Driving Virtual Team Productivity

Virginia Adamson
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Driving Collaboration Productivity

With teams spread around the World, how can we be more effective?

Volvo Global Statistics

Global Footprint

- Operating Markets: 180 Countries
- Production Facilities: 19 Countries

Workforce

- Global Workforce: 120,000
- Information Workers: 60,000

Necessary, but Insufficient

"While our governing CIOs were happy with the innovation we've provided through tools, they asked us to stop focusing on the next rollout and start supporting team effectiveness."

Jay Parker
Director, Solution Planning and Development
Volvo Information Technology

Source: Volvo Information Technology; NetAge, Inc.; Corporate Executive Board research.

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Improving Effectiveness of Virtual Teams

Volvo IT adapted NetAge's methodology then formed a Collaboration Services group

Mission

Assist teams with establishing effective ways of communicating and collaborating to reach business objectives

Skills

- Knowledge of virtual teams methodology
- Facilitation
- Business consulting
- Knowledge of collaboration tools
- Project management

Members

- Eight consultants located around the world

Source: Volvo Information Technology; NetAge, Inc.; Corporate Executive Board research.

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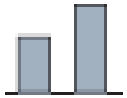
Improving Effectiveness of Virtual Teams

Components of Volvo's Virtual Team Consulting Engagements

Virtual Team Effectiveness Assessment

Effectiveness Gap Analysis

Team-Based SharePoint Design



Ongoing Benefits Tracking

Source: Volvo Information Technology; NetAge, Inc.; Corporate Executive Board research.

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Virtual Team Effectiveness Assessment

Measuring Teams, Not Tools

Purpose
How aligned is the team's understanding of goals, actions, and expected results?

Cooperative Goals
- Everyone has the same picture of overall purpose
- Team discusses, agrees, and reviews clear, simple goals

Interdependent Tasks
- Everyone follows the same process for doing similar work
- Team looks for ways to interconnect and improve work processes

Concrete Results
- Everyone understands the deliverables
- Team develops and reviews measures and milestones for deliverables

Links
How comfortable is the team with communicating internally?

Multiple Media
- A variety of media is available and accessible
- Team uses collaboration tools consistently and creatively

Boundary-Crossing Interactions
- Team has collaboratively established operating agreements that are actively applied
- Team actively implements strategy for engagement across organization boundaries

Trusting Relationships
- Team has high level of trust
- Team members build "social capital" through multiple connections

People
How familiar is the team with roles and responsibilities?

Independent Members
- People have the freedom and flexibility to do their work
- The team continuously clarifies roles, responsibilities and competencies needed

Shared Leadership
- Leadership widely distributed and shifts as needed
- Individuals are encouraged to lead and to follow as appropriate

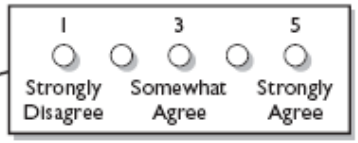
Integrated Levels
- Key system interdependencies are clearly articulated (looking up, down and across boundaries)
- People are encouraged to talk across levels

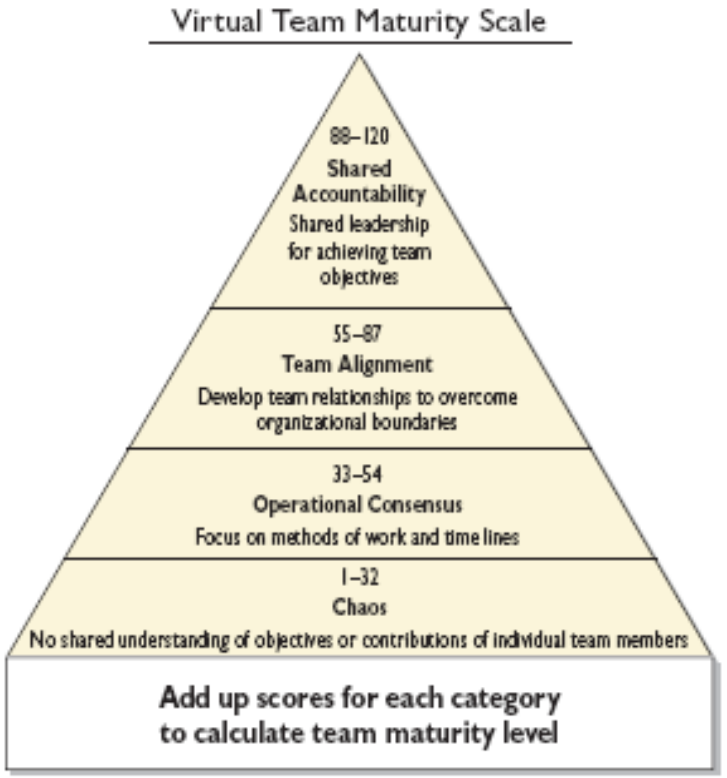
Time
How clear are project timelines and milestones?

Common Calendar
- Team has clear milestones and schedules of dates
- People are aware of ongoing key team dates and cultural calendar

Interrelated Projects
- Task timelines are collaboratively established
- Team is able to adapt to rapidly changing conditions

Awareness of Phase
- Team has clear view of its lifecycle and current phase
- People discuss team processes and suggestions for improvements



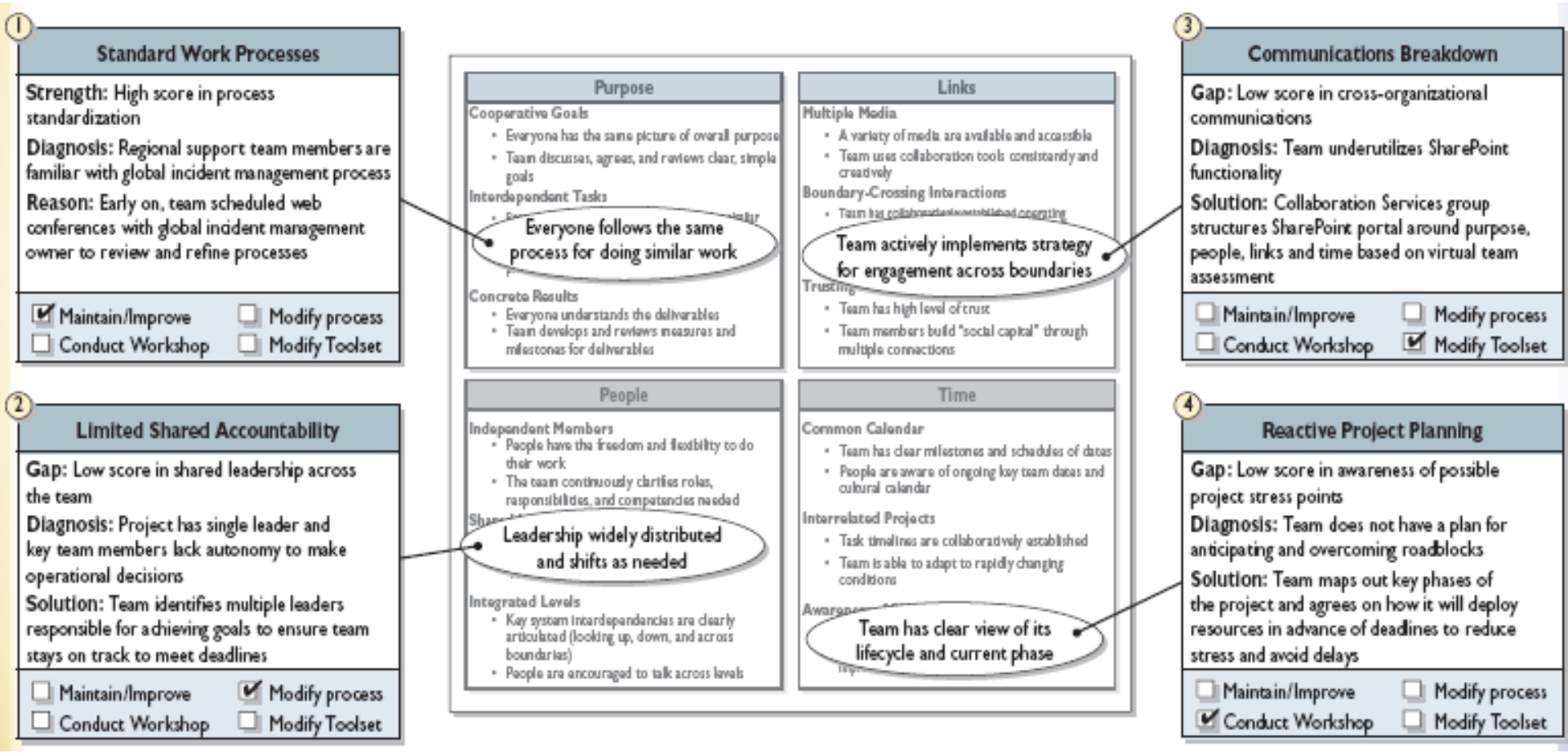


Virtual Team Effectiveness Assessment. © 2009 NetAge, Inc.

Source: Volvo Information Technology; NetAge, Inc.; Corporate Executive Board research.

Effectiveness Gap Analysis

Finding Focused Collaboration Solutions



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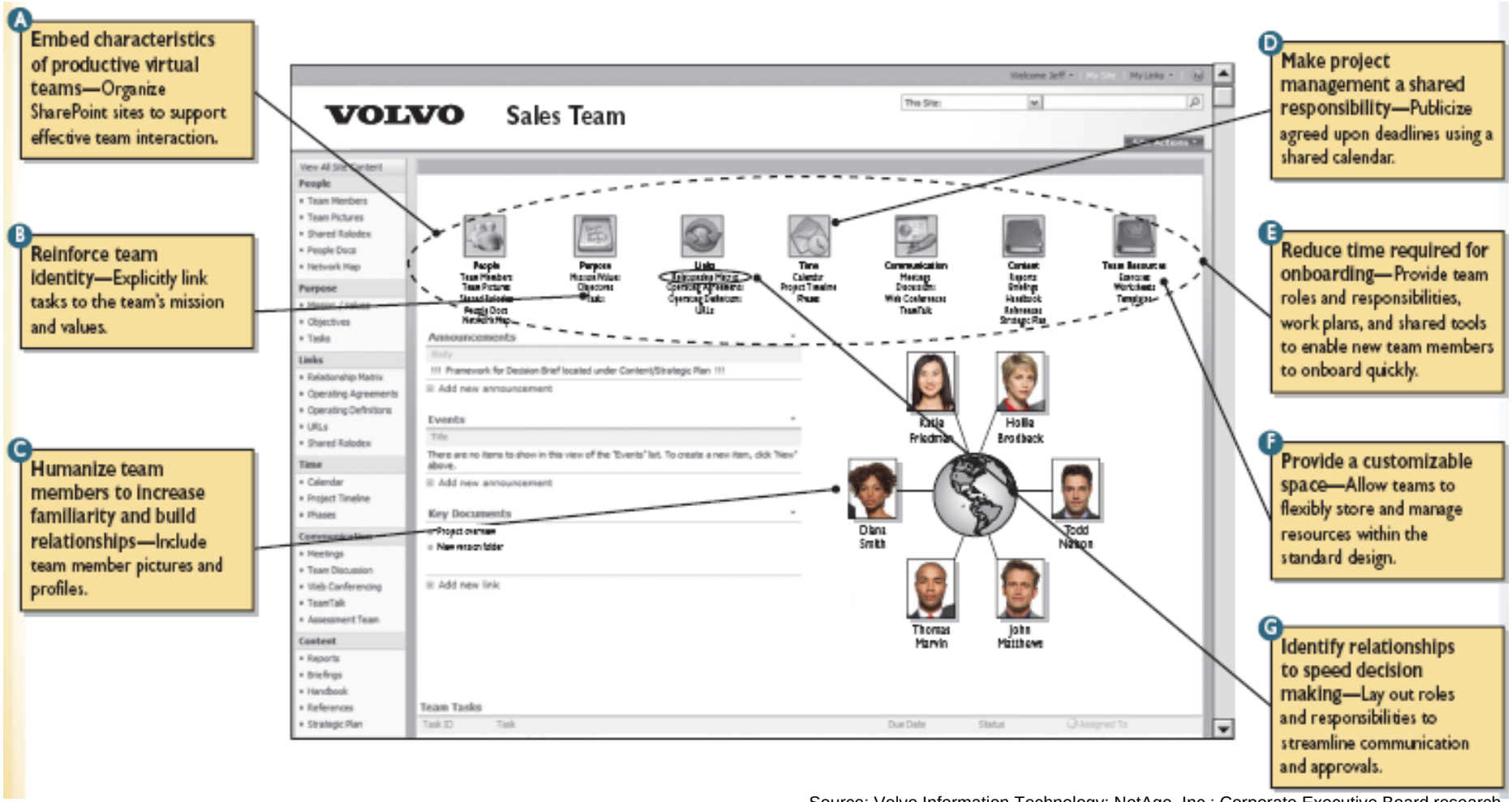
Team-Based SharePoint Design

Organizing Workspace Around the Team



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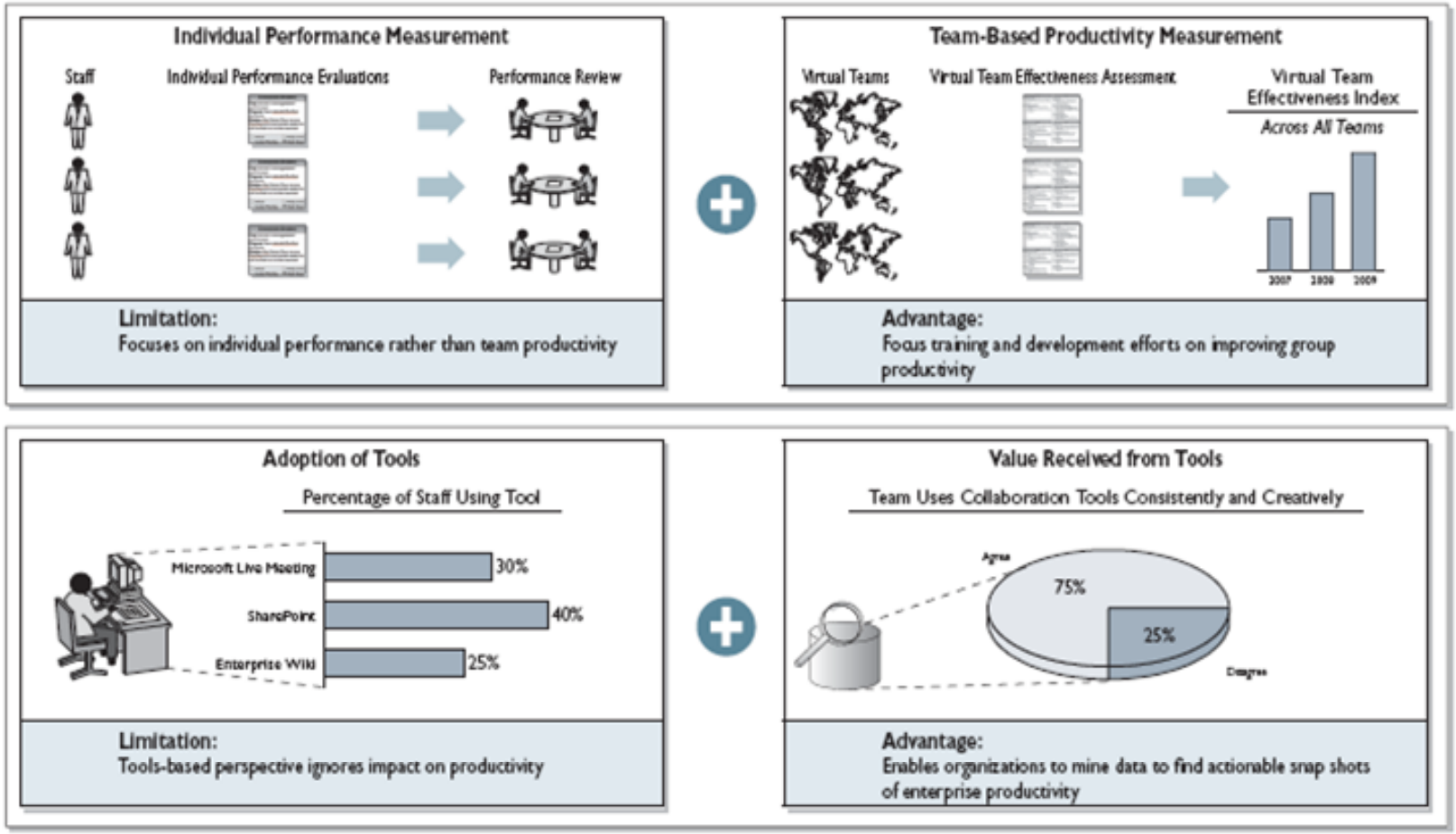
On-going Benefits Tracking

Measuring the Unmeasurable

Traditional Metrics

Virtual Team Effectiveness Metrics



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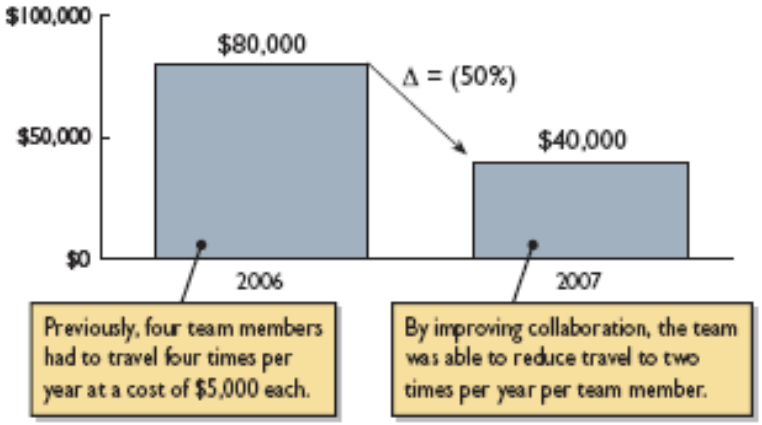
Results

Cost, Efficiency & Effectiveness Benefits

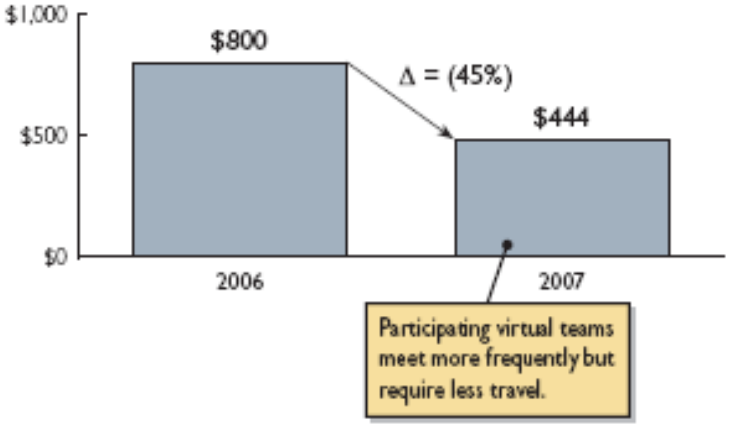
Reductions in Travel

Engineering Team 2006–2007



Average Travel Cost for Team Meetings

Product Support Team 2006–2007



Team Benefits

Qualitative Summary

- Less meeting time is spent on status presentations
- Higher meeting attendance
- Increased appreciation of the value of collaboration capabilities
- Greater engagement of broader team increases innovation

Unlocking Full Value

"Until individuals learn how to work together as a cohesive team, they cannot fully take advantage of the tools provided. Virtual teams are eager to become more efficient and are requesting training. In fact, business demand allows the Collaboration Services group to be a self-sustaining program."

Virginia Adamson
Senior Business Consultant
Volvo Information Technology

Source: Volvo Information Technology; NetAge, Inc.; Corporate Executive Board research.

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Questions??

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