

# PMI SV

## Avoiding Stone Age Practices – How Digital is Changing the Way We Work Together

14 Oct. 2019

4:05 – 5:05 PM

Digital is changing how. we work together!!! WhatsApp, WeChat, Line, etc. Costs nothing! Video!! Like Star Trek when I was a kid! TOO MUCH EMAIL! Origami paper tearing!! Tone of Voice, Eye Contact, words alone??!! OK!

# PMI-SV: How Digital is Changing the Way We Work Together

Digitalization is here! We have AI, IoT, Big Data, Machine Learning, and Blockchain will disrupt how business is done on Planet Earth. The widespread availability of inexpensive, even free, internet-based team collaboration tools has made working with people working virtually globally relatively easy compared to even a few years ago. Today we have video conferencing by FaceTime, Line, WhatsApp, WeChat, Skype, Zoom, and Chime. There are team collaboration portals such as SharePoint, Google Sites, and Salesforce Chatter. File sharing is easy and effortless using services like Sharefile, Dropbox and Box. These tools have given even small companies like mine the ability to do business around the globe almost effortlessly – at least from an IT standpoint. And yet I’m personally aware of large, so-called global businesses that are still hampered by the following:

- No ability to video conference from work (although Skyping from a nearby Starbuck’s is a no problem!).
- No storage location where a file can be stored, where every employee in the world can access it (but placing it unofficially on Dropbox is easy, although forbidden!).
- Global supply chains across 40 countries being managed by spreadsheets, often requiring each person involved to spend 40+ hours a month to coordinate production, inventory management and shipments globally.
- In spite of the availability of free bug tracking software like [Bugzilla](#), one software organization that has been in business for over a decade still didn’t have a bug tracking system. No, I’m not kidding!
- One 10-year-old organization pushed changes in the source code directly to the live production server, upon which their customers depended. Really, they did this!
- One software product development team in a Fortune 100 company reported that their schedule had slipped due to the fact that, during the quality testing phase, they’d unexpectedly found bugs that needed to be fixed before shipment. Yes, unexpectedly!

Everyone I know who has a job is more overworked than ever, with at least a half-dozen important tasks or projects, all of which were prioritized either HOT, VERY HOT, RED HOT, or DO IT NOW! Working faster, “doing more with less”, and the all-too-common firefighting, heroics, and diving catches can feel like an enlivening experience, even as you’re digging your own project grave. The necessity of changing the way we work, and the way we work together, is critical to our success, and in some cases our very survival. Work that used to take hours or days can now be done in minutes or seconds. Especially in the Age of Digitalization, we have a responsibility to step back and question the processes and practices in use, and ask if there is a better way to achieve our business results, find answers to this question, and thoughtfully implement solutions that enjoy the buy-in, commitment, and support of all key stakeholders.



# Avoiding Stone Age Practices

## How Digital is Changing the Way We Work Together



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March 2019

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# Kimberly's Secret Notes

- Origami paper tearing – Audio-only
- Thumb Wrestling – Aversion to Planning
- words vs. meaning
  - Eats shoots & leaves.
  - First make sure he's dead
  - Let's eat grandma!
- Digital is changing how we work together!!! WhatsApp, WeChat, Line, etc. Costs nothing! Video!! Like Star Trek when I was a kid! TOO MUCH EMAIL! Origami paper tearing!! Tone of Voice, Eye Contact, words alone??!! OK!

# REFERENCES

- **[Don't Try This Alone! Whacky for Wikis and Crazy for Collaboration](#)**  
Kimberly Wiefling reviews her experiences with a few of the 21st century collaboration tools you may want to consider for your project efforts.  
It seems to me that this should be a topic near and dear to every project leader's heart. After all, this is what we spend much of our working lives doing—steadfastly facilitating collaboration in the pursuit of often seemingly impossible goals outside of the reach of a single human being.  
[Read more ...](#)
- 
- **[Kollaboration Is Killing Me](#)**  
What does it take to get people to appreciate and use a wiki? (No, seriously, what does it take?)  
If you are struggling to harness the hydra of the group genius in your project team, I'm sure you'll be able to relate to some of what I've experienced with these three wiki experiments. It's just a tad painful, but press on if you're curious.  
[Read more ...](#)
- 
- **[Avoiding Stone Age Practices in the Age of the Internet](#)**  
Is your team collaborating as efficiently as they should be? Remember to plan for effective communication.  
In spite of common sense, again and again I encounter companies repeating tragically avoidable mistakes, hamstringing themselves with the same ludicrous errors their competitors (fortunately) are also making.  
[Read more ...](#)
- 
- **[Working Remotely... Face-to-Face!](#)**  
Virtual teams have a lot of useful tools to lean on, but the most useful may be face-to-face meetings.  
Globalization in today's business world is rapid and inescapable. As a result, many projects these days involve geographically dispersed teams comprised of members from a wide variety of countries and cultures.  
[Read more ...](#)

# References

- [How Digital Transformation Is Impacting the Way We Work - Koombea](#)
- <https://www.koombea.com/blog/impact-digital-transformation-how-we-work/>
- Apr 16, 2018 - **Digital** transformation, along with associated technology **changes** such ... but also how **people work**, and connect with their **work** environments.
- [How digital technologies are changing the way we work | Accenture ...](#)
- <https://www.accenture.com/.../insight-outlook-how-digital-technologies-are-changing-...>
- Fast and furious: **How digital** technologies are **changing** the way we **work** ... has been adaptable processes, in which the same **people** and equipment can be .... from a wider array of sources knitted **together** in faster and richer design cyc
- [How technology is creating a new world of work | McKinsey](#)
- <https://www.mckinsey.com/.../digital.../how-technology-is-creating-a-new-world-of-w...>
- ... put those three things **together**, and they're driving a huge amount of **change**. The emergence of 'knowledge' workers. I think **work** is **evolving** from being a place to being a mind-set. ... **people** who are **working** in retail stores—who ar  
Article - McKinsey Quarterly Managing talent in a **digital** age.
- [Rethinking work in the digital age | McKinsey](#)
- <https://www.mckinsey.com/business-functions/.../rethinking-work-in-the-digital-age>
- Digitization and automation are upending core assumptions about jobs and **employees**. ... More prosaically, companies can harness the new power of global **digital** ... Digitization is not only **changing work** within organizations but also ei  
to **band together** but also helps with services such ...
- [Technology is changing the way we live, learn and work. How can ...](#)
- <https://www.weforum.org/.../technology-is-changing-the-way-we-live-learn-and-work...>
- Jan 4, 2017 - Erik Brynjolfsson Director, MIT Initiative on the **Digital** Economy, MIT ... How do we make choices that will **work** for **people** earning low and ...
- [How Digital is changing the workplace? | CustomerThink](#)
- [customerthink.com/how-digital-is-changing-the-workplace/](http://customerthink.com/how-digital-is-changing-the-workplace/)
- Dec 27, 2017 - **Employees** have embraced the latest mobile devices and **digital** ... at **work** such as information overload, and daily **changing** technology.
- [Why a Digital Workplace Transformation Requires a Fundamental Shift](#)
- <https://bloomfire.com/.../digital-transformation-fundamental-change-not-surface-level/>
- Because a **digital** transformation means fundamentally **changing how employees work together**, a hefty amount of **change** management is necessary.

# Our marketing team prepared few questions for you:

- How digital is changing the way we work together?
- How to build and maintain trust and team spirit in virtual teams, with people you don't see face-to-face every day?
- CEO's, managers often think that people, who work remote, are less efficient. Is this true/false? Why is it so (true/false)?
- Communication is very important in virtual teams. Which are the most common mistakes we make?
- In the digital world it seems we are always available for employers, co-workers ... How and where (or when) to draw the line between professional and private life? How to balance these two in the digitalized world?

We would kindly ask you if you could prepare a video that would answer our questions. We suggest that your answers would be short, inspire interest and thinking.

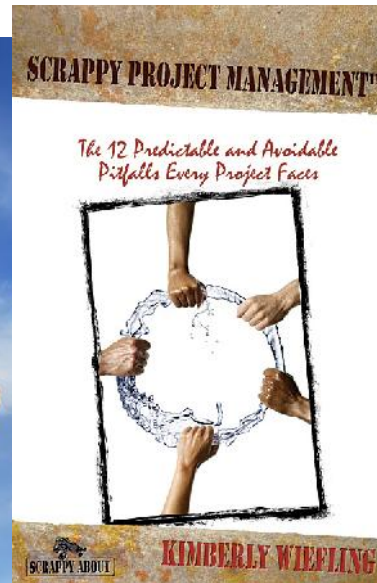
# Introductions



# Kimberly Wiefeling



invent



10 years

# Silicon Valley Startups



(Hewlett Packard)



cādence

vmware®



intuit®

CISCO

Panasonic®



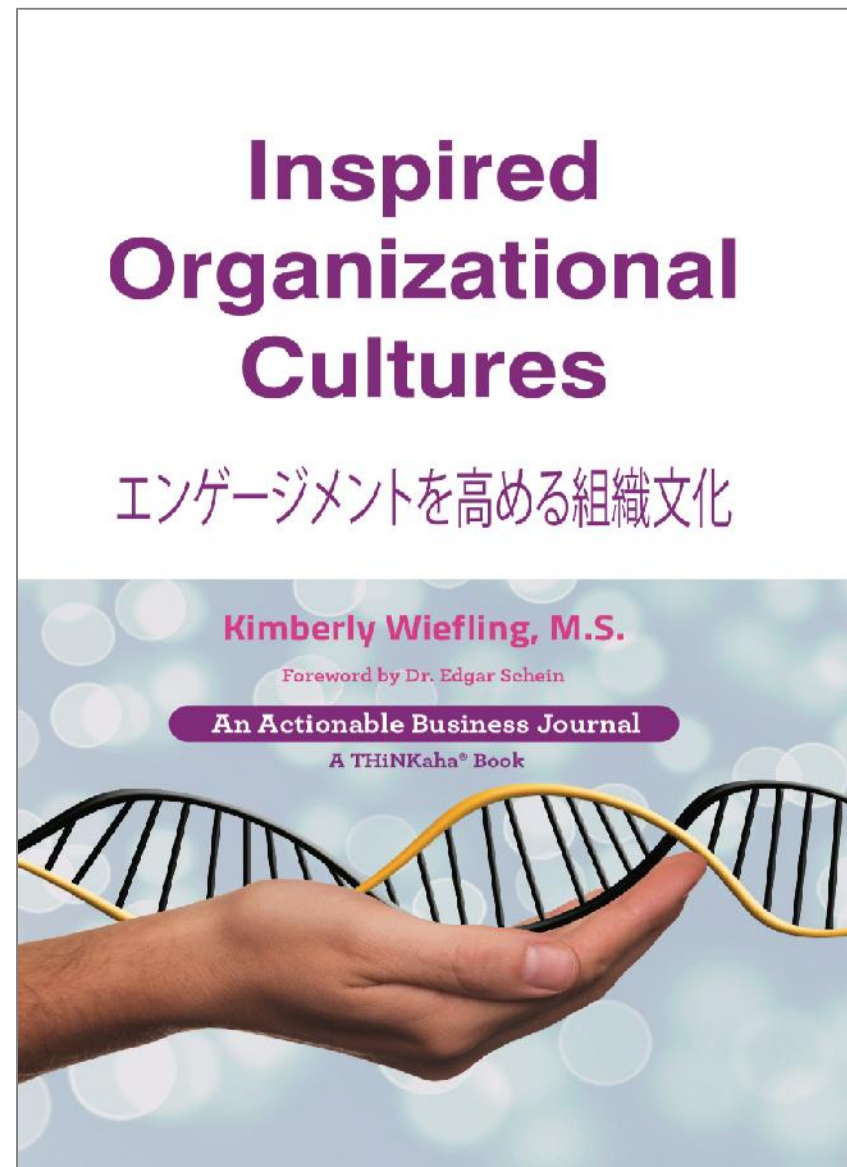
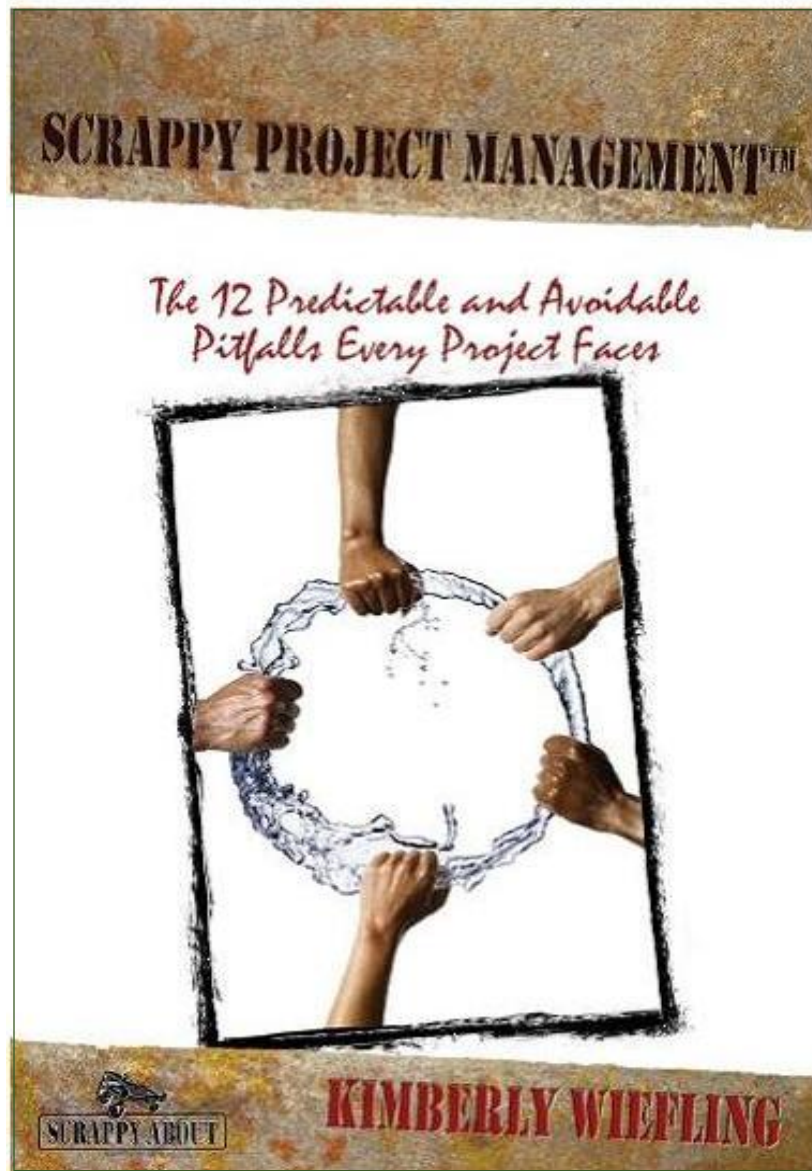
YAMAHA

INFORMATICA®

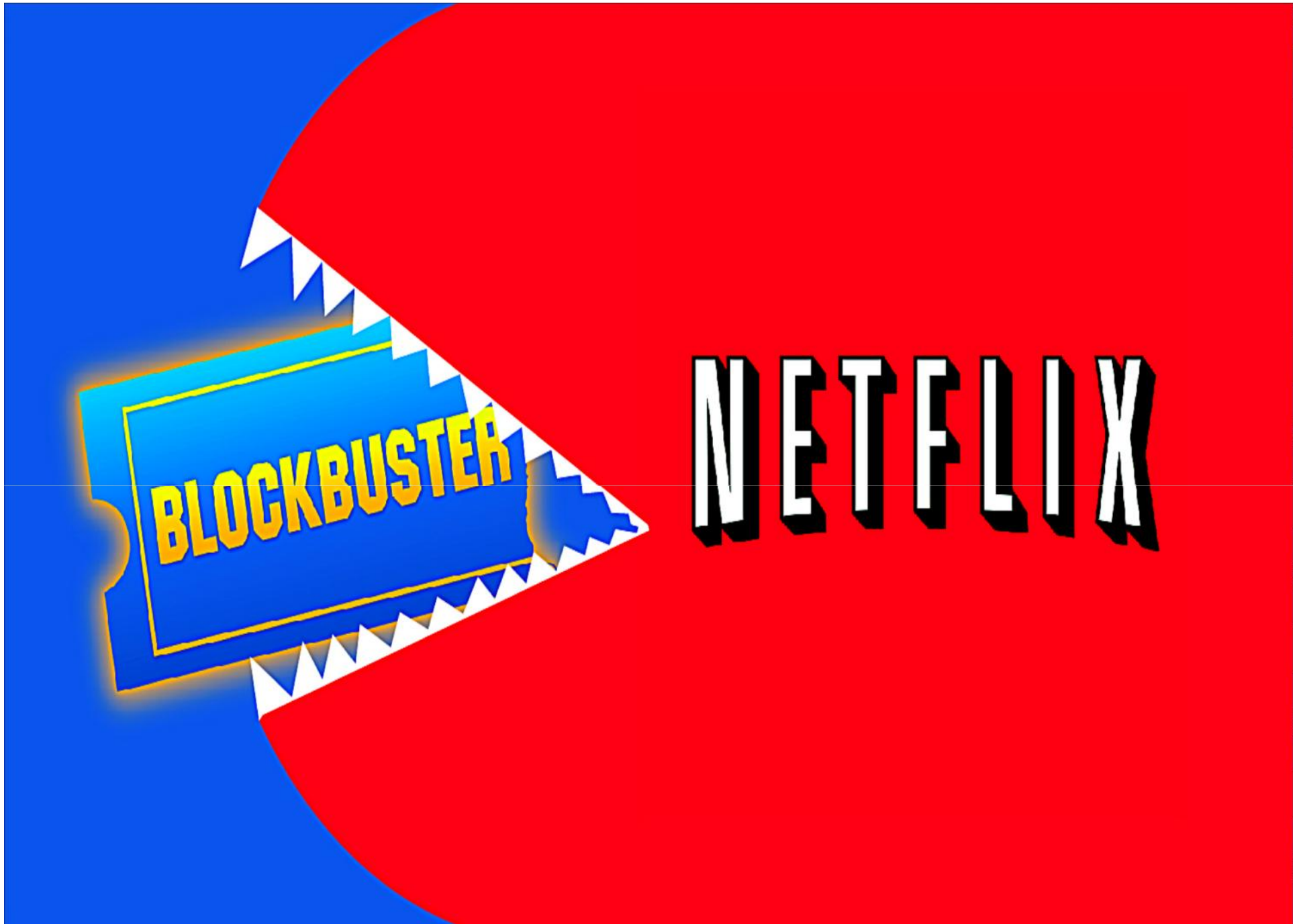


SUNTORY





# Digital Disruptions







Ref: <https://www.digitaltrends.com/home-theater/blockbuster-blockbuster-shutter-remaining-stores-kill-movie-mail-program/>  
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# Why own videos when there is NetFlix?



NetFlix disrupted themselves, streaming videos even while they were still shipping movies with CDs to their customers.







Ref: [http://www.pennlive.com/midstate/index.ssf/2011/07/borders\\_books\\_to\\_close\\_its\\_rem.html](http://www.pennlive.com/midstate/index.ssf/2011/07/borders_books_to_close_its_rem.html)

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# amazon.com<sup>®</sup>



Why own music CDs  
when there is Pandora  
or Spotify?





 **Alibaba.com**® ...the world's highest volume merchant... **OWNS NO INVENTORY!**  
Global trade starts here.™

 **airbnb** ...the world's largest accommodation provider... **OWNS NO PROPERTY!**

**U B E R** ...the world's largest taxi company... **OWNS NO CARS!**

**facebook.** ...the world's largest media company... **CREATES NO CONTENT!**

 **skype**™ ...the world's largest phone company... **OWNS NO TELCO INFRASTRUCTURE!**

**NETFLIX** ...the world's largest movie house... **OWNS NO CINEMAS!**

 / **Google** ...the largest mobile software vendors... **WHO DON'T WRITE MOST APPS!**



UBER

World's largest  
taxi company

Owens NO

~~Taxis~~



World's largest  
Accommodation provider

Owens NO

~~Real  
estate~~



World's largest  
Phone companies

Owens NO

~~Telco  
infra~~



Alibaba Group

World's most  
Valuable retailer

Owens NO

~~Inventory~~

facebook.

Most popular  
Media owner

Owens NO

~~Content~~



World's fastest  
Growing bank

Owens NO

~~Actual  
money~~

NETFLIX

World's largest  
movie house

Owens NO

~~Cinemas~~



World's largest  
Software vendors

Owens NO

~~Apps~~

# Kodak

- Founded in 1889 and bankrupt in 2010.



Ref: <https://www.kodakmoments.com/>

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Guess  
who  
invented  
the  
digital  
camera?



# Microsoft's Encyclopedia



# WIKIPEDIA

The Free Encyclopedia

**English**

5 817 000+ articles

**Español**

1 508 000+ artículos

**日本語**

1 141 000+ 記事

**Русский**

1 532 000+ статей

**Italiano**

1 511 000+ voci

**Português**

1 018 000+ artigos

**Deutsch**

2 278 000+ Artikel

**Français**

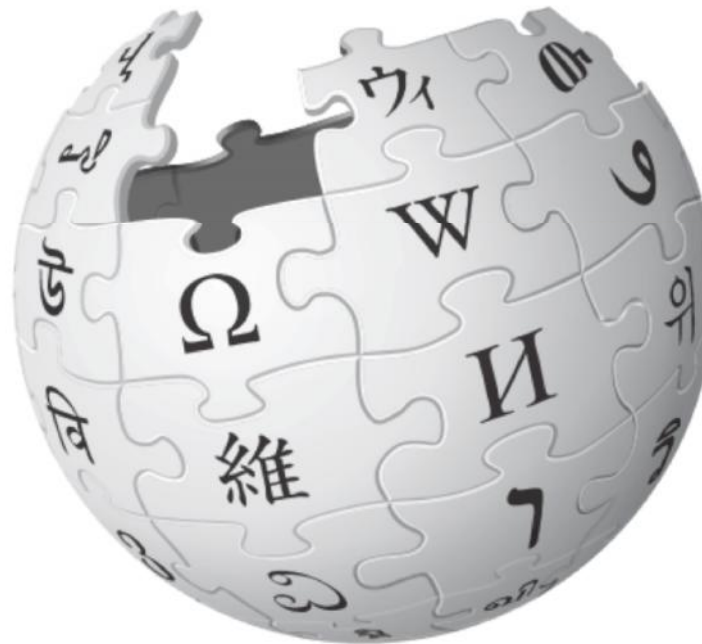
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**中文**

1 047 000+ 條目

**Polski**

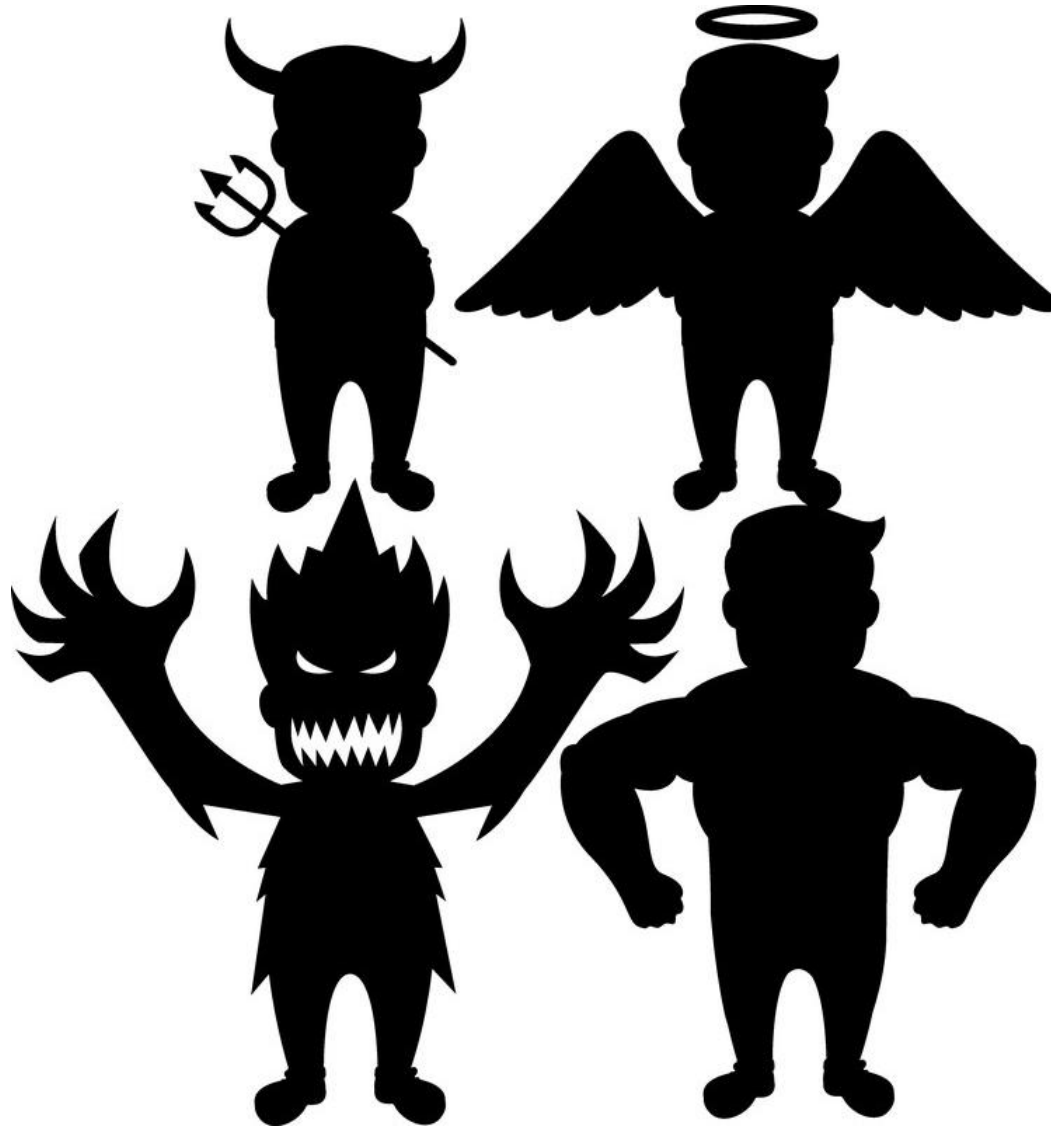
1 322 000+ haseł





Introducing YOU!

# Learning More about YOU!





Did you  
find  
anything  
in  
common  
with your  
partner?

Group or Team?

# Why teams fail unchanged . . .

Making sure that everyone who's working together gets to know each other face-to-face

Making sure each individual knows what's expected of them, and has the tools and skills to do it

Providing a clear line-of-sight from individual goals to organizational goals, mission, and purpose

What's the difference between a group of people working together and a real team?



## Group

- A collection of individuals who coordinate their actions.



## Team

- Shared Purpose, Goals, Priorities
- Trust in Each Other
- Team Measures of “Success”
- Working Together Agreements
- Team “Identity”
- Problem-solving Approach
- Decision-making Approach



# Building an Effective Global Business Team

MIT Sloan Management Review Article  
Summary



# Why Teams Fail

# In a Study of 70 Global Business Teams



- Self-evaluation of performance:
  - 18% “highly successful”
  - 82% “failed to reach their goals”
- 33% said their team was “unsuccessful”

# **#1**

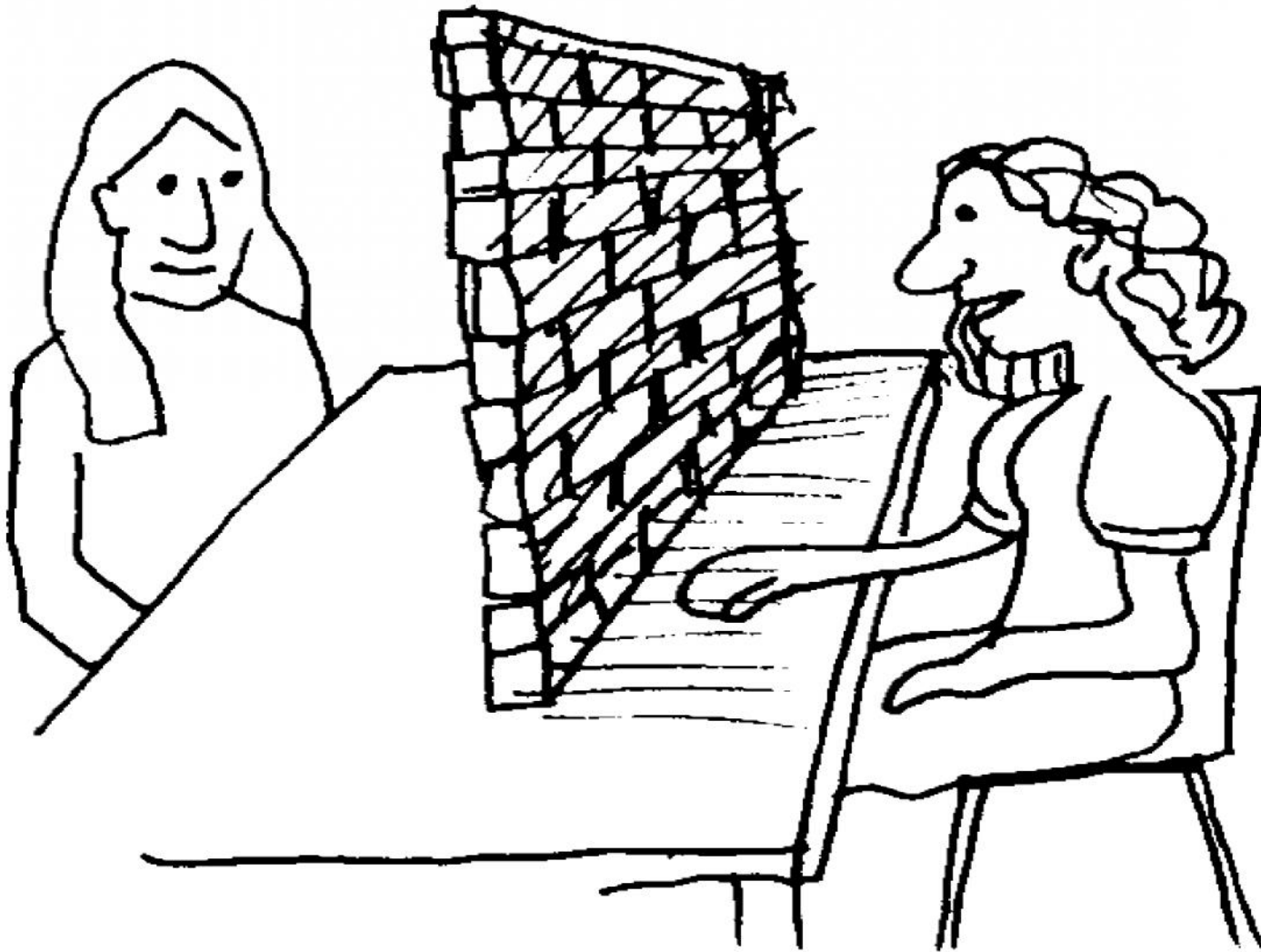
## **They fail to build trust.**



Ref: Building an Effective Global Business Team, Vijay Govindarajan & Anil K. Gupta, MIT Sloan Management Review.  
Image Ref: Purchased from iStockphoto.com.

## #2

# Communication barriers.



Ref: Building an Effective Global Business Team, Vijay Govindarajan & Anil K. Gupta, MIT Sloan Management Review.  
Image Ref: <http://advancedcommunicationsclassblog.blogspot.com/2011/12/non-verbal-communication-barriers.html>

# #3

## Goals of team & team members NOT aligned.



Ref: Building an Effective Global Business Team, Vijay Govindarajan & Anil K. Gupta, MIT Sloan Management Review.  
Image Ref: Purchased from iStockphoto.com.

# #4

## Team vision & goals are unclear.



Ref: Building an Effective Global Business Team, Vijay Govindarajan & Anil K. Gupta, MIT Sloan Management Review.  
Image Ref: <http://sperone.free.fr/images/extraz/PICS22/>

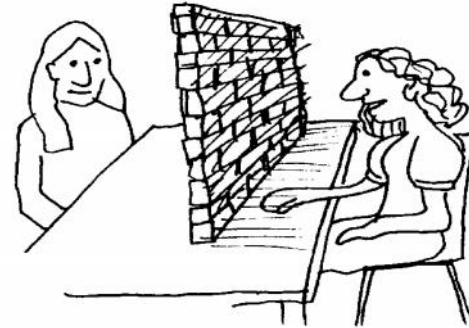


# Why Global Business Teams Fail

#1-They fail to build trust.



#2-They cannot overcome communication barriers.



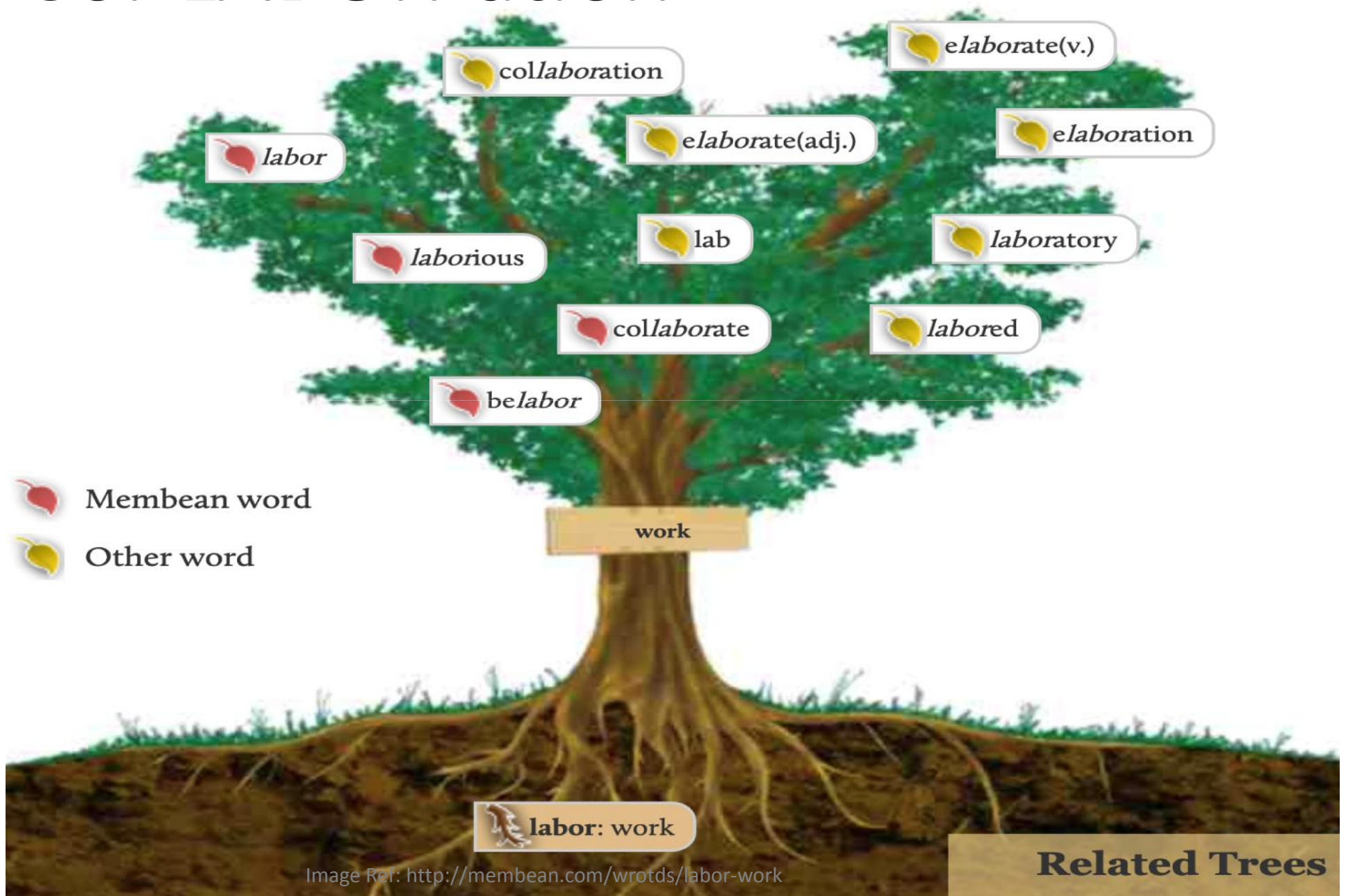
#3-Goals of individual team members are not aligned with the team.



#4-The team goals are unclear.



# Col-LABOR-ation





# Most Examples are NOT “Global” Issues!

## #1-They fail to build trust.

Examples: Failing to establish shared team values. Failing to share control across borders and across the team. Failing to link rewards to team performance. Team leaders who lack credibility, experience in process management, conflict resolution, team integration, problem-solving.

## #3-Goals of individual team members are not aligned with the team.

Examples: Teams compete for resources among subsidiaries. Team charters/goals create internal competition.

## #2-Can't overcome communication barriers.

Examples: Lack of language skills and cross-cultural skills. Lack of face-to-face meetings. Failing to establish team behavior norms. Insufficient tools for encouraging debate and identifying alternatives. Lack of using data to drive decisions.

## #4-The team goals are unclear.

Examples: Many teams do not take time to define their charter, agenda, scope and deliverables at the beginning.

Build Relationships

Build Trust

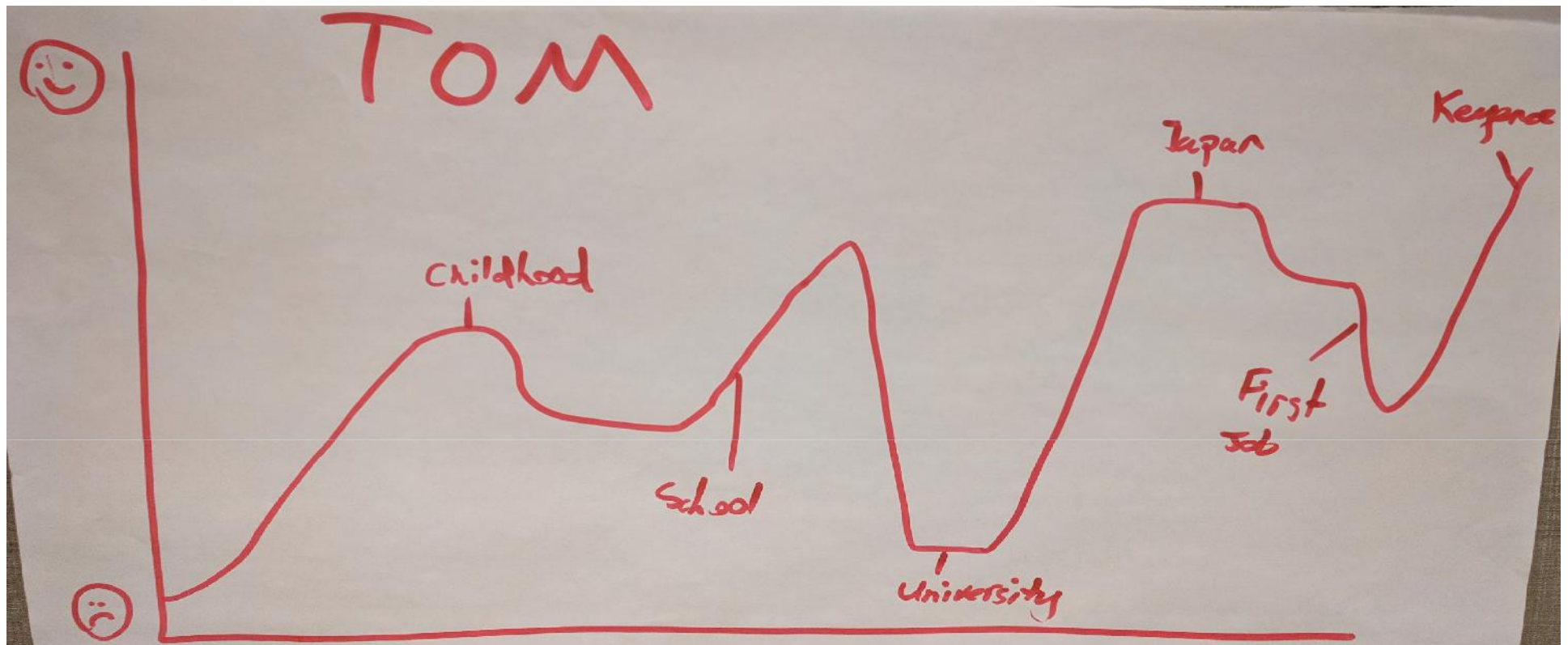
Build Relationships.

Build Trust.



graphic facilitation by Brandy Agerbeck • Loosetooth.com

# Life Journey Self-introductions



“If you knew the secret history of those you would like to punish, you would find a sorrow and suffering enough to disarm your hostility.”

— Henry Wadsworth Longfellow

100



© 2000 by The McGraw-Hill Companies

A cartoon illustration showing a person climbing a ladder to reach a sign that says "STAY OUT OF PETS". The person is holding a sign that says "High School".



Become a  
Christian

Born in  
Lubbock

1962

Married  
SARAH

1995

Count  
Baptist

1989

MEET  
- PARN

1049

LAUREN  
BARR

100

RYAN  
BOEN



2003

205

2006

Promoted to  
MADEITING

Handed  
TAYLOR  
MGR. TOWN

Back-to-Back  
Division  
of the  
Year

It just keeps getting better!

## HEARTLINE



Carlson  
Forte

FOR  
RENT

**Journal of**



**Built Division  
Sales Team**



РАБОТА

[Back to Top](#)

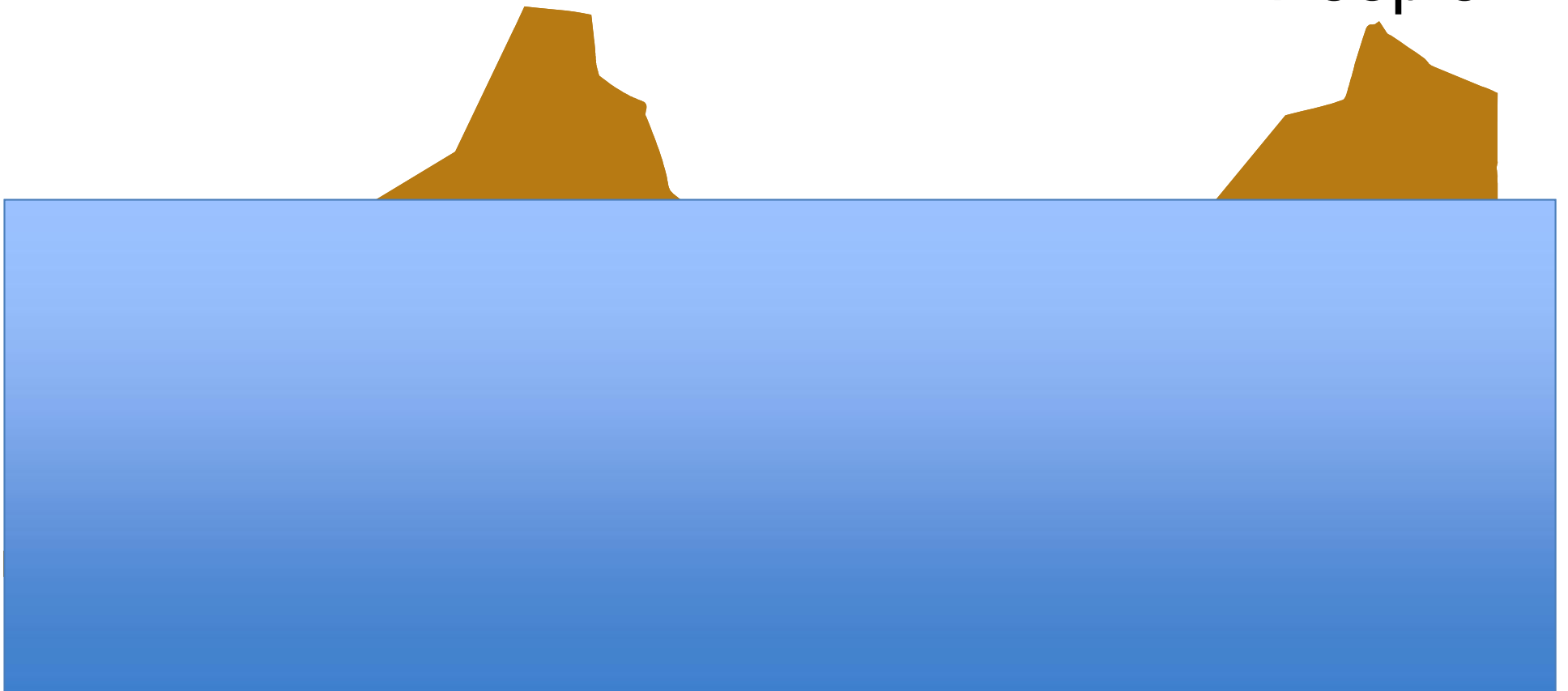


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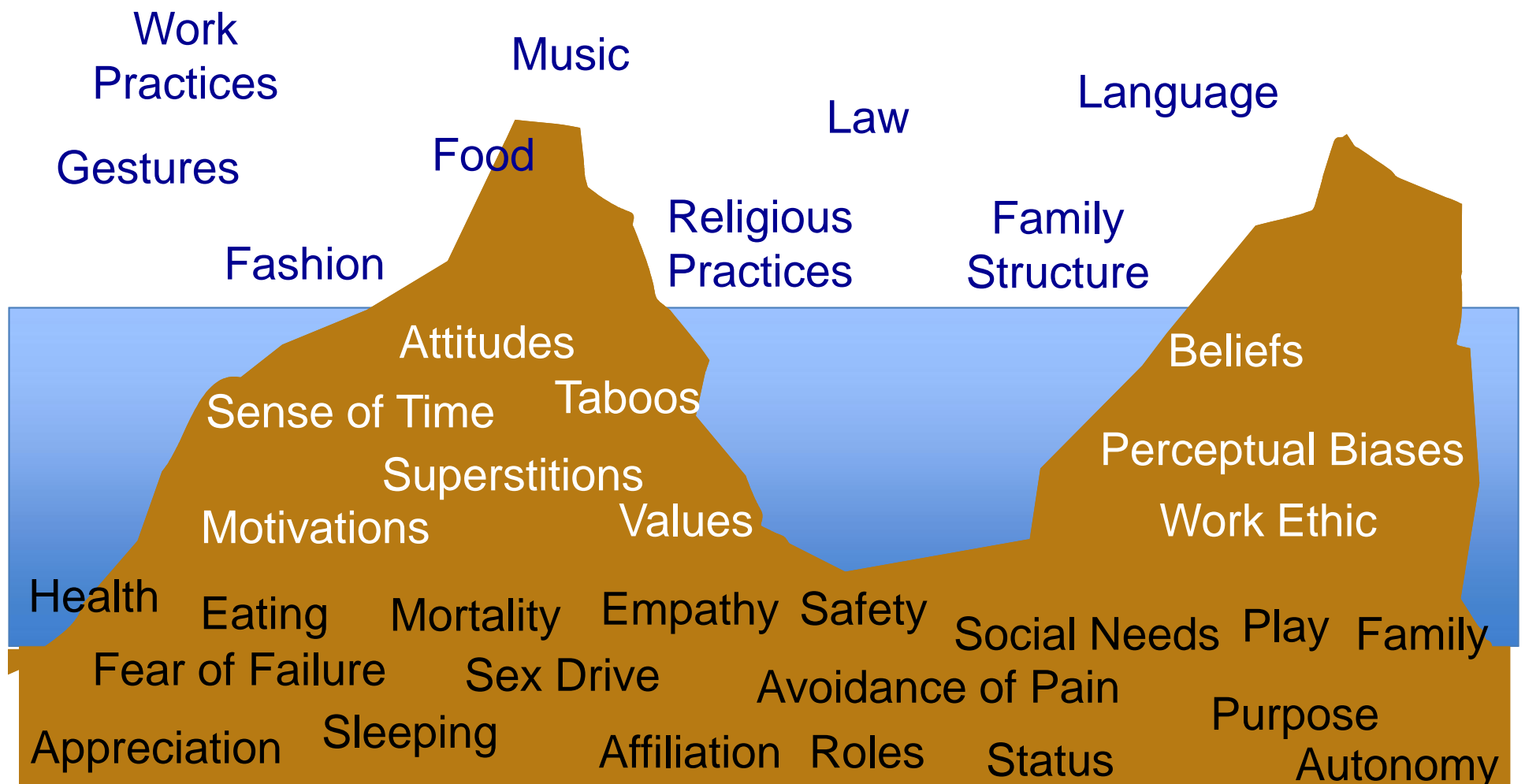
# Island Model of Culture

You

Other  
People



# Island Model of Culture





# Common Ground of Human-being-ness



Image Ref: Dreamstime.com

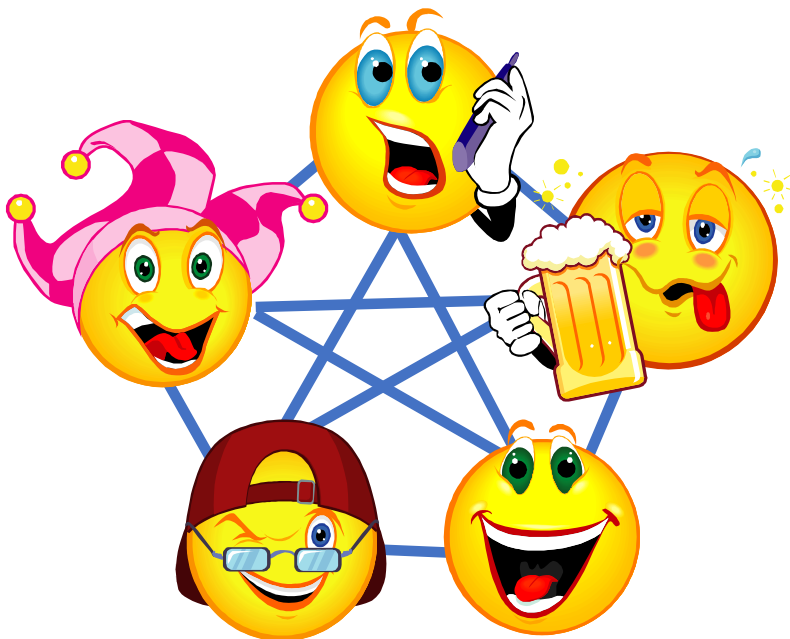
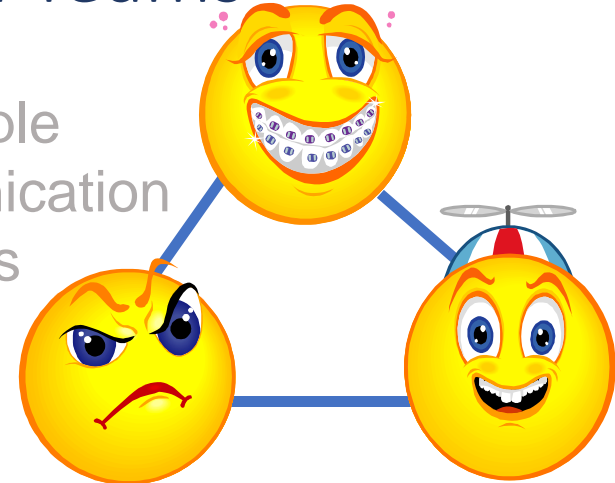


# Effective Global Communication

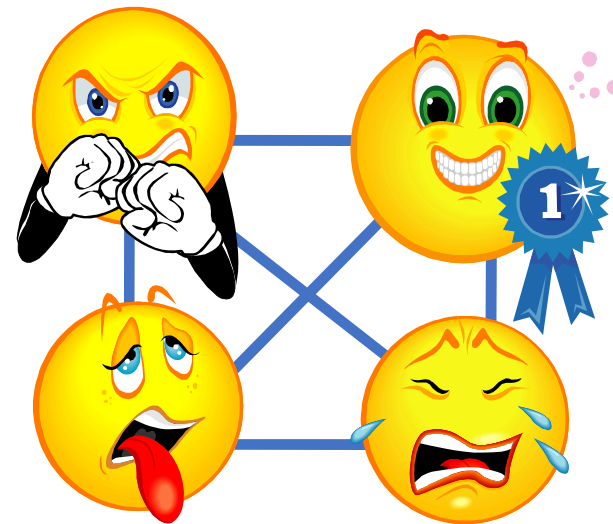
# Communication Complexity in Teams



3 People  
3 Communication Paths



5 People  
10 Communication Paths



4 People  
6 Communication Paths

# 1-Way Communication



Paper  
Tearing  
Exercise



Image Ref: <https://www.canstockphoto.com/send-email-envelope-in-a-laptop-7573769.html>

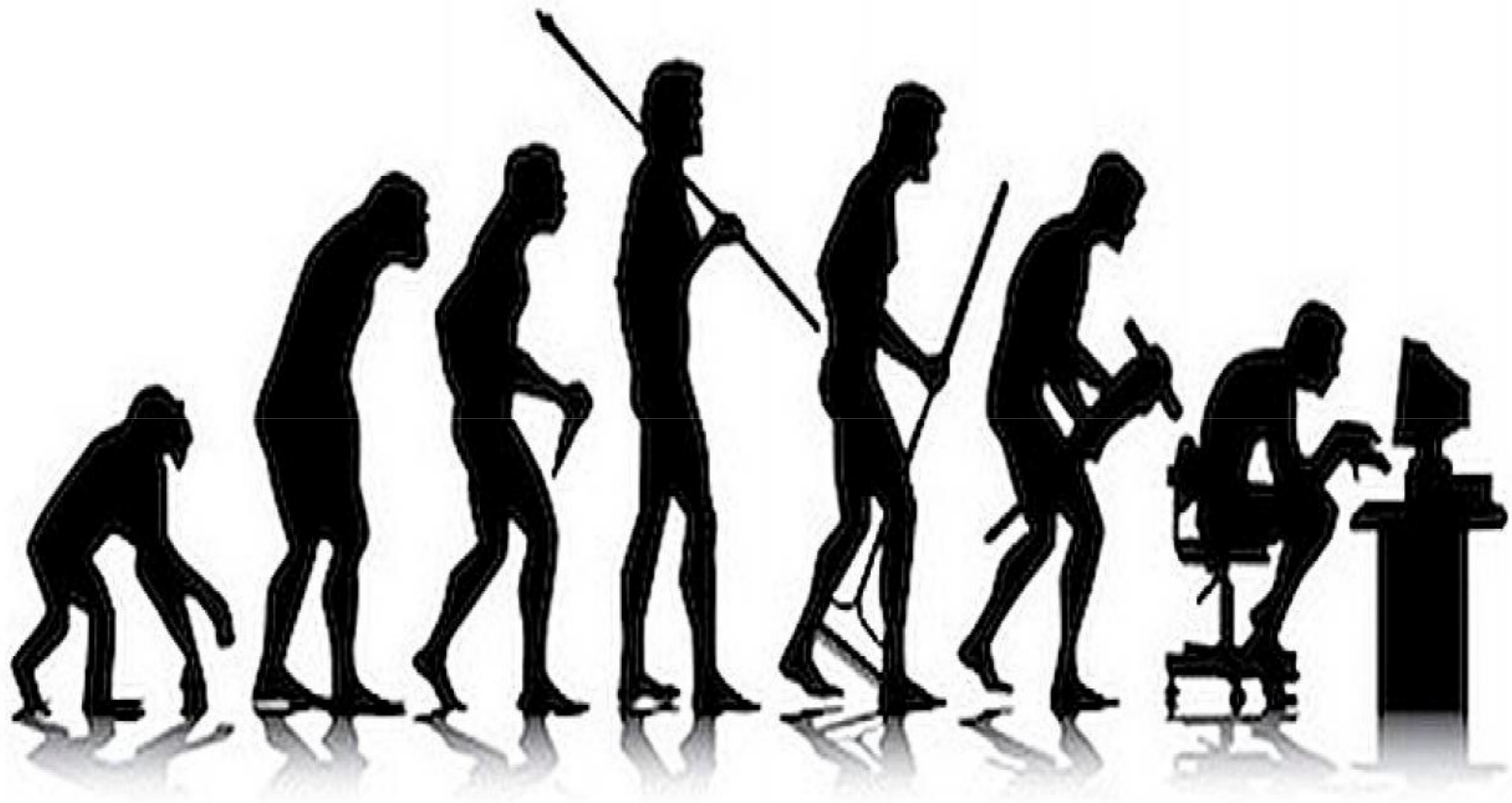


Image Ref: <https://www.madlab.ca/consider-your-posture.html>



# 4 AM Global Team Meetings!



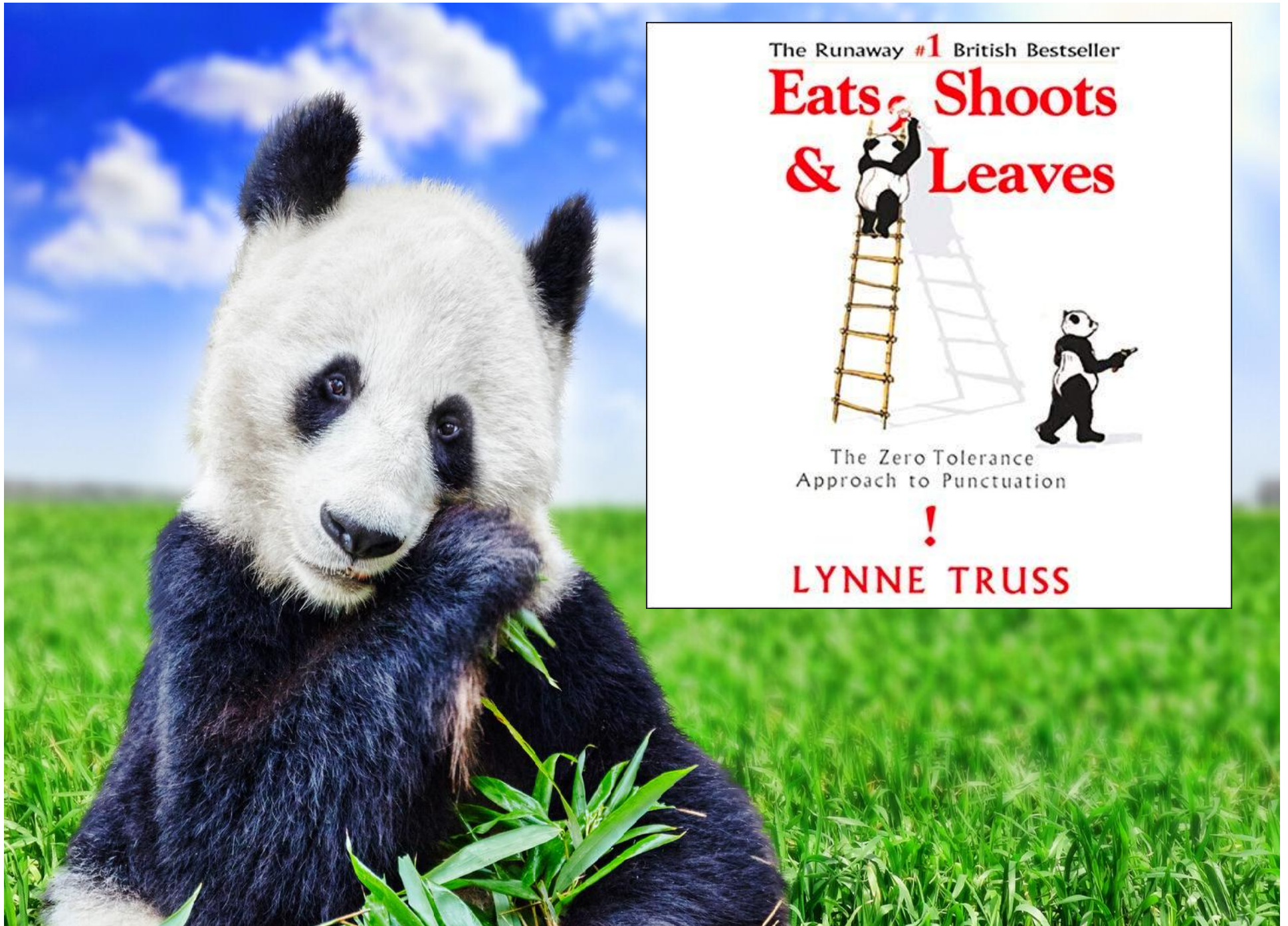
Image Ref: Dreamstime.com

Let's eat grandma!



Let's eat, grandma!

**PUNCTUATION  
SAVES LIVES!**



The Runaway #1 British Bestseller

# Eats, Shoots & Leaves



The Zero Tolerance  
Approach to Punctuation

!

LYNNE TRUSS





Image Ref: <http://www.monstermuleys.com/photos/PhotosID40/191.html>

ASK THEM TO GUESS HOW  
MANY PEOPLE USE ENGLISH  
and WHAT % are NON-NATIVE  
SPEAKERS



# Whose English is It Anyway?

> **1,000,000,000** people use English worldwide (*British Council*)

**3 - 4** NON-Native speakers for every Native Speaker (*The Economist*)



Image Ref: istockphoto.com

# Global English: CAPSsss

## Clear

Speak with a clear voice



## Action

Use body language, gestures, face & eye contact.



Image Ref: istockphoto.com

# Pause

Let them think



# Slow

Speak slowly and clearly

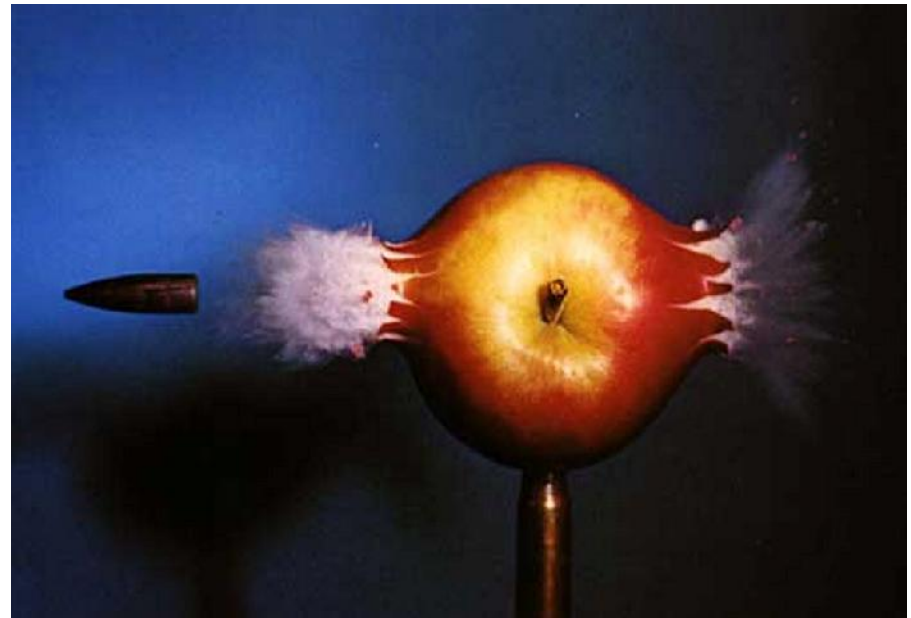


Image Ref: istockphoto.com

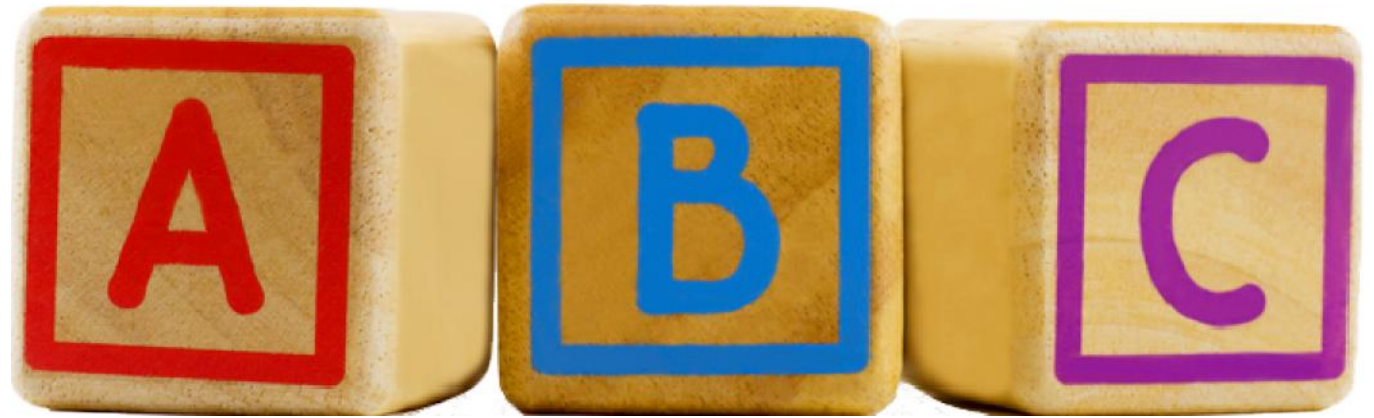


Image Ref: istockphoto.com

**Simple** Use easy words

**Short** Use short sentences

**Smile!**



Image Ref: <http://realfunnypicture.blogspot.com/2010/06/tiger-woods-nike-smile.html>

# Meaning vs. Words

**In the extreme . . .**

\_\_\_\_\_% of meaning is words.

\_\_\_\_\_% is vocal.

\_\_\_\_\_% is visual.





# Communication is More Than Words



# Meaning vs. Words

**In the extreme . . .**

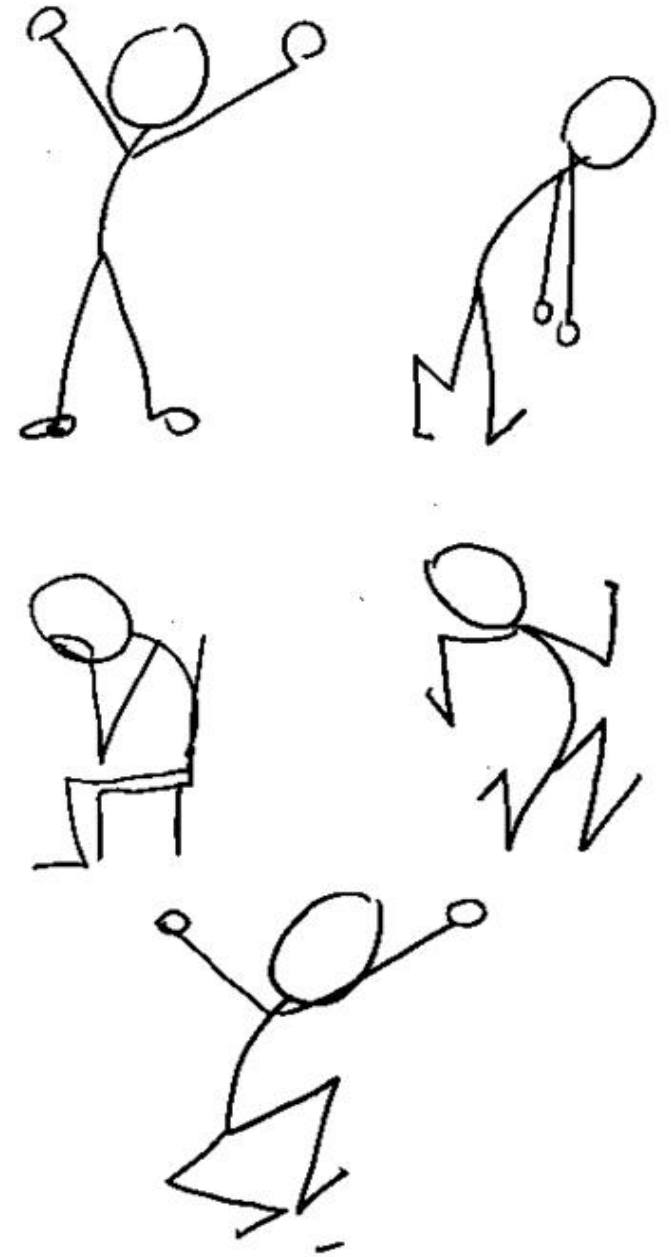
7 % of meaning is words.

38 % is vocal.

55 % is visual.



- Verbal
- Vocal
- Visual



# Webex









Call-in User\_6



Kiimberly Wiefeling (me)



		
Call-in User_11	Call-in User_2	Call-in User_3
		
Call-in User_4	Call-in User_5	Call-in User_6

# Communication Includes BOTH Talking AND Listening!



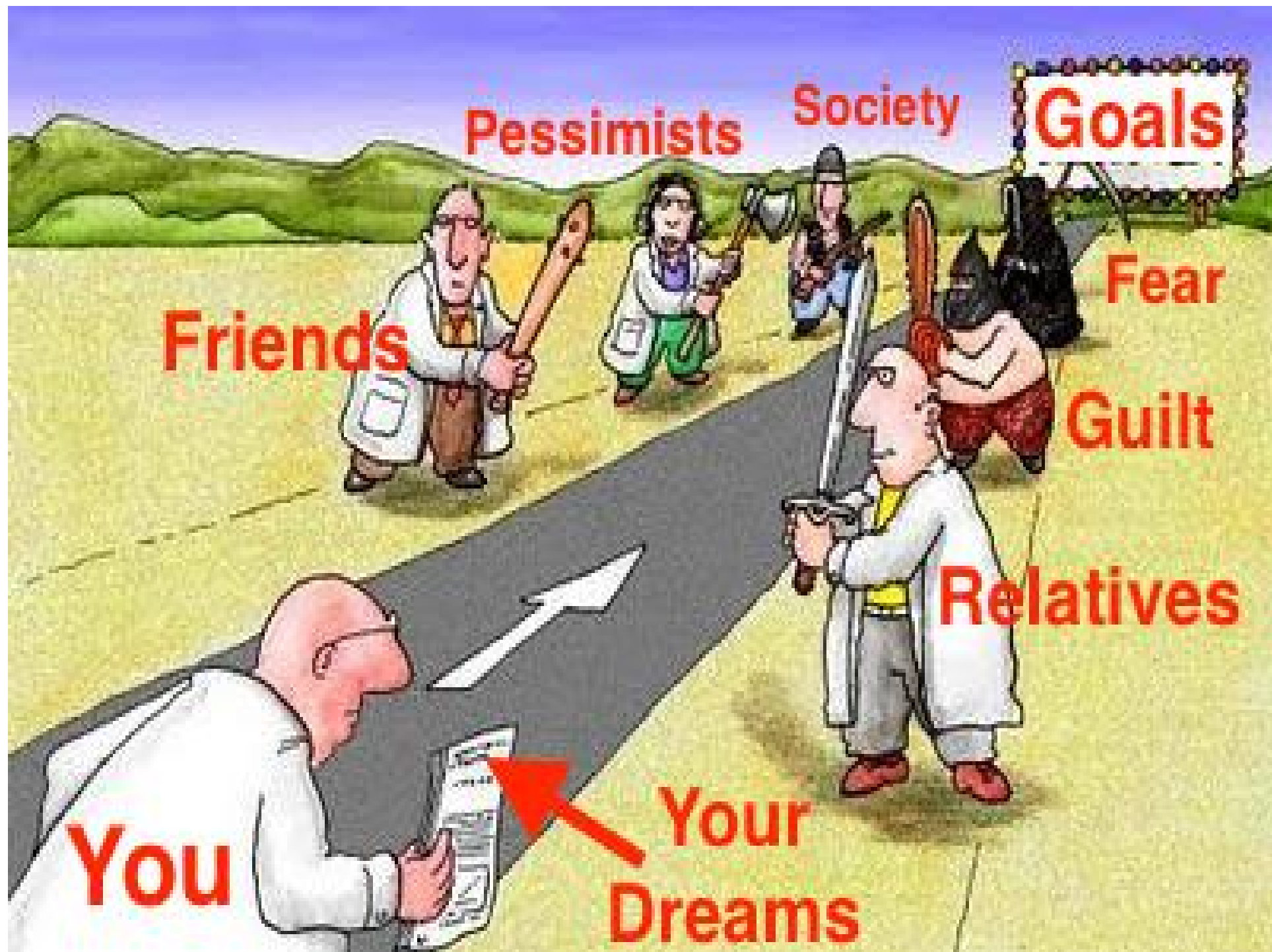
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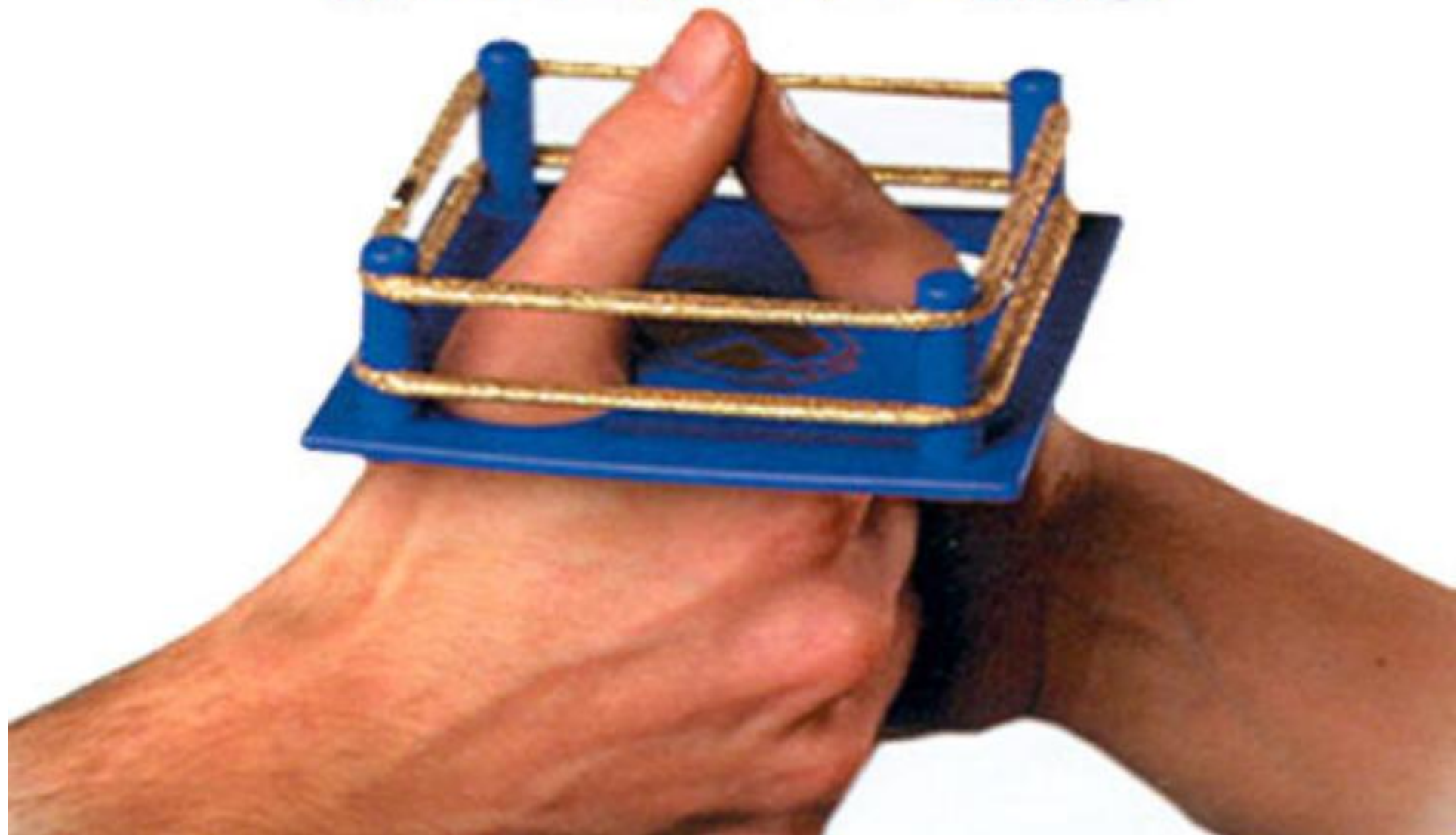
# Ha!



# Goals & Priorities



# PRO THUMB WRESTLING



# Your Goals & Other People's Goals

## . . . and Goals for a Continuing Relationship

Knowing your goals is not enough.

You must know other people's goals and help them achieve their goals.

Listening is the key to discovering what their goals are.

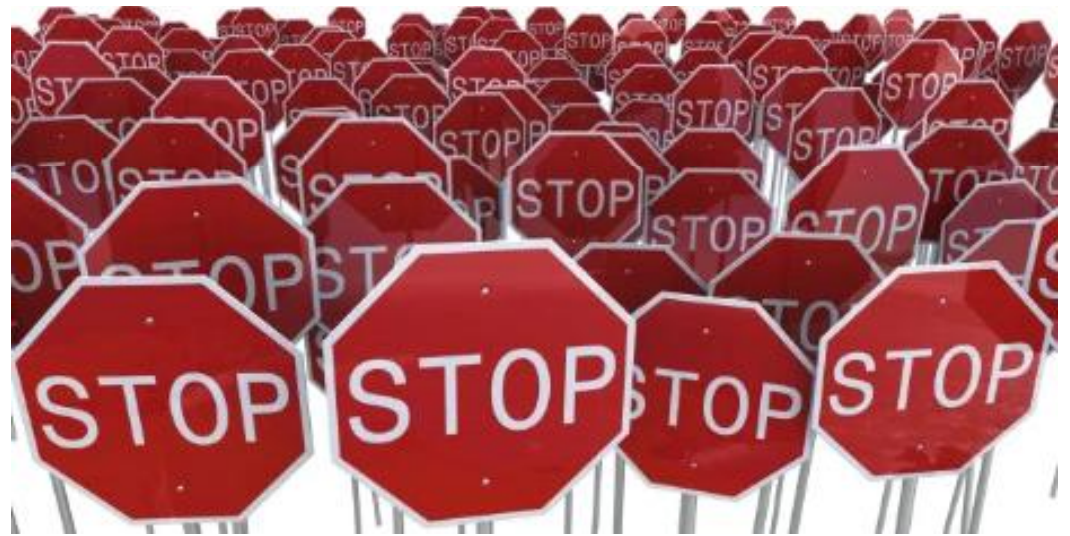


Image Ref: istockphoto.com



# S.T.O.P.

- Stop
- Think
- Organize
- Plan



# Missing Whale



A whale fitted with a transmitter vanished from the system used to track his whereabouts immediately after submerging . . .

Ref: March 14, 1972 - The San Francisco Chronicle

# Missing Whale



. . . because the transmitter he was fitted with was not waterproof.

Ref: March 14, 1972 - The San Francisco Chronicle

# Essential 21<sup>st</sup> Century Tools

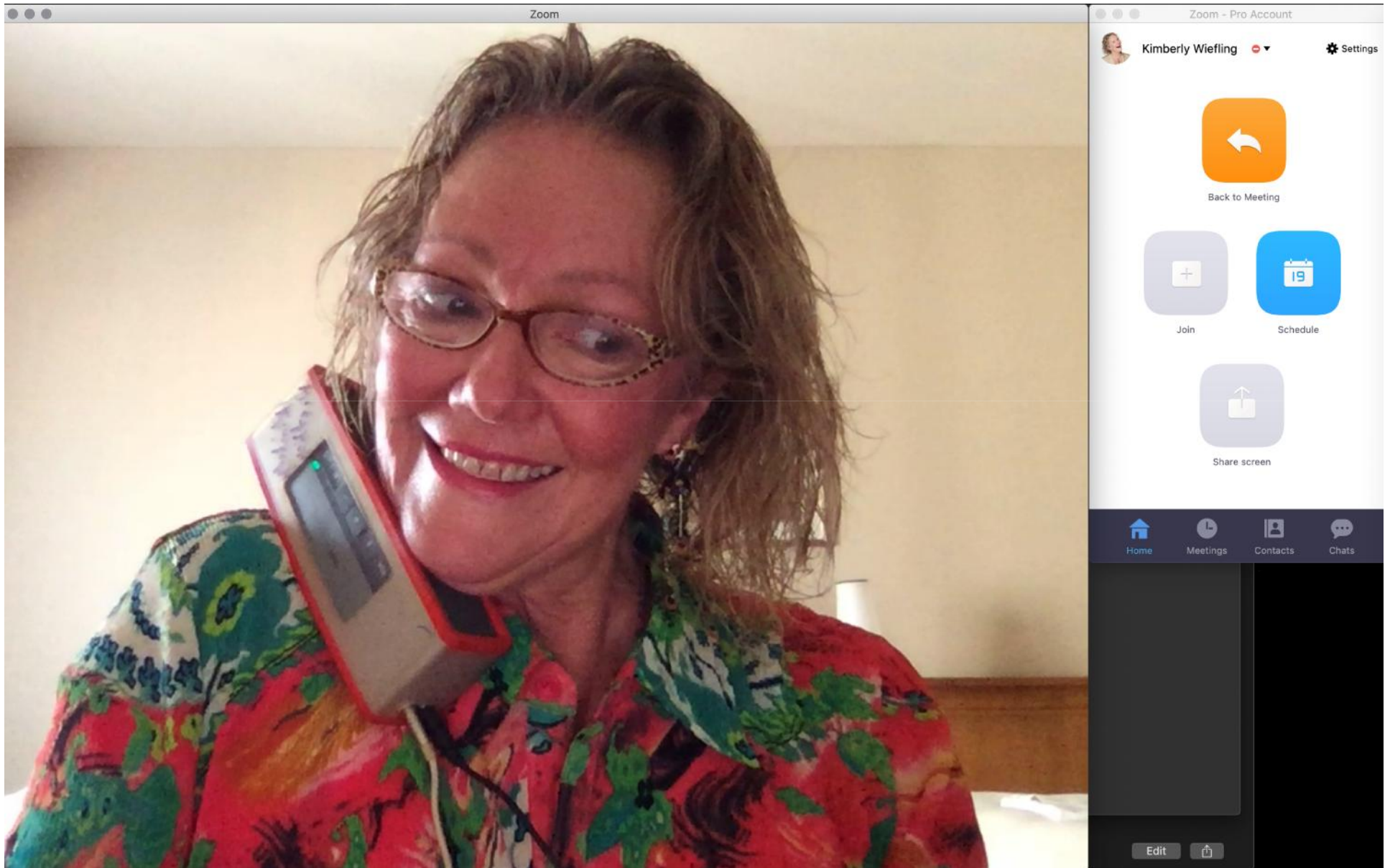
# File-sharing



Image Ref: <https://www.canstockphoto.com/data-sharing-concept-25070519.html>



# Video Conferencing



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# Chat Tool



Salesforce Chatter

Chatter

Files

All



Search Chatter and more...



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2016 Conference for ...

GTT2018

POP Rocks

Eco-Turtles

Green Machine

Sort by:

Most Recent Activity

[Skip Feed](#)

Search this feed...



[2016 Conference for Women in Business](#) (Private With Customers) – [Mariana Marcon](#) (株式会社クラレ)

March 8, 2019 at 9:38 AM

Today, in many countries we are remembering international women day. Men and women Together should work to create equal opportunities for everybody. Have a good day!

[https://www.youtube.com/watch?time\\_continue=96&v=pmG3WV13gQ](https://www.youtube.com/watch?time_continue=96&v=pmG3WV13gQ)



[INTERNATIONAL WOMEN'S DAY - Think Equal, Build Smart, Innovate for Change](#)

In an increasingly connected world, innovation and technology should provide unprecedented opportunity. But the truth is alarming, as tre...

[https://www.youtube.com/watch?time\\_continue=96&v=pmG3WV13gQ](https://www.youtube.com/watch?time_continue=96&v=pmG3WV13gQ)



Liked



Comment

1 view



Write a comment...



[GTT2018](#) (Private With Customers) – [Mazen Rifai](#) (株式会社クラレ)

March 5, 2019 at 3:57 AM

Hi GTT-Friends,

hopeful you're all well and the GTT-blood flows on.

Our Kimberly send me the videos from our final presentation in Tokyo - Thank you \*kiss\*

I uploaded them to our internal Kuraray Europe Youtube portal because of their size (one video 2,7GB).

these videos are not publicly listed and only for you to see.

[Expand Post](#)



Liked



Comment

2 comments · 13 views

# Screen-sharing

## Market Initiative -- Scoring Results

Title of this Kuraray market opportunity: **Better performance than Alco7206 with low price**



**Consensus Scores:**  
1 = weak 3 = neutral 5 = strong  
for this Poval Resin solution

Segment  
Weighting Factor

**Weighted  
Scores**

Target Customer:	5	4x	20
CRTB:	5	6x	30
Whole Product:	3	2x	6
Partners & Allies:	5	1x	5
Sales Strategy:	3	1x	3
Pricing Strategy:	5	1x	5
Competition:	3	2x	6
Positioning:	3	1x	3
Next Target:	1	2x	2

Total Score = **33**

**80**

Seems like a high score for China customers buying from a China supplier. Who would be most inclined to switch to us? Let's talk about your CRTB "5" rating

**Compelling Reason to Buy**  
Describe in 20 to 40 words what the specific CRTB priorities are for this particular segment.

Customers in this segment will now be better able to:

> **increase production rate in drying process**

>

>

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Update: 04/17/18

23

Participants

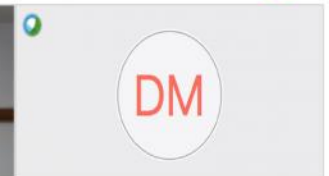
Speaking: Call-in User\_2, Call-in User\_9

KW

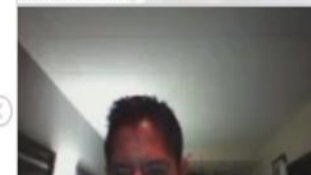
Kimberly Wiefling (me)



Akito Miyagi (Host)



Daisuke Mano



Alex



andrew salzman



mano



Michael Eckhardt -- ...

# Real-time Chat

Chat

from Kimberly Wiefling to Everyone:

Could the increased drying production process appeal to other customers?

Send to: Everyone

Select a participant in the Send to menu first, type chat message, and send...



# Shared Whiteboard

Vitor

CHECK IN - 1 MINUTE

How to survive in this world with so much competition!  
(Thank you to your daughter for lovely comments! Obrigado!)

We sometimes face “unfair competition” due to pricing. Dealing with new markets and new aps. Chasm workshop brings many experts from all over the world - allows us to make great progress.

We can differentiate from others and create value. (PLEASE SPEAK SLOWLY.)

We can offer tech service and support to also differentiate from competitors.

Dai

Now working for PVC team. Lots of progress! PVC business is clarified. We need to create new ideas - it is difficult.

Tomorrow we have a virtual session with Chasm. We need to consider from another point of view. My challenge is how to contribute to PVA business from PVC business.

I want to keep my motivation! But . . . not flexible for thinking, so I need to change myself. YES!!!

Alex

Great tools we can apply in every part of our job. One of main uses is to focus on only one main goal, then go to another to achieve another goal. We can learn to achieve goals that we

can apply in our daily work, and even our personal life. Really good tools. SVA - improve our communication.

Hiroko

We decided day to meet. It is difficult to argue without denying other people's opinion.

How to disagree and commit together?

Current challenges - I will be new sales for Korean market - additional task - busy.

# Shared “Dashboard”





well prepared to solve global problems profitably.

Japan Info  
Logistics  
Tools  
Administrative Stuff  
Reference Material  
Sitemap

- Priorities: #1 - Delight current paying clients.  
#2 - Support sales to new paying clients.  
#3 - Build ALC infrastructure and team strength to increase efficiency and support future growth.  
\*\* Perhaps this will be a useful model for our business as we grow. - Kimberly March 2012  
#4 - Strengthen and extend the consulting team to support that growth.

### Recent site activity

[Welcome to ALC GMP Wiki](#)  
edited by Kimberly Wiefling

[Wiki Membership Management](#)  
edited by Kimberly Wiefling

[Reference Material](#)  
edited by Kimberly Wiefling

[Wiki Membership Management](#)  
edited by Kimberly Wiefling  
attachment from Kimberly Wiefling

[GTT Follow Up 7 As Delivered December 2014 Kimberly](#)  
edited by Kimberly Wiefling

[GTT Follow-up Program 7](#)  
edited by Kimberly Wiefling

[GTT Follow Up 7 As Delivered December 2014 Kimberly](#)  
created by Kimberly Wiefling

[GTT Follow-up Program 7](#)  
edited by Kimberly Wiefling

[ALC Team](#)  
edited by Kimberly



### [Workshop Contents](#)



### [Customized Programs / Open Enrollment Programs Info](#)



### [GMP Material Archives](#)



### [Travel Info - Planes,Trains,Hotels,Sites](#)



### [Workshop Prep: Handouts,Props](#)



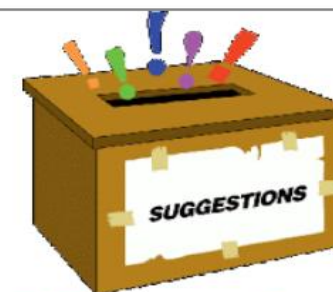
### [VC Programs\\_Sakamoto-san](#)



### [Sales Support](#)



### [Service Delivery Lifecycle](#)



### [GLTD Improvement Space](#)



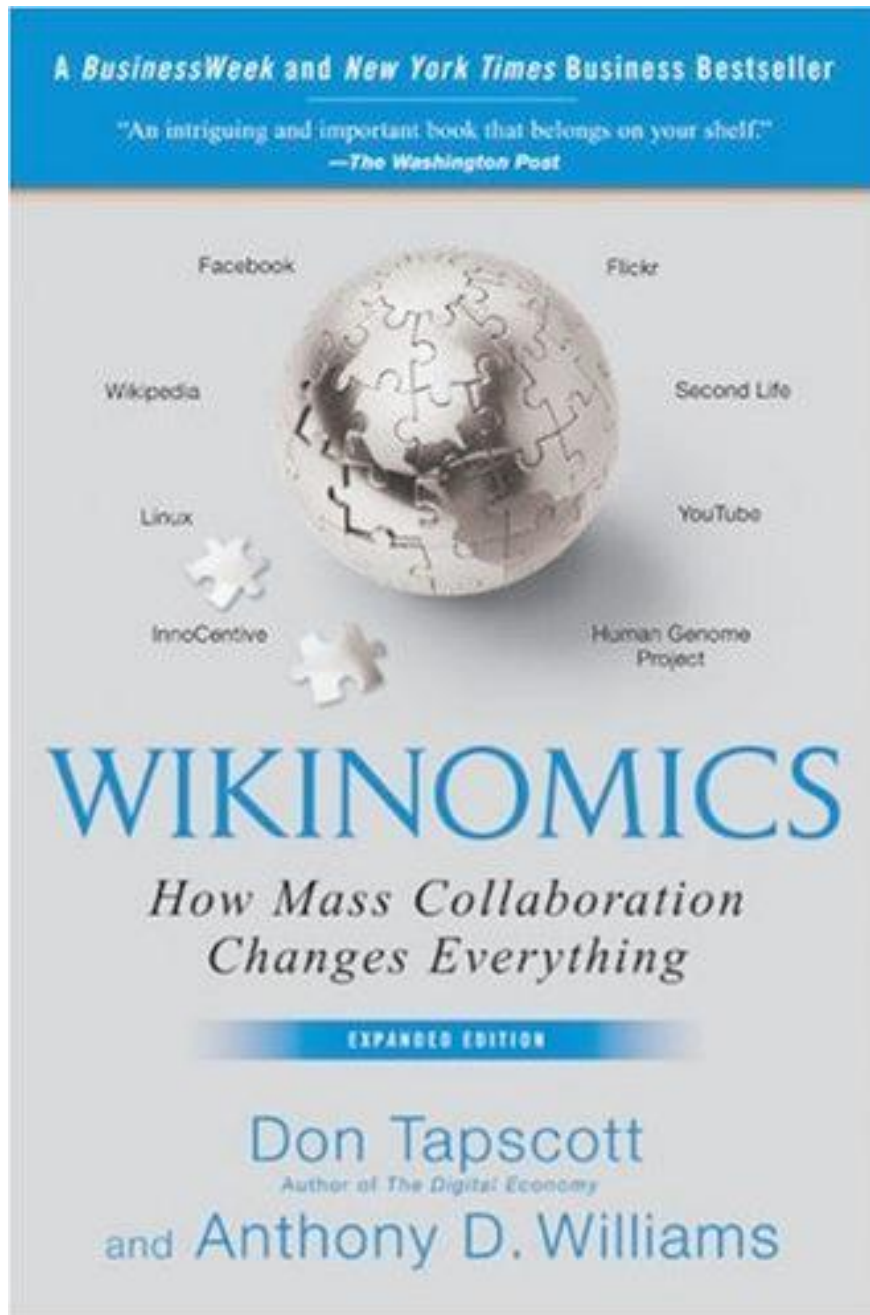
### [Tools, Games, Exercises](#)



### [ALC Team](#)



### [IT System/Wiki/File Storage Reference Material](#)



Wikinomics describes the new business approach as S.O.A.P.

- Sharing
- Open
- Acting Globally
- Peering

What is the BEST communication tool for virtual teams?



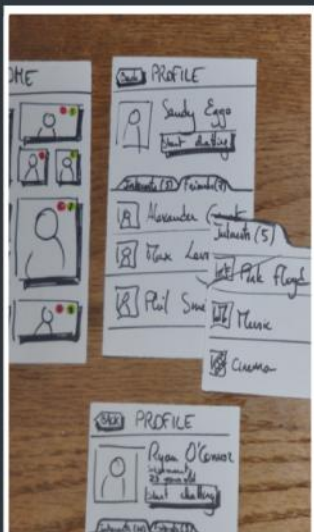
# Flash Teams



# FLASH TEAMS

**Computationally-guided** teams of crowd experts supported by **lightweight, reproducible and scalable team structures.**

Input

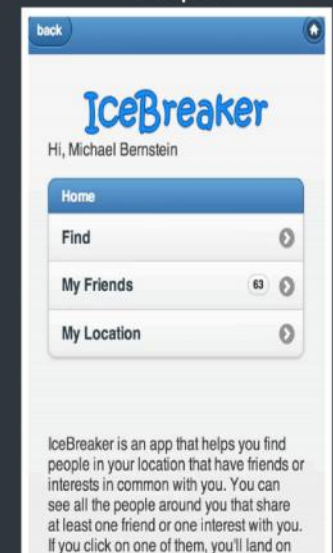


Flash Team



DESIGN

Output





What has NOT Changed?

Basic Common Sense

TIME MANAGEMENT

# PRIORITIES

優先順位

## #3 – Unclear Priorities

優先順位が曖昧

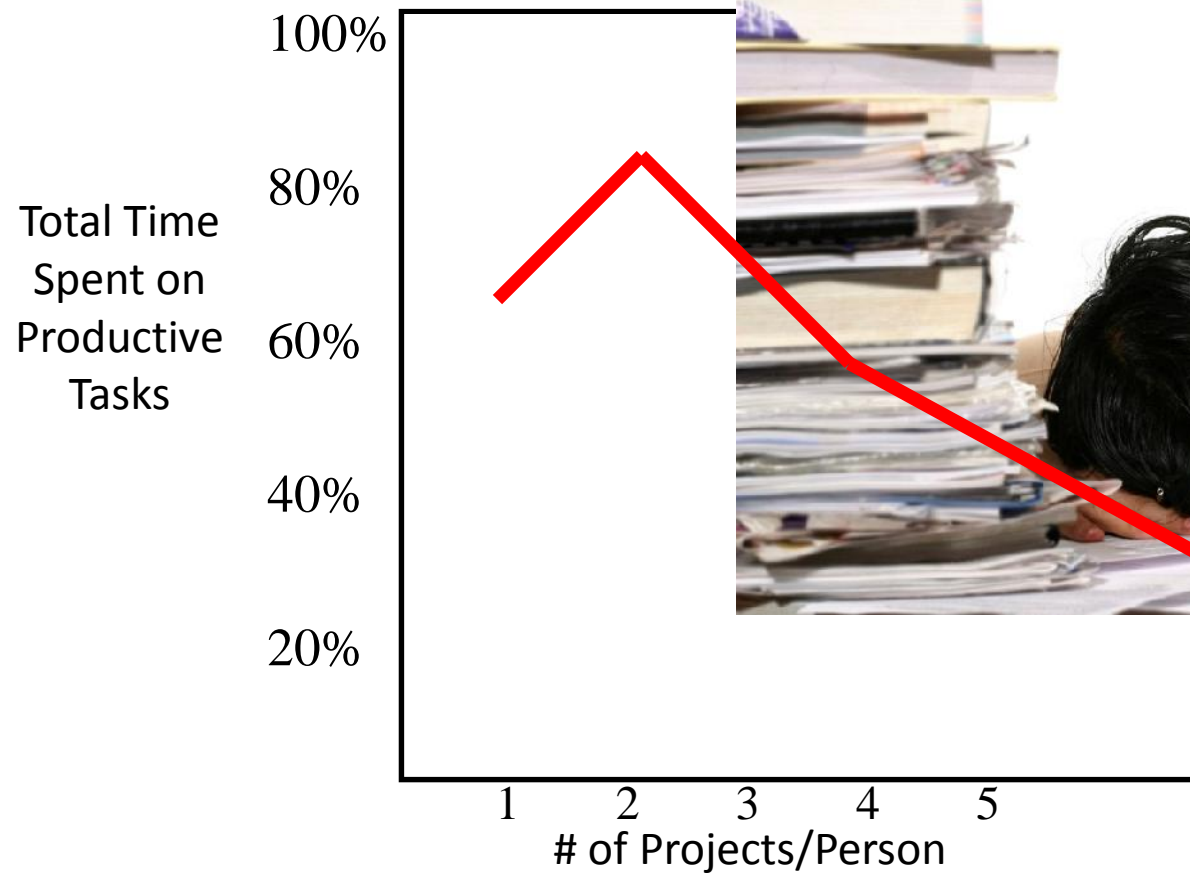


**I don't always have priorities . . .**



**. . . but when I do they're all #1.**

# Impact of Multi-tasking on Productivity



There is also a significant productivity hit associated w/more than 2 weeks of overtime.

Ref: Preston Smith & Donald Reinertsen, Developing Products in Half the Time, 1998.

# The Impact of Priority Setting

## Simultaneous vs. Sequential Effort

優先度設定のインパクト: 同時進行 vs 順次的取り組み

Project 1
Project 2
Project 3

Project 1	Project 2	Project 3
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Time



Revenue!



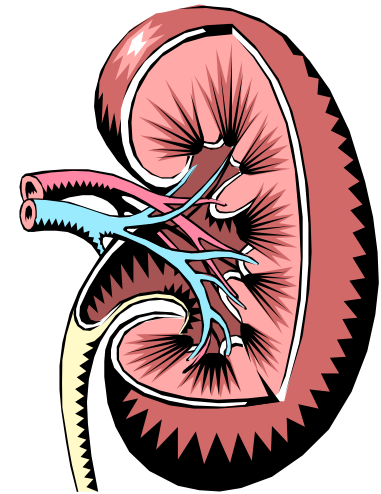
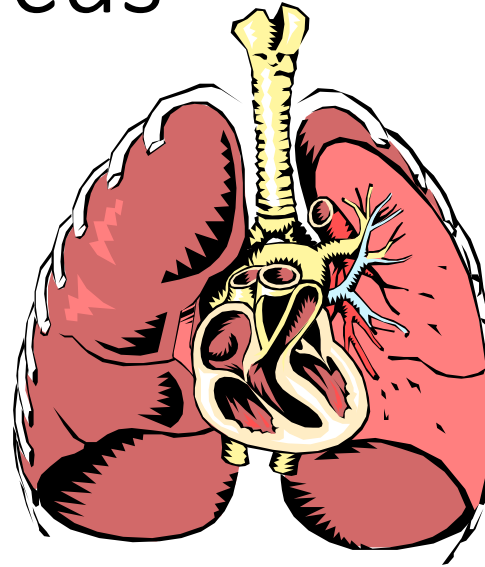
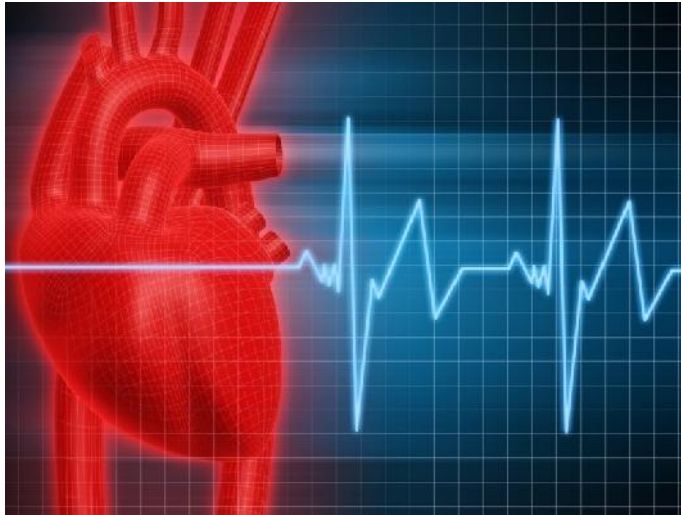
Revenue!



Can be faster!



# The Power of Focus



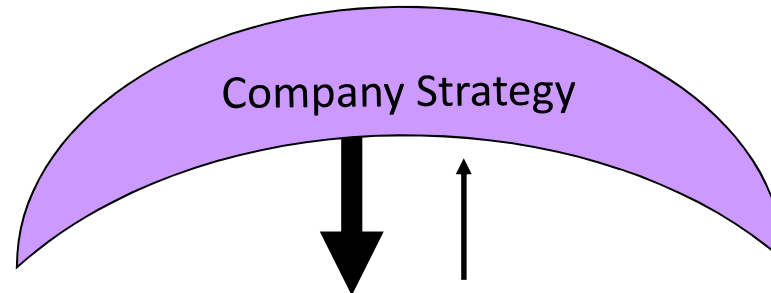
Number of Goals	2 – 3	4 – 10	11 – 20
Goals Achieved with Excellence	2 – 3	1 – 2	0

Ref: The 4 Disciplines of Execution, Stephen R. Covey.

# Priority Cascade

Clearly communicated, consistent **PRIORITY SETTING** that is aligned on company strategy, and that drives behavior:

- Priority of a program relative to others.
- Priorities within each program.



- **Overall Priorities**

- #1 – Delight current customers.
- #2 – Sell current products.
- #3 – Introduce new products.

- **New Product Development Priorities**

- #1 – Gonkulator
- #2 – Thingamabob
- #3 – Whachamacallit

- **Program Priorities**

- #1 – Quality w/at least min. viable features.
- #2 – Schedule
- #3 – Cost

# Individual Priority Planning

Priority	Short Term Projects	Long Term Themes
#1		
#2		
#3		
Next		
Someday		

Prioritize  
Resource  
Planning

No one on  
more than 3  
projects!

Task List April 11 - The Product Definition, Delivery, Development & Support

Notes: #1 Company Priority - Address all current costs and Def. debts  
#2 = Sales - acquire new costs, where we delight  
#3 = Develop + Deliver NEW products to existing + new costs

Owner: Kimberly W. + Lorch J.

Priority	Project	Phase	Next Meeting	Date	Op/PM	Esc/PM	Called	Dy Lead	Op Lead	Sum Lead
1	445	Deploy	Prod	Jan 2011	Adin	Anu	Irma	Adin		
2	433	Dev/ QA	Def	Feb 2011	Michele	Anu	Irma	Adin		
3	448	Dev	Def	Mar 2011	Sharon	Anu	Irma	Adin		
4	Arch	Def	Dev			Anu	Irma			
5	437	Deploy	Prod	Jan 2011	Michele	Anu	Irma	Adin		
6	Cost Def						Irma			
7	Recruit + Train				Sharon	Karen	Irma			
8	Plan						Irma			
9	Rec				Sharon	Karen	Irma			

# Priority? Everything is #1!

- Prioritize ruthlessly, choosing between heart, lungs & kidneys if necessary.

必要ならば、心臓、肺、肝臓から選ぶように、  
容赦なく順位付けよう





# Priority Setting Criteria

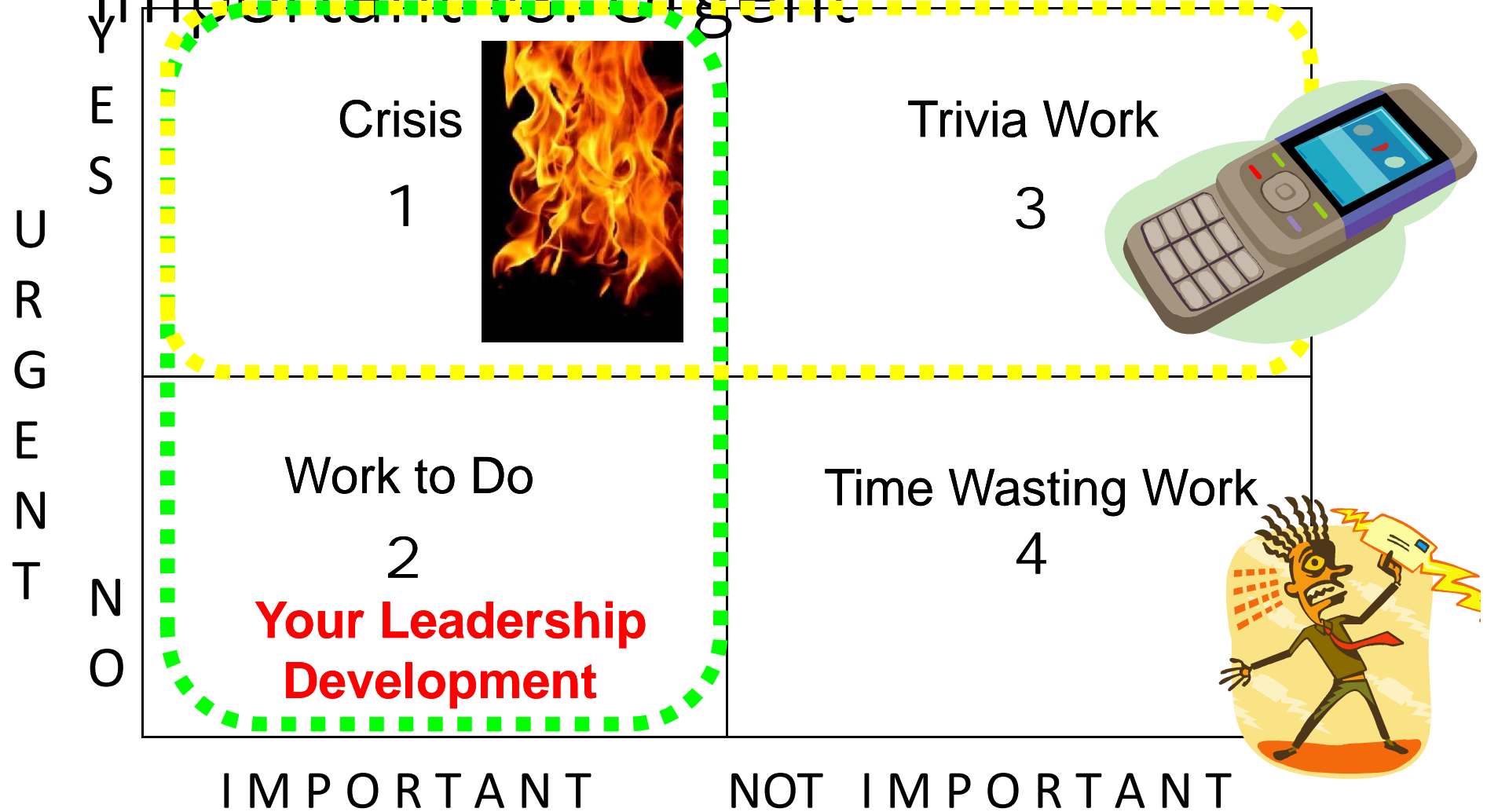
- Prioritization of project in alignment with corporate goals & priorities.
- Criteria?
  - Revenue potential & timing
  - Strategic/market driven
  - Internal imperative
- Results
  - Focus on highest leverage programs.
  - Fewer escalations over resource conflicts.
- Updated periodically.
- Communicated effectively.

# Project Resource Planning

- No more than 3 projects per person.
  - Put person's name on 3 post notes.
  - List projects in priority order.
  - Put the resources in line with the projects, filling from top priority down.
  - When you are out of post notes, you cut or defer unresourced or partially resourced projects.

Project	Resource Assignments
#1-Tiger	K K M M D
#2-Wolf	K J M D
#3-Piggy	J J
#4-Squirrel	D

# Important vs. Urgent



Ref: Steven Covey, The 7 Habits of Highly Successful People.

# Scrappy Survival Skill

Prioritize ruthlessly,  
choosing between  
heart, lungs &  
kidneys if necessary.

## Priority List

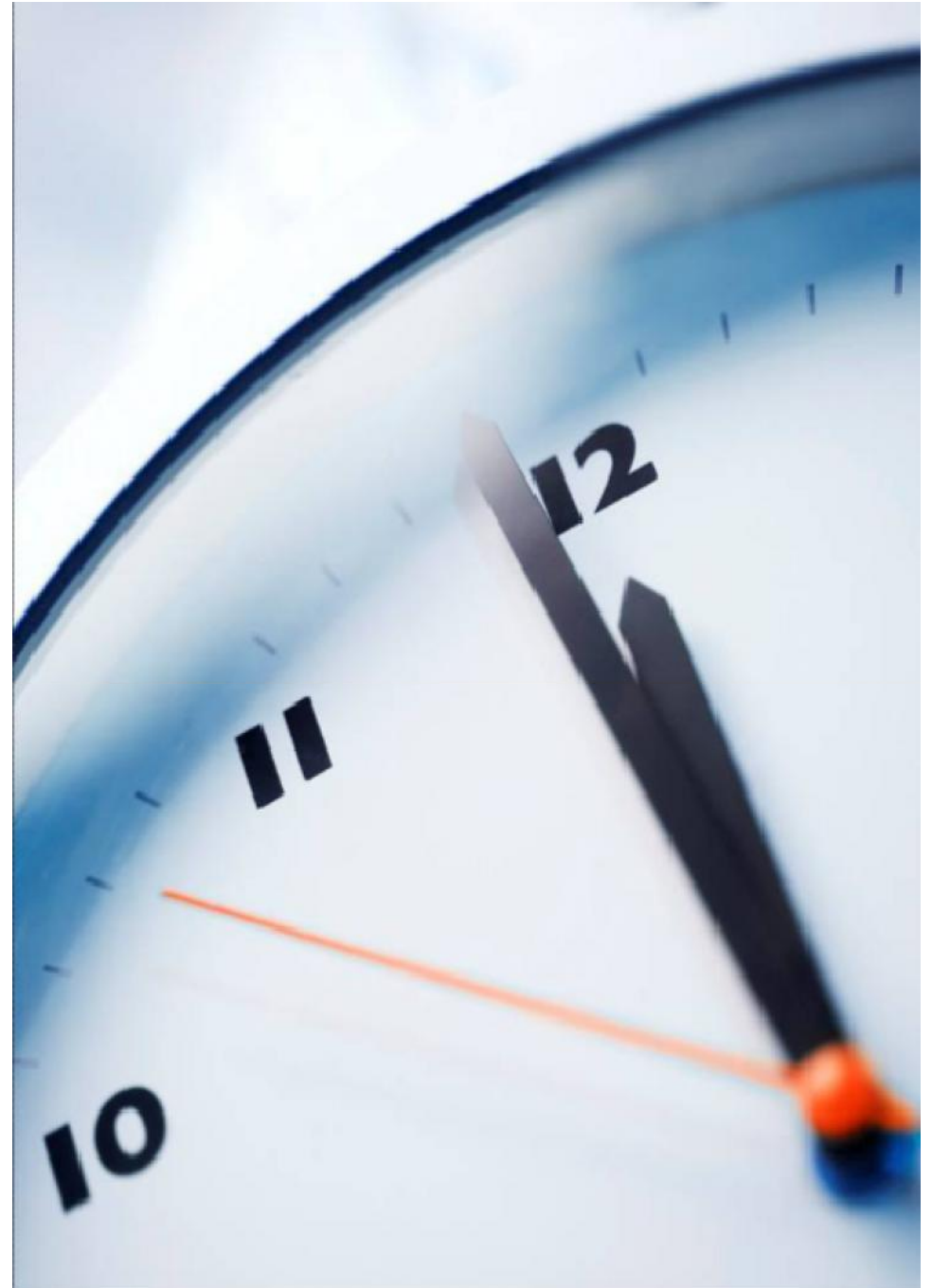
Project	Resource Assignments
#1- Heart	K K M M D
#2- Lungs	K J M D
#3- Kidneys	J J
#4- Other Organs	D

# Basic Principle of Time Management

タイムマネジメントの基本原則

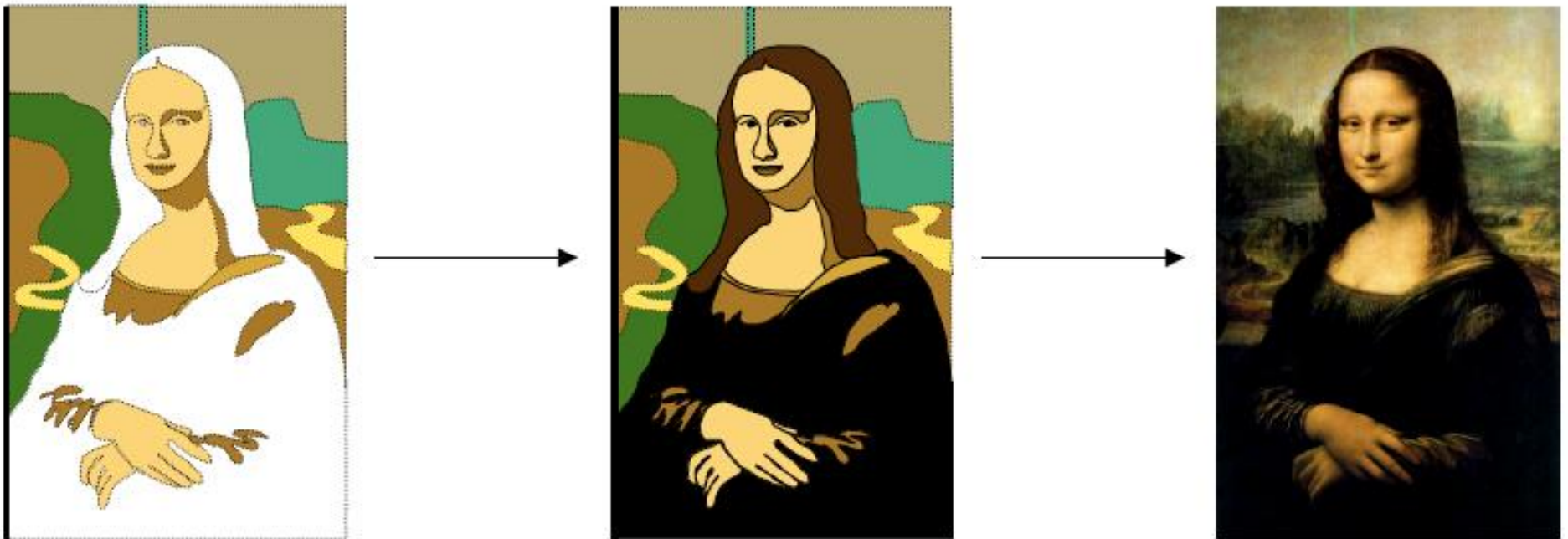
Assign priorities to one's  
tasks according to some  
clear criteria and carry out  
the tasks in order of  
priority.

優先順位をつける際には、基準を明確にし  
順位付けどおりに実行する





# Sometimes Good Enough is Good Enough



“Just enough process to optimize results – not a drop more! And not a drop less either.” – Kimberly Wiefling, Author, Scrappy Project Management

Change

# Change



# Music



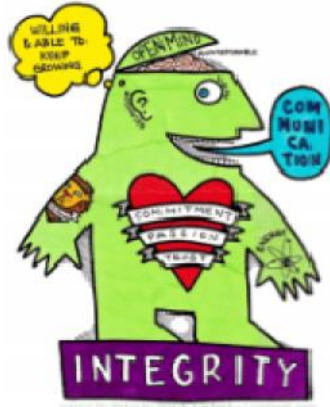
# Phones



Image Ref: Pixabay.com

# Recipe for Success

Head & Heart



Talking & Listening



Your Goals & Other  
Peoples Goals



Knowing & Doing



# Knowing is not Doing





# How to F.A.I.L. to Cross The Knowing-Doing Gap

- **Fear of Failure** - If you're not allowed to fail you must be careful what you start!
- **Aversion to Planning** - Studies have proven that, given a choice, people prefer not to plan. At the same time, we also know that planning dramatically improves results.
- **Instinct for Competition** - The win-lose frame is the first assumption for many people in any situation involving another person. Fear of losing, tied into #1, prevents people from even playing the game.
- **Learned Helplessness** - "It's not my fault!", and "They are doing it to me" thinking. The research on this is absolutely shocking.



*“No one has to change. Survival is optional.”* - W. Edwards Deming

Image Ref: Pixabay.com

"Everyone thinks of changing the world,  
but no one thinks of changing himself."

– Leo Tolstoy



Image Ref: istockphoto.com





Wiefling Consulting  
*Conceive it. Believe it. Achieve it.*

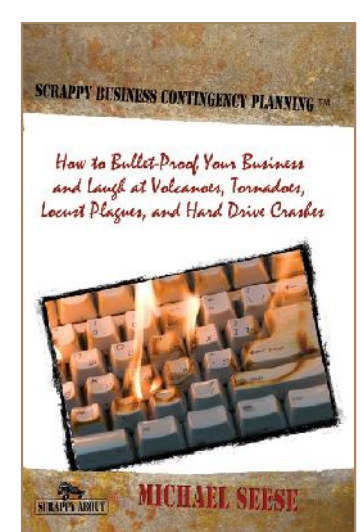
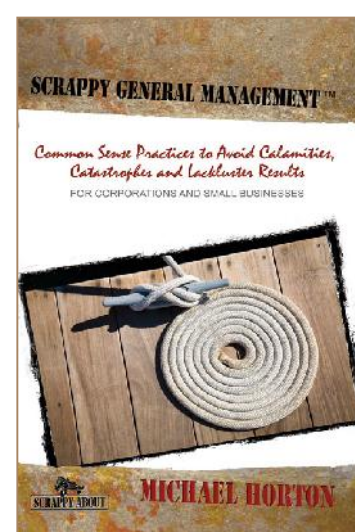
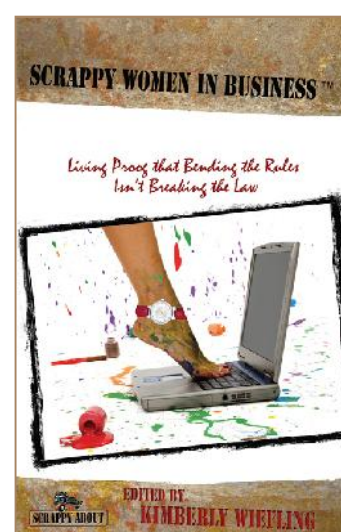
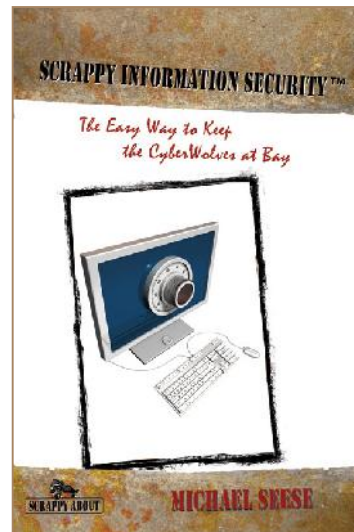
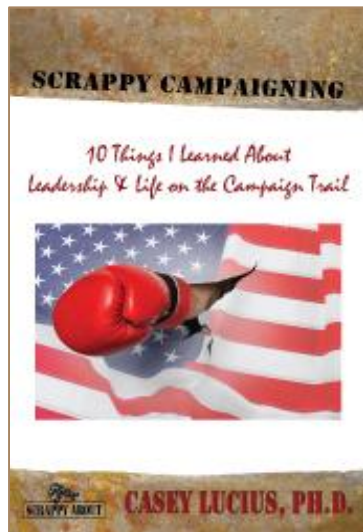
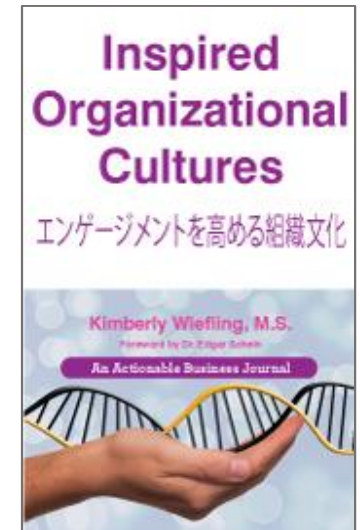
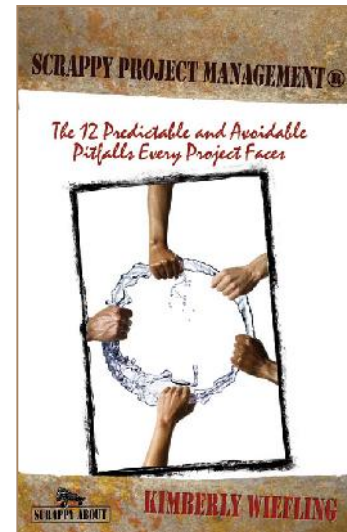


# *Thank you!*





Helping you achieve what  
*seems* impossible, but is  
*merely* difficult!



Available at <http://www.Amazon.com>



# APPENDIX

Additional Reference Material

# Ideas

- Time zones get up at 3 AM video
- don't check email while on a video conference or audio only conference
- with teams feeling it's the same very much for in person teams and remote teams
  - trust communication goals are in clear priorities are in online
    - it's happening even when people are sitting in the same room how much harder is it
  - overreliance on email and
  - not understanding other peoples cultures
  - not even trying to bridge the gap not getting to know each other as human beings

- "What WILL make it possible to efficiently, effectively, and securely
- share files, documents, and other critical project information in today's global business environment?"

# Overwork

- half-dozen important tasks or projects on their plate at once, all of which were prioritized either HOT,
- VERY HOT, RED HOT, or DO IT NOW!
- "tyranny of the urgent."
- Working faster, "doing more with less," and the all-too-common firefighting, heroics, and diving
- catches can feel like an enlivening experience, even as you're digging your own project grave.

# Aversion to Planning

In a way it's actually quite a relief not to have the time to do any longterm strategic thinking, especially when the VUCA. world sometimes seems to be changing so rapidly that any such plans will be obsolete long before they're implemented. We can just come in to work every day, sort through what's piled up in our email inbox, and respond to the crisis de jour, adrenaline coursing through our veins the whole time. Wahoo!



limiting their  
collaboration methods to phone calls, email, or face-to-face discussions in a stuffy conference room

- bringing a knife to a gunfight
- white board, a flip chart, and a
- couple of magic markers that haven't dried out from disuse. Maybe throw in a healthy supply of sticky
- notes—different colored ones
- graphical facilitation
- collaborate on creating a forty-foot mural (Keyence Collage, Kuraray Swimlane Planning \$20M)

# What if these were invented today?

- "Our IT group won't let us use that due to security issues." Point well taken. Security is certainly
- a valid consideration. But so is getting our work done, eh? And if email were invented today, I am quite
- sure it would be forbidden by IT departments worldwide due to similar concerns, as would credit cards
- (they track everything we do!) and cell phones (and they know where we are!).

# We can send a man to the moon, but . . . (well, actually we can't)

The widespread availability of inexpensive, even free, internet-based collaboration tools has made working with people scattered around the planet relatively easy compared to even a few years ago.

(In the not-so-distant past I was sending memory sticks of big files to Japan through the physical mail!)

Today, wikis, Skype, and shared document services such as Sharefile, Dropbox or Box.net have given even small companies like mine the ability to do business around the globe almost effortlessly -- at least from an IT standpoint. And yet I'm personally aware of large, so-called global businesses that are still hampered by issues like these:

- No ability to videoconference from work (although Skyping from a nearby Starbucks is no problem!)
- No storage location where a file can be stored, where every employee in the world can access it (but placing it unofficially on Dropbox is easy as pie!)
- No cross-divisional team collaboration website that can serve as a project dashboard, collaboration space, and team memory for projects (but for \$100 you can set up one heck of a collaboration system on sites.google.com)

# Wikinomics Book . . . Wikipedia

- Wikinomics: How Mass Collaboration Changes Everything
- Wikipedia put a MSFT product out of business!! (Encyclopedia!)

# TOOLS

- Video - checking their email during the call instead of paying attention to our conversation.
  - Type into chat during other people talking to overcome language issue
  - SMS text messaging using mobile phones removes the need for the special voting devices
- Chat
- Wikis
- Shared Desktop
- BIG groups: Audience Response Systems
- VR/AR – qwaq, a virtual reality collaboration space similar to Second Life



# Best Communication Tool? The airplane!

- When separated. . . "we" quickly turns into "us and them."
- EMAIL people sitting next to you!!

# wacky for wikis and crazy for collaboration

- Started long ago!! 2008-9!!
- Home tasks wiki
- ALC Wiki w threat to delete
- SVForum EL SIG Wiki for Volunteers

returning to a blizzard of disorganized email and overstuffed computer folders—would be like giving up my iPhone in favor of a landline.

# What Didn't Work

- *Sending out an email message announcing the existence of an exciting new tool and expecting people to follow the instructions and start using it. (Yes, we foolishly tried this initially.)*
- *Failing to emphasize the "WIIFM" for the people you'd like to get to use the tool. People are busy. Answer the question "What In It For Me?" with a compelling benefit for each of the people you are getting involved and they'll be far more likely to battle the learning curve to at least explore your wiki. The invitation messages automatically generated by these tools aren't nearly enough to do that.*
- *Assuming that everyone can figure out how to get up to speed on new technology on their own. Sitting beside them, or calling them on the phone one by one, talking them through the first login experience, patiently helping them get started, was much more effective.*

# Video conference without video!!

## POVAL Webex w/o pictures

It was 4:30 AM local time, and I'd just rolled out of bed a few minutes prior, so I decided not to turn on my camera. The language barrier was pretty high for the one other teammate who managed to get onto the webinar. Confused as to why no one else was visible online, he kept asking why he couldn't see us. His video was working, but his face was so close to his PC camera that I could only see part of him -- his left eye and half of his forehead. I finally relented and turned on my camera briefly so he could see that I was really there. One glance at my early morning hairdo was enough to convince him that I really should leave my video off.

Seven minutes into our meeting he finally understood that everyone else was participating only by audio. OK, finally we can start. Does anyone remember why we were meeting? Oh, yeah, the project. I noticed the person with language difficulties wasn't participating much, so did my best to draw him out during discussions, but most people seemed to have given up on him having any meaningful role in the meeting. Keeping track of what was going on wasn't easy even in my native language. I can only imagine how mystifying it was for him. At the end of our call I was convinced that if we really want to include people who are not skillful in the common language we've got to find a better way to meet. Another team chose a simple audio conference for a 6:30 AM meeting of team members in the US, UK, Japan, and Thailand. Everyone had a local number to call. Unfortunately the US number I called repeatedly gave me an "all circuits are busy" error. Honestly, 6:30 AM isn't a time of day that you'll normally find me awake, but after the 4:30 AM call I figured it would be a breeze. But when the phone number didn't work I suffered from brain freeze. Here was a meeting that had been on the schedule for weeks, and had taken a half dozen emails to arrange, and I was going to miss it due to a glitch in the phone system! I finally managed to connect by using Skype to call into the Japan local phone number for a mere 3 yen per minute. Out of breath from the stress fest, I announced myself into the audio conference a good 10 minutes late.



# Collaboration Contains the Word "Labor"

- Google's version of wikis,
- and for the past six months I've been experimenting with the aptly named "Jam" from SuccessFactors.
- Salesforce Chatter

These tools are undeniably helpful, but they still can't give me a hug or ask me out for a beer after a stressful day.

Here are a few real-world examples that I have encountered in the past year:

- In spite of the availability of free bug tracking software like Bugzilla, one software organization

that has been in business for over a decade still didn't have a bug tracking system. No, I'm not kidding.

- Another, similar decade-old organization pushed changes in the source code directly to the live production server, upon which their customers depended. Really, they did this.

- One software product development team in a Fortune 100 company reported that their

schedule had slipped due to the fact that, during the quality testing phase, they'd unexpectedly

found bugs that needed to be fixed before shipment. Yes, unexpectedly.

# A.P.I.

API (Assumption of Positive Intent), I searched my mind

for an explanation of why smart, well-educated, experienced people would behave in such seemingly less-than-brilliant ways.

Dr. Deming once said "No one has to change. Survival is optional."



# "Just stop doing the stupid stuff! The rest is genius!"

Listening to Jateen reminded me that working on the business -- on the way we conduct ourselves while doing business -- is just as important as working in the business, especially when it is OUR business. Ignoring best practices proven to work better than chaos, lacking the discipline to follow processes that we know make sense, pretending common sense doesn't apply to our work environment because "our business is different" ... these choices are inexcusable for today's project managers. Surely this is one of the most important roles of a project leader. We have a responsibility to step back and question the processes and practices in use, and ask if there is a better way to achieve our business results, find answers to this question, and thoughtfully implement solutions that enjoy the buy-in, commitment, and support of all key stakeholders.

If you haven't got time for that, then at least pause and reflect on this bit of advice from Dr. Eli Goldratt, author of -- among many books -- the bestseller The Goal: "Just stop doing the stupid stuff! The rest is genius!"