New Ways to Work:
One organization, Many locations

Warm-up Exercise
What do you expect to be the biggest challenge of working on a distributed campus?
Use your Text tool ("T") to list your challenges in one of the spaces below.

Overview
Objectives:
- Identify work activities most likely to be affected by a distributed campus
- Become aware of the five common challenges of working across locations
- Begin creating an action plan for dealing with the challenges affecting the most critical aspects of your work

Agenda:
- The 5 C’s of Multi-site collaboration:
  - Connecting
  - Communicating
  - Coordinating
  - Context
  - Cohesion
- Dealing with Conflict
- Group Exercise: Making it work
Same Job, Different Place(s)

The 5 C’s of Working Across Locations

- Connecting
- Communicating
- Coordinating
- Context
- Cohesion

Connecting

Creating the Technical Foundation

- Questions to be asked:
  - What technologies do we need to access?
  - From where?
  - How often & when?
  - Do we know how to use the technologies?
  - Is tech support available?
  - Is it obvious how to access tech support?

- Help is available! The IT Work Anywhere website provides information and technology resources:
  https://www.stanford.edu/services/workanywhere/

Communicating

- Effective communication is a multi-part process.
  - Communicating your message effectively to others.
  - Accurately interpreting others’ messages to you.
  - Sending and receiving the right information at the right time through the right “channels.”

- Communicating effectively through technology depends on having compatible expectations about technology use.
  - People use technologies differently.
  - People tend to assume others use technology the same way they do.

- New tools = New rules
  - Accessibility?
  - “Channel” choice?
  - Norms of use?

- Discuss expectations to prevent breakdowns!
Anticipating Communication Changes

<table>
<thead>
<tr>
<th>People I talk with the most</th>
<th>How I talk with them now</th>
<th>How might our communication change?</th>
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Coordinating

Keeping everyone on the same page

- How do you do this now?
- Tools for coordinating across locations
  - Written schedules
  - Written project plans
  - Online calendar
  - Web-based document repository
  - Wikis

Keys: 1) Explicit; 2) Written; 3) Web-accessible

Context

The immediate circumstances that influence how a person thinks and acts (interacts).

Don't assume others share or understand your context.
Cohesion

- The “glue” that holds teams together
- There are two types of cohesion and people differ in their preferences for each type:
  - Task cohesion: Group is held together primarily through collaboration on inter-dependent tasks.
    - “We were really cohesive...Everyone understood the goal and worked together to make sure everything coordinated perfectly.”
  - Social cohesion: Group is held together primarily through friendship and interpersonal interest.
    - “This is a really cohesive group...Our kids are in the same sports...We celebrate everyone's birthday.”

Cohesion Preferences

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<tr>
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<th>Social cohesion</th>
<th>Task cohesion</th>
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<tbody>
<tr>
<td>Low Loners</td>
<td>Low Party Planners</td>
<td>Low Task Masters</td>
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<td>High Social</td>
<td>High Perfectionists</td>
<td>High Friendly Pragmatists</td>
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<td>cohesion</td>
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Maintaining a sense of team requires attention to both the people and the project.

Group Exercise: Making it Work

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<th>Anticipated Challenges</th>
<th>Potential Solutions</th>
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Dealing with Conflict

- More “inconvenient truths”:
  - Occasional conflicts are unavoidable.
  - Conflicts among distributed coworkers tend to escalate faster and persist longer.
  - Most common cause of conflicts across locations = “misattribution”

- Conflicts can be minimized, even prevented.
  - Communicate, communicate, communicate
  - Coordinate, coordinate, coordinate
  - Take context into account
  - Attend to both task and social cohesion

Conflicts are inevitable—Fix them when they occur.

Additional Resources

- General information about the move(s):
  http://porterdrive.stanford.edu
- Stanford Help Center:
  650-723-4577
  helpcenster@its.stanford.edu
- Ombuds Office:
  Impartial dispute resolution:
  http://www.stanford.edu/dept/ombuds/index.html
- Employee & Labor Relations:
  http://elr.stanford.edu
- Links to other Change webinars:
  http://porterdrive.stanford.edu

A journey of a thousand miles begins with a single step.
- Chinese proverb

What’s your next step?