



Leading Collaborative Teams

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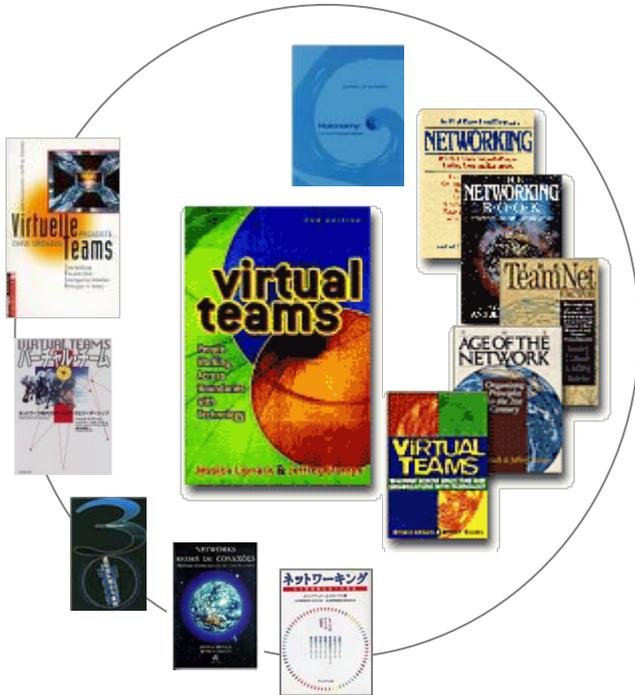
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 **Enterprise 2.0**
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Boston, MA • June 22–25, 2009

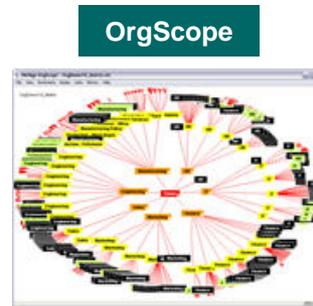


NetAge Background

Publications



Software



Website



Blog



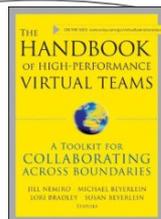
Clients



Incorporated 1998 to develop software, methodology, and tools for distributed organizations, NetAge is privately held and generates revenue from consulting, licensing, and royalties. Its founders and principals are Jessica Lipnack and Jeffrey Stamps, PhD.

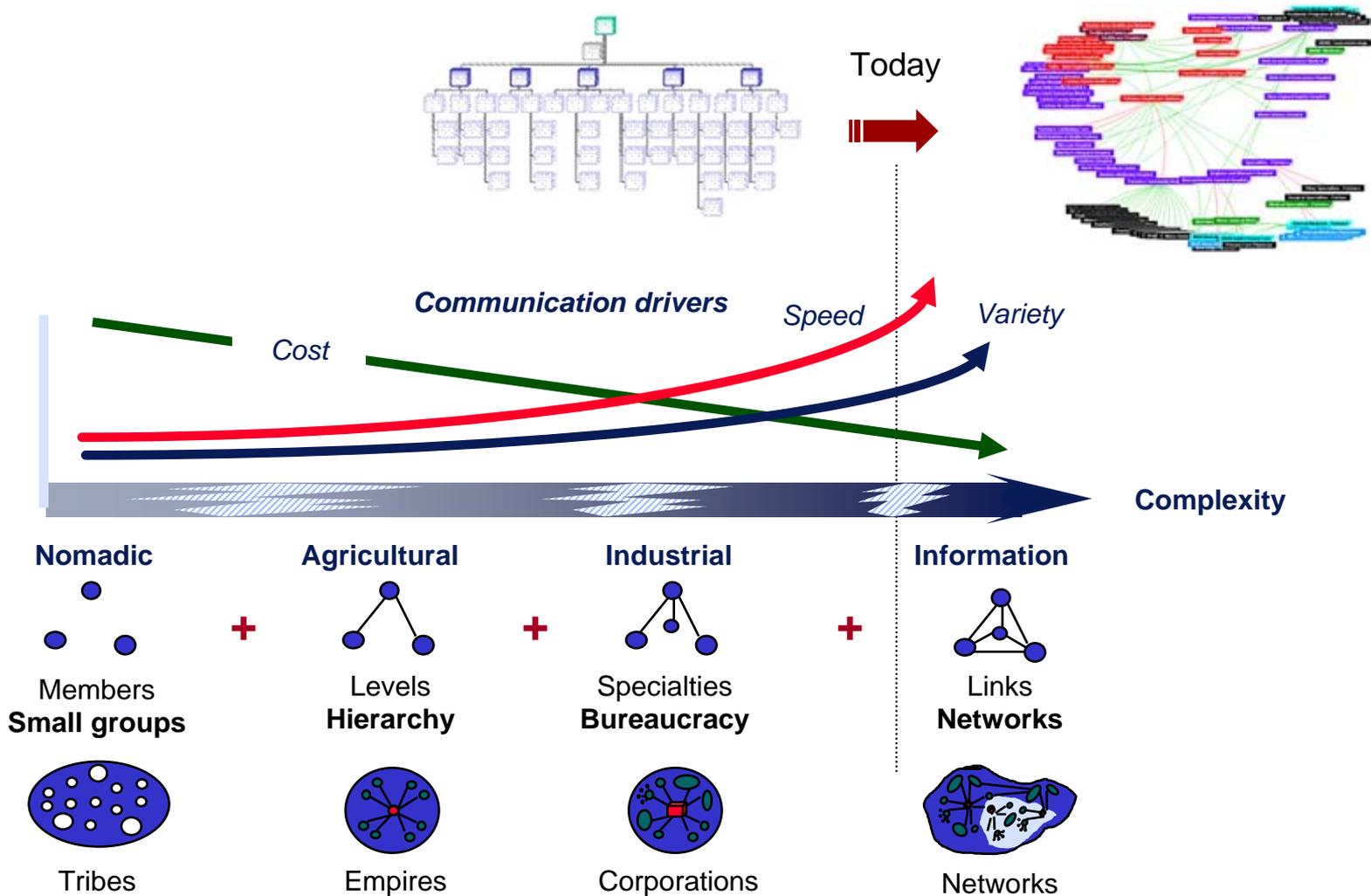
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Blog: www.endlessknots.com





Context of Organizational Transformation



NetAge diagram developed with Shell Oil Co, 1998



What Is Collaboration? A Virtual Team?

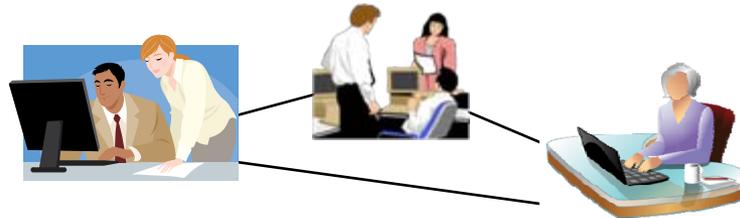
Collaboration = col- “together” + laborare “to work”

Collaborate — work jointly on activity, especially to produce or create something

Synonyms: co-operate, join forces, team up, band together, work together, participate, combine, ally, pool resources, put heads together

A team

Virtual team: small group with common purpose interacting interdependently on agreed tasks



Organizations

Locations

A virtual team



across boundaries of space, time, and organization supported by technology



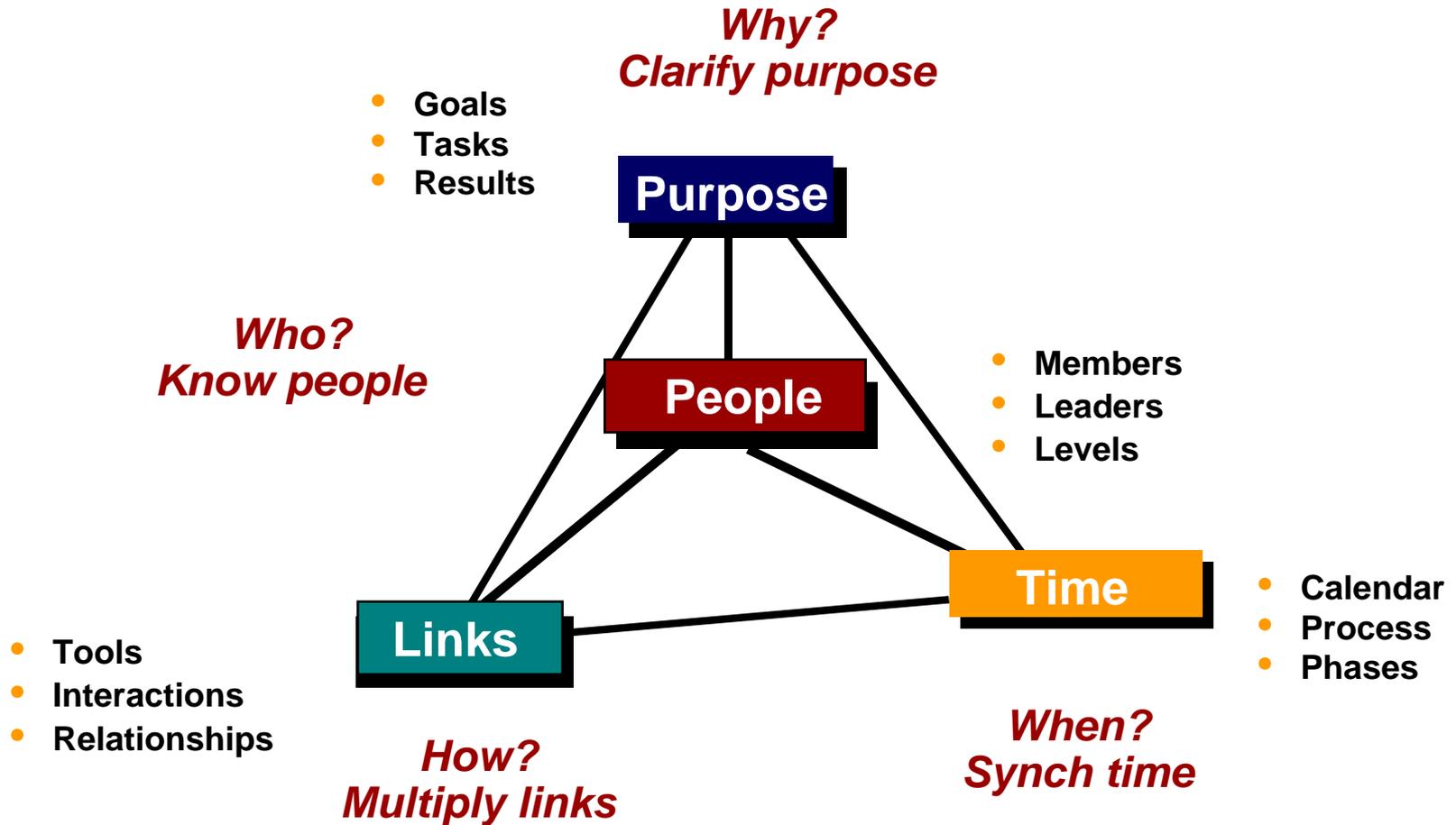


Aspiration for Virtual Leadership: Leap to Virtual Edge





The Virtual Leadership Model





US Army BCKS Project on Virtual Teams: “Teams of Leaders Handbook” Team Room

Teams of Leaders Network (ToLNet)

Welcome Jeff | My Site | My Links

BCKS
U.S. Army Battle Command Knowledge System

ToL Development

This Site: ToL Development

Site Actions

View All Site Content

People

- Team Members
- Team Pictures
- People Docs
- Network Map

Purpose

- Mission / Values
- Objectives
- Tasks

Links

- Relationship Matrix
- Operating Agreements
- URLs
- Announcements

Time

- Calendar
- Project Timeline
- Phases

Communication

- Meetings
- Team Discussion
- Web Conferencing
- IM / Chat

Content

- Reports
- Briefings
- Handbook

References

- Operating Definitions
- Source Docs
- Templates

Recycle Bin

Teams of Leaders Network (ToLNet) » ToL Development

Mission
Develop, integrate, and field a dynamic knowledge enabling capability to support high-performing teams.

People
Team Members
Team Pictures
People Docs
Network Map

Purpose
Mission / Values
Objectives
Tasks

Links
Relationship Matrix
Op Agreements
URLs

Time
Calendar
Project Timeline
Phases

Communication
Meetings
Discussions
Web Conf
Place holder for TeamTalk

Content
Reports
Briefings
Handbook

References
Op Definitions
Source Docs
Templates

Announcements

Body

The Phone Bridge number for all IPRs is 913-684-7404
* Phone Bridge for Thursday, 11 Sept, is 913-684-7405!!!

Add new announcement

Events

Title

Right Track Review : 17 Sept
Virtual Right Track Review: 18 Sept 1330-01530 **new**

Add new announcement

Key Documents

- ToL Overview
- Handbook wrapper 1st draft
- Booklet 1 1st Draft
- Booklet 2 1st draft
- Booklet 3 First Draft

Add new link

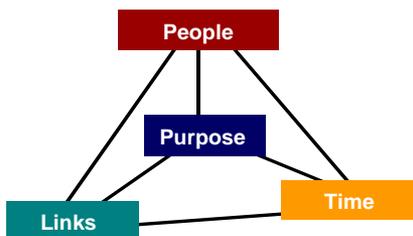
Michelle Hannah
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Used with permission of Battle Command Knowledge Systems “Teams of Leaders (ToL) Handbook” Project



Takes a Lot More than Email, Conference Calls To Lead at Distance

Network Model



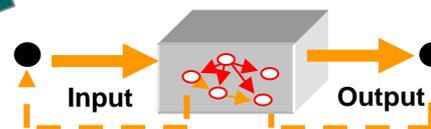
Concepts

Framework: Structure and Process

Periodic Table of Organizational Network Elements

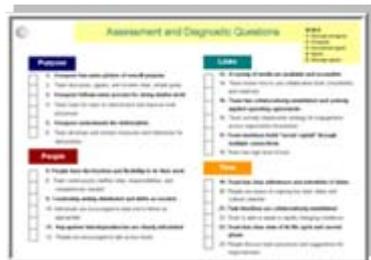
| | Inputs | Processes | Outputs |
|---------|----------|--------------|---------------|
| Purpose | Goals | Tasks | Results |
| Nodes | Members | Leadership | Levels |
| Links | Media | Interactions | Relationships |
| Time | Calendar | Projects | Phases |

Systems Thinking



Measures

Assessment and Diagnosis



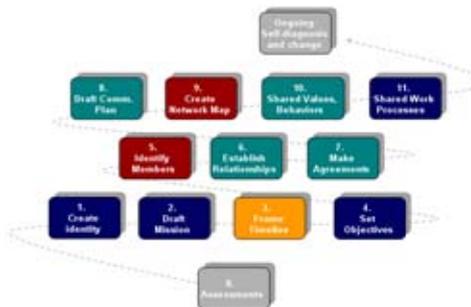
Technology

Online Team Rooms



Behaviors

Team Development Exercises





Strategy for Success at a Distance

90% People + 10% Technology

Myth

Leading virtually
is about using
right technology

Reality

Leading virtually requires
understanding people, culture,
organization, and collaboration



“We always get the technology right and the sociology wrong” — Paul Trevithick



Decide to Network

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Visit Jessica's blog at
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