : STS Roundtable Articles are available at:

11:25:50   From Peter Sorenson : https://stsroundtable.com/resources/articles/

11:26:21   From Peter Sorenson : Look at the Virtual Organization (VOSS) section

11:27:05   From Larisa Oproescu : thank you everyone, I'm sorry I wasn't able to join the

full session... I'm sure it was very interesting

11:27:24   From Mark Govers : Peter the Great!

11:27:25   From colleen cuddy : Thanks great session!

11:27:40   From Jean Fuller : Indeed Pete; many thanks to all of you

11:27:41   From Jagoda Perich-Anderson : Thanks, until next week. This is great.

11:27:41   From David Friedman : Thanks all.

11:27:46   From Jesper Hanssen : Thanks a lot y'all

11:27:46   From Rahul Sheel : Thank you. It was a great session!