Managing the Innovation Process

Geographic Dispersion

Overview

- Take-Away

- Required Readings

- Supplemental Readings

- Caveats

Take-Away

- Innovation at a distance requires mutual knowledge

- Innovation through virtual teams is over-hyped

- Innovation is shaped by communication and culture

- Innovation is affected by global changes in work

(Cramton, 2002)

- *"Finding common ground in dispersed collaboration"*

- <u>Mutual Knowledge</u>
  (knowledge that the parties to a communication share in common and know they share in common)

- <u>Vulnerabilities</u>
  (1. Failures to communicate and remember information about context, 2. Uneven distribution of information, 3. Differences in what information is salient to sender and receiver, 4. Differences in speed and timing, 5. Uncertainty about the meaning of silence)

(Lipnack & Stamps, 1997)

- *"Virtual teams: Reaching across space, time, and organizations with technology – Chapter 1: Why virtual teams? The new way to work "*

- Virtual Teams
(group of people who interact through interdependent task guided by common purpose)

- How Are They Different?
(work across boundaries, rely heavily on technology)

- Everybody's doing it
(HP, Eastman Chemical, US Commerce Dept)

(Armstrong & Cole, 1995)

- *"Managing distances and differences in geographically distributed work groups"*

- <u>Factors Affecting Distributed Work Groups</u> (communication – face-to-face and electronic, cultural norms – corporate and national)

- <u>Problems Across Distances and Differences</u> (1. misunderstandings in communication, 2. strangely escalating conflicts)

- <u>Practices That Span Distances and Differences</u> (face-to-face communication, leadership, learning, norms)

(Carmel, 1999)

- *"Global software teams: Collaborating across borders and time zones – Chapter 1: Why we are seeing more global software teams"*

- <u>Global Software Team</u>
  (separated by a national boundary while actively collaborating on a common software/systems project)

- <u>Catalyst Factors</u>
  (specialized talent, acquisitions, reduction in development cost, globalized presence, reduction in time-to-market, proximity to the customer)

(O'Hara-Devereaux & Johansen, 1994)

- *"GlobalWork: Bridging distance, culture, and time – Chapter 1: Introduction: Fault lines in the new global business landscape"*

- <u>Four Emerging Faultlines</u>
  (1. The global consumer, 2. The global corporation, 3. Global jobs, 4. Knowledge as a global product)

- <u>Management Competencies</u>
  (cross-cultural communication, technological understanding, leadership in business teams, facilitation skills for working with organizations)

Caveats

- What if face-to-face communication just isn't possible?

- What goes wrong in virtual teams that fail?

- What types of training compensate for real experiences?

- What global changes in work facilitate innovation?