The Realities of Virtuality   David Skyrme
                                                                 associates

The Realities of Virtuality:
25 Principles of Proven Practice

Dr David J. Skyrme
David Skyrme Associates Limited

IVCC '99
26-27 May
Charleston

INTELLIGENCE ■ INSIGHT ■ INNOVATION

© Copyright, David J. Skyrme, March 1999   1

The Realities of Virtuality   David Skyrme
                                                                 associates
Topics

- ❏ Why Go Virtual?

- ❏ Dimensions of Virtuality

- ❏ 25 Principles of Proven Practice

- ❏ An Example

- ❏ Challenges and Success Factors

INTELLIGENCE ■ INSIGHT ■ INNOVATION

© Copyright, David J. Skyrme, March 1999   2

The Realities of Virtuality

David Skyrme
associates

Why Go Virtual?

- ☐ Access to scarce/expensive resources (scale)
- ☐ Pooling resources/expertise (scope)
- ☐ New insights, new expertise (reach)
- ☐ Cross-fertilization of knowledge & experience
- ☐ Creating communities of excellence
- ☐ Flexibility - resources with responsiveness

   "Collaboration gives the ability to link diverse assets into unique capabilities and leverage in pursuit of new opportunities" (Ghoshal and Bartlett)

I N T E L L I G E N C E ■ I N S I G H T ■ I N N O V A T I O N

© Copyright, David J. Skyrme, March 1999   3

The Realities of Virtuality

David Skyrme
associates

Three Megatrends

Technology
- Performance; Connectivity; Portability

Information/Knowledge Work
> 70% of work is information intensive

Globalization
- of markets, products <u>and</u> resources/labour

I N T E L L I G E N C E ■ I N S I G H T ■ I N N O V A T I O N

© Copyright, David J. Skyrme, March 1999   4

The Realities of Virtuality

David Skyrme
associates

The New Economy

Global, Knowledge-based, Networked

Location Independence

... A 'Virtual' World

INTELLIGENCE ■ INSIGHT ■ INNOVATION

© Copyright, David J. Skyrme, March 1999

5

The Realities of Virtuality

David Skyrme
associates

Virtual Working and Trading

Space

Local-Global
Synchronous-Asynchronous
Specified-Flexible etc.

Time

Stable-Dynamic
Structure **Aggregated-Dispersed etc.**

.... Many Opportunities for Innovation

INTELLIGENCE ■ INSIGHT ■ INNOVATION

© Copyright, David J. Skyrme, March 1999

6

The Realities of Virtuality

David Skyrme
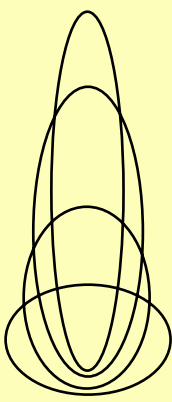associates

New Strategies (examples)

- ❐ 24-hour unmanned 'shop' - the WWW
- ❐ Remote back-office, call centre e.g. Dell
- ❐ Outsourcing e.g. software in India
- ❐ Global partners/individuals e.g. designer in Finland
- ❐ Virtual teams / organizations e.g. AgileWeb, VClink
- ❐ Sunshine engineering e.g. Ernst & Young Y2K
- ❐ Formalize teleworking e.g. Ericsson

INTELLIGENCE ■ INSIGHT ■ INNOVATION

© Copyright, David J. Skyrme, March 1999   7

The Realities of Virtuality

David Skyrme
associates

New (Virtual) Work Patterns

Virtual Organizations

**Virtual Products
and Services**

Virtual Labs etc.

Virtual Offices

Virtual Teams

Telework
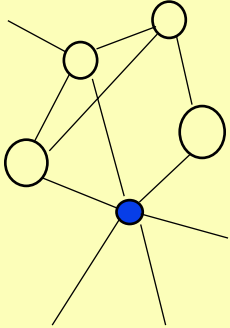
*Adapted from a network 'holonomy'
- a whole yet a part
(Koestler/ Lipnack and Stamps)*

INTELLIGENCE ■ INSIGHT ■ INNOVATION

© Copyright, David J. Skyrme, March 1999   8

The Realities of Virtuality

David Skyrme
associates

Virtual Knowledge Teams

- ❐ Many types e.g.
  - distributed people in a team
  - distributed teams around the world
- ❐ One person - many teams/links
- ❐ Used in design, projects,problem-solving
- ❐ Video-conferencing popular
- ❐ Becoming part of daily work
- ❐ Effectiveness varies widely

INTELLIGENCE ■ INSIGHT ■ INNOVATION

© Copyright, David J. Skyrme, March 1999

9

The Realities of Virtuality

David Skyrme
associates

25 Principles of Proven Practice

5 groups of 5:

- ❐ Teams and Teaming
- ❐ Team Commitment
- ❐ Team Communications and Processes
- ❐ Team Technology
- ❐ Team Knowledge

INTELLIGENCE ■ INSIGHT ■ INNOVATION

© Copyright, David J. Skyrme, March 1999

10

The Realities of Virtuality

David Skyrme
associates

Teams and Teaming

1. Teams are the organization powerhouse

2. Best knowledge teams: 5-8, multi-disciplined

3. Larger groups for cohesion or networking

    ... but not real work!

4. Each individual in 2 or more teams

5. Distinguish person and role.

INTELLIGENCE ■ INSIGHT ■ INNOVATION

© Copyright, David J. Skyrme, March 1999   11

The Realities of Virtuality

David Skyrme
associates

Team Commitment

6. Clarity of purpose - mission, vision, goals

7. Norms and values

8. Map out networks - core and extended teams

    e.g. Netmap often shows teams are wrong!

9. Determine interdependencies/ flows

10. Individuals maintain personal networks

INTELLIGENCE ■ INSIGHT ■ INNOVATION

© Copyright, David J. Skyrme, March 1999   12

The Realities of Virtuality

David Skyrme
associates

Team Processes

11. Communicate, communicate, communicate

12. Active listening - play back - understand

13. Recognize fuzziness of decision making

14. Learn together - all the time

15. Build trust in depth

......don't get too task focused!! Think process

INTELLIGENCE   ■   INSIGHT   ■   INNOVATION

© Copyright, David J. Skyrme, March 1999   13

The Realities of Virtuality

David Skyrme
associates

Team Technology

16. Not just email - a broad mix

17. Agree standards and product set

18. Make team documents web-centric

19. Content/usages standards e.g. email

20. Experiment - but don't use a technology
    just for the sake of it

INTELLIGENCE   ■   INSIGHT   ■   INNOVATION

© Copyright, David J. Skyrme, March 1999   14

The Realities of Virtuality

David Skyrme
associates

Knowledge Communities

Effective	Ineffective
❑ Clear shared purpose	❑ When time constraints
❑ People profiles	❑ Wrong participants
❑ FAQs	❑ No clarity/coherence
❑ Threaded conversations	❑ Wandering 'off topic'
❑ Good moderation	❑ Off vs. on record clarity
❑ Knowledge editing	❑ No summarizing/FAQs
❑ Attention to process/FTF	❑ Technology gimmicks

I N T E L L I G E N C E ■ I N S I G H T ■ I N N O V A T I O N

© Copyright, David J. Skyrme, March 1999

15

The Realities of Virtuality

David Skyrme
associates

Team Knowledge

21. A vital resource - who is responsible?

22. Emails are embryonic knowledge

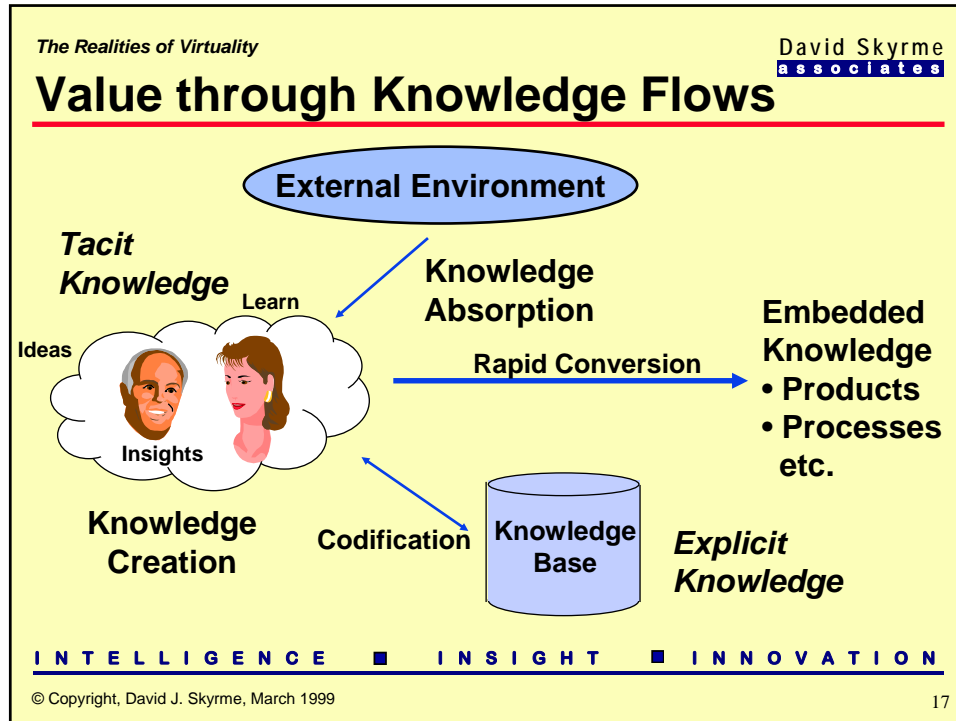23. A knowledge editor for each domain

24. Capture lessons all the time

25. Personal Knowledge: Know your colleagues!

......Conversations and Collections

I N T E L L I G E N C E ■ I N S I G H T ■ I N N O V A T I O N

© Copyright, David J. Skyrme, March 1999

16

The Realities of Virtuality

David Skyrme
associates

Value through Knowledge Flows

INTELLIGENCE ■ INSIGHT ■ INNOVATION

© Copyright, David J. Skyrme, March 1999

17

The Realities of Virtuality

David Skyrme
associates

The ETD Experience

- ❑ 7 partners/40+ collaborators (global)
- ❑ Extensive use of email/lists (not forums)
- ❑ Basic communications standards/'rules'
- ❑ Project intranet (via the Internet - layers)
- ❑ Web-centric knowledge - database driven
- ❑ Periodic face-to-face meetings

  ..... focus on communications - not technology

  Bottom line: World's premier telework web site

INTELLIGENCE ■ INSIGHT ■ INNOVATION

© Copyright, David J. Skyrme, March 1999

18

The Realities of Virtuality

David Skyrme
associates

Critical Success Factors

- ❏ Complementary Competencies <u>and</u> Culture
- ❏ Compelling Vision
- ❏ Clear expectations: needs vs. offers
- ❏ Well developed KM/ICT infrastructures but..
- ❏ Focus on People and Processes
- ❏ Continuous learning and experimentation
- ❏ A Set of Working Principles!

I N T E L L I G E N C E ■ **I N S I G H T** ■ **I N N O V A T I O N**

© Copyright, David J. Skyrme, March 1999

19

The Realities of Virtuality

David Skyrme
associates

A Framework for Success

Technology
& Networks

Strategy
& Process

Knowledge

**Virtual-
ization**

**Global-
ization**

People & Organization

I N T E L L I G E N C E ■ **I N S I G H T** ■ **I N N O V A T I O N**

© Copyright, David J. Skyrme, March 1999

20

The Realities of Virtuality

David Skyrme
associates

Virtualization - a balancing act

Same Place-Time

- **Close relationships**
- **High interaction**
- **Contextual awareness**
- **Physical resources**
- **'Casual encounters'**
- **Creative stimulation**

Different Place-Time

- **Access 'world-class'**
- **Richness-Diversity**
- **Global perspective**
- **Quality- local validation**
- **Timeliness**
- **Cost avoidance**

I N T E L L I G E N C E ■ I N S I G H T ■ I N N O V A T I O N

© Copyright, David J. Skyrme, March 1999

21

The Realities of Virtuality

David Skyrme
associates

Contact Details

David J. Skyrme
David Skyrme Associates Limited
(A Business Affiliate of ENTOVATION International)
Highclere, England RG20 9PR

Tel/Fax: +44 1635 25 35 45

email: david@skyrme.com

Knowledge Connections - http://www.skyrme.com

Knowledge Innovation[SM] - http://www.entovation.com

[SM] **Knowledge Innovation is a registered service mark of ENTOVATION International**

I N T E L L I G E N C E ■ I N S I G H T ■ I N N O V A T I O N

© Copyright, David J. Skyrme, March 1999

22