Global Information Systems:

Globally distributed teams

Prof. Dr. Jan M. Pawlowski
Autumn 2013

Contents

- Introduction
- Team issues (Garton, Wegryn, 2006)
  - Creating teams
  - Skills
  - Cultural profiles
- Communication in distributed teams (Garton, Wegryn, 2006)
- Architecture aspects: environment and tools
- Summary

UNIVERSITY OF JYVÄSKYLÄ

The Open Unified Process – Disciplines

- Architecture
  - Architecture Notebook
- Configuration and Change Management
- Development
  - Design
  - Build
  - Developer Test
  - Implementation
- Project Management
  - Iteration Plan
  - **Project Plan**
  - Work Items List
  - **Risk List**

[Source: http://www.epfwiki.net/wikis/openup/]

- Requirements
  - Supporting Requirements Specification
  - Vision
  - Use Case
  - Glossary
  - Use-Case Model
- Test
  - Test Case
  - Test Log
  - Test Script

- *Roles*
- *Artefacts / Support*

UNIVERSITY OF JYVÄSKYLÄ
1934 2009

Issues

- Staffing: Finding, selecting and initiating virtual teams
- Coordination of tasks and dependent work items
- Communication between teams
- Cultural aspects, barriers, and solutions

The virtual manager

- Skills required
  - General management
  - People management
  - Communication
  - Technical knowledge
  - Decision making
  - Problem solving
  - Administration
  - Cultural knowledge and skills

Cost issues

- Management time for coordination
- Training cost for cross-cultural communication
- Cost of misunderstanding (re-work, delays, drop-out)
- Increased cost for offshore experts
- Communication, travel cost

Creating teams

- Process
  - Choose team members
  - Interview team members
  - Consider team dynamics
  - Consider personalities of team members
  - Evaluate abilities, skills / competencies
- Staffing plan
  - General information
  - Staffing process
  - Goals, objectives, timelines
  - Staffing profiles
  - Skill sets and requirements
  - Organizational chart

UNIVERSITY OF JYVÄSKYLÄ
1934 2009

Creating teams (2)

- Defining roles and responsibilities
  - Job description
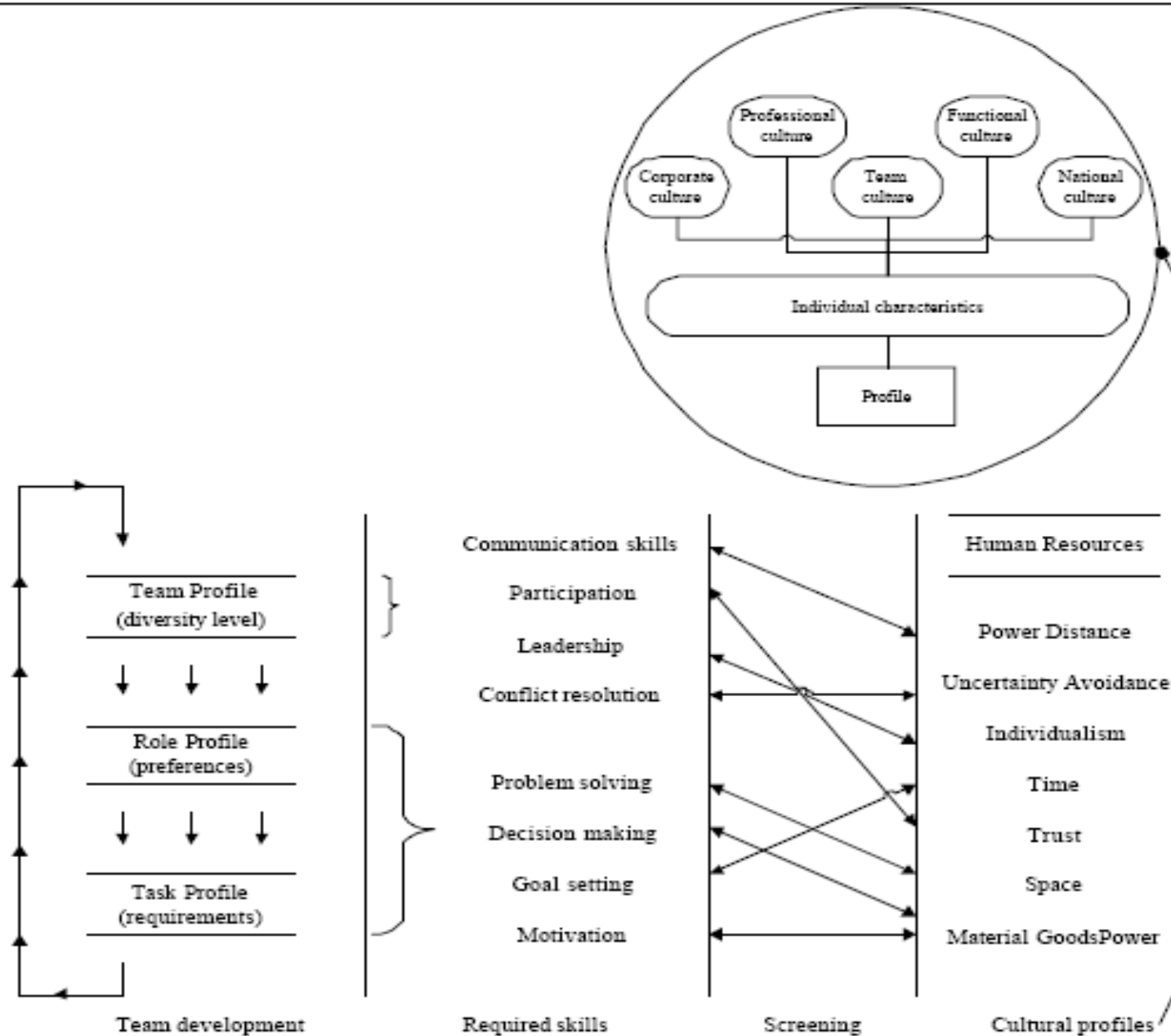 - Annual performance objectives
  - Growth and development plan

UNIVERSITY OF JYVÄSKYLÄ

Cultural profiles (Dafoulas, Macaulay, 2001)

Management issues

- Team meetings across time zones
  - Split regional teams
  - Rotating conference calls
  - Management meetings
- Managing language difficulties
  - Translation
  - Communication rules (clarity of speech, rotating right to speak,…)
  - Avoiding / knowing gestures
  - Questions in different cultures

UNIVERSITY OF JYVÄSKYLÄ

Building teams

- Managing cultural differences (see L3)
- Considering adjustment to calculate productivity and potential difficulties
- Phases of cultural adjustment
    - Enthusiasm
    - Conflict Stage
    - Integration Stage
    - Adaptation Stage

Virtual Teamwork

- Discovering commonalities
  - Workshops, informal meetings
- Creating trust
- Understanding dynamics of the team
- Creating a virtual community
- Team member interaction
  - Virtual communication
  - Virtual team days
  - Sharing best practices
  - Rewards

Virtual Teamwork Processes

- Communication process: A formal plan defines…
  - Stakeholder groups
  - Formal Communication plan
    - Meetings
    - Conference call
    - Communication tools
    - Documents
    - Website / intranet updates
  - Informal communication / escalation
  - Communication rules

UNIVERSITY OF JYVÄSKYLÄ
1934 2009

Virtual Teamwork Processes (2)

- General process management
  - Design, development, …
- Change control process
  - E.g., resources, schedule, maintenance, catastrophes, …
- Defect-tracking process (technical)
- Organizational processes
- Client and vendor processes
- Status report process
- Risk Management
- Escalation procedures

Describing team / individual profiles

- What are necessary competences?
- A competence is a set of knowledge, skills, abilities and attitudes to solve a problem in a given context
- Competences differ according to
  - Domain
  - Career path / position
  - Education
  - Context (country, project, …)

Contact Information ITRI

- **Prof. Dr. Jan M. Pawlowski**
- **jan.pawlowski@titu.jyu.fi**
- **Skype: jan_m_pawlowski**

- **Office:**
- **Telephone +358 14 260 2596**
- **Fax +358 14 260 2544**
- **http://users.jyu.fi/~japawlow**