

4TH SAP GLOBALIZATION SYMPOSIUM 2010

AN ANNUAL GLOBAL SAP USER GROUP EVENT – HOSTED IN 2010 BY DSAG



2.0 Upgradings in Project Management

Opportunities and Risks Through
Wiki-Way- and (Micro)Blogging Practices

Prof. Dr. Andrea Back, University St. Gallen, Business 2.0



Agenda



1. Collaboration Revolution 2.0

2. Wiki-Ways

3. (Micro-)Blogging Practices

4. Measuring Performance Impact

5. Governance & Risks

6. Take-Aways



Evolving Work Practices to 2.0-Culture

Executive Summary: Motivation



Communication is a critical element to the success of every project. **E-Mail** and phone are not fulfilling this need. We need better communication & collaboration practices.



Virtual project teams and **independent** project teams are increasing. Even teams that are in the same location are considered virtual if you have to get up from your desk to talk to them.



Social Media will become the norm: Jesse Fewell, from PMI **Agile**'s Community of Practice, adds: "Social media will become more of an expectation and less of a novelty".

Source: Trends in Project Management 2010:
<http://www.cmcrossroads.com/cm-journal-articles/13194>

Competence Network Business 2.0

2.0-Pattern Driven Business Model, Processes and Management Innovations



Business Models 2.0 (10eqs):
e.g. Crowdsourcing Market Data

Work Practices 2.0: (T-Systems, SIS , ...)
e.g. Project Mgmt. 2.0 in IT Services

Customer Relations 2.0 (UBS, ...)
e.g. Next eServices in Wealth Mgmt.

Mobile Web /Cloud 2.0 (Master Course):
Mobile Business Information Systems

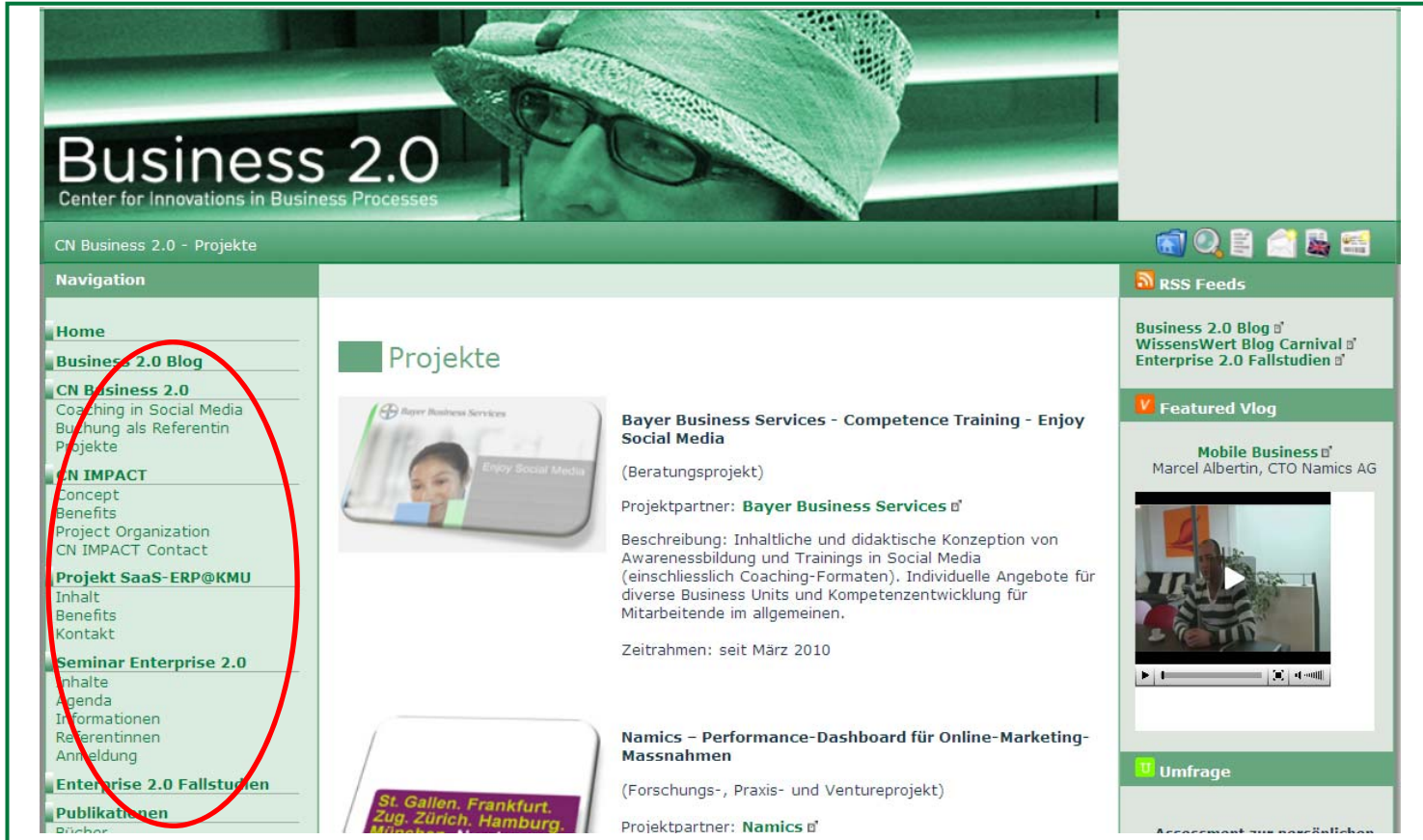
Business Intelligence 2.0 (Namics)
e.g. Social Media Campaign Dashboard

2.0 Competence Training (Bayer)
e.g. „Enjoy Social Media“-Training

Competence Network Business 2.0

Open Content: Many Free Online Resources

Preview of the Website



www

Back/Koch/Smolnik/Tochtermann: Fallstudiennetzwerk: <http://www.e20cases.org/>
Back, A.: Wissensblog zu Social Media: <http://www.business20experts.iwi.unisg.ch/>
Back, A./Robes J.: Offenes e-Zine mit Themenschwerpunkten:
<http://www.wissenscarnival.net>
Competence Network Business 2.0: <http://www.business20.unisg.ch/>

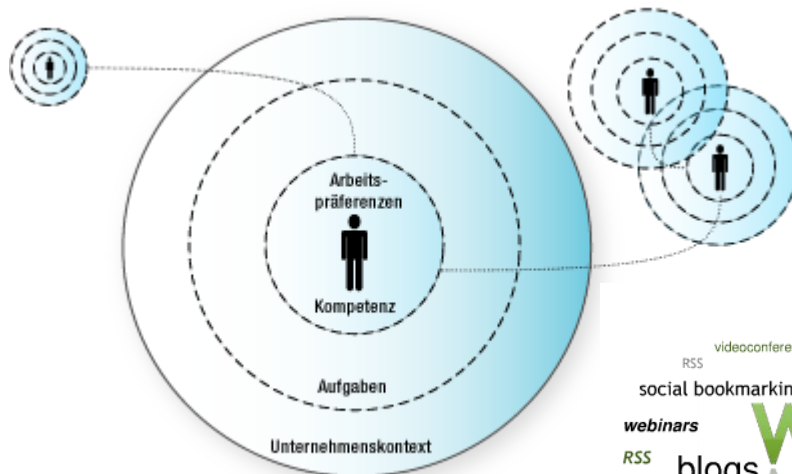


Do You Need an Upgrade ?

In Project Management (PM) Work Practices



Pain Points / Challenges ?



Collaboration Revolution 2.0 ?

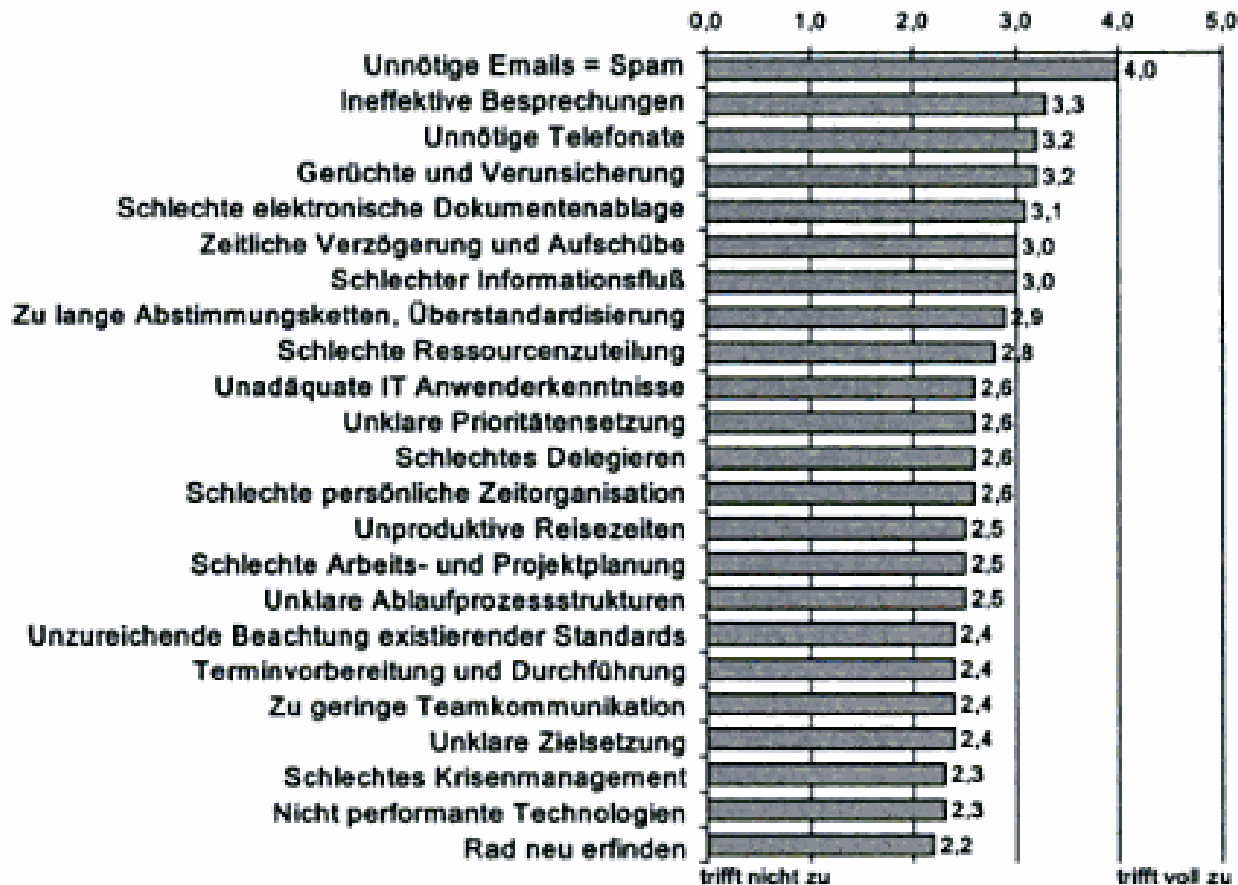
tags podcasts Webinars blogs
videoconferencing Wikis Collaboration software
social bookmarking RSS
webinars RSS blogs
microblogging social networks
Collaboration software tags podcasts
social bookmarking

Image (tagcloud) from: wrike.com

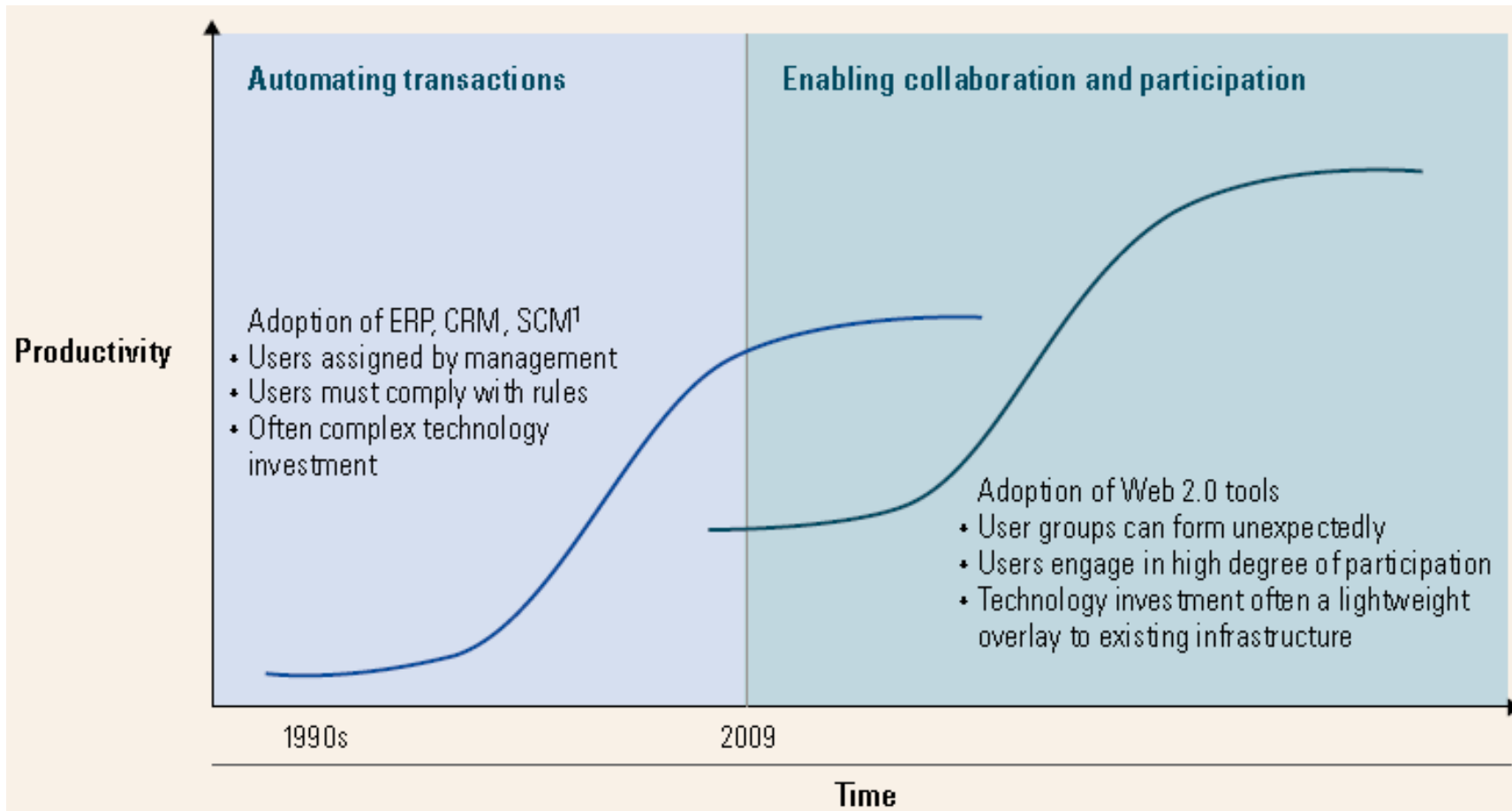
Pain Point - Productivity Killers

And Potential for Productivity Improvements in Knowledge Work

Ursache mangelnder Produktivität von Wissensarbeitern (Kommunikations-effizienzanalyse, Telekom Austria BS 2007)



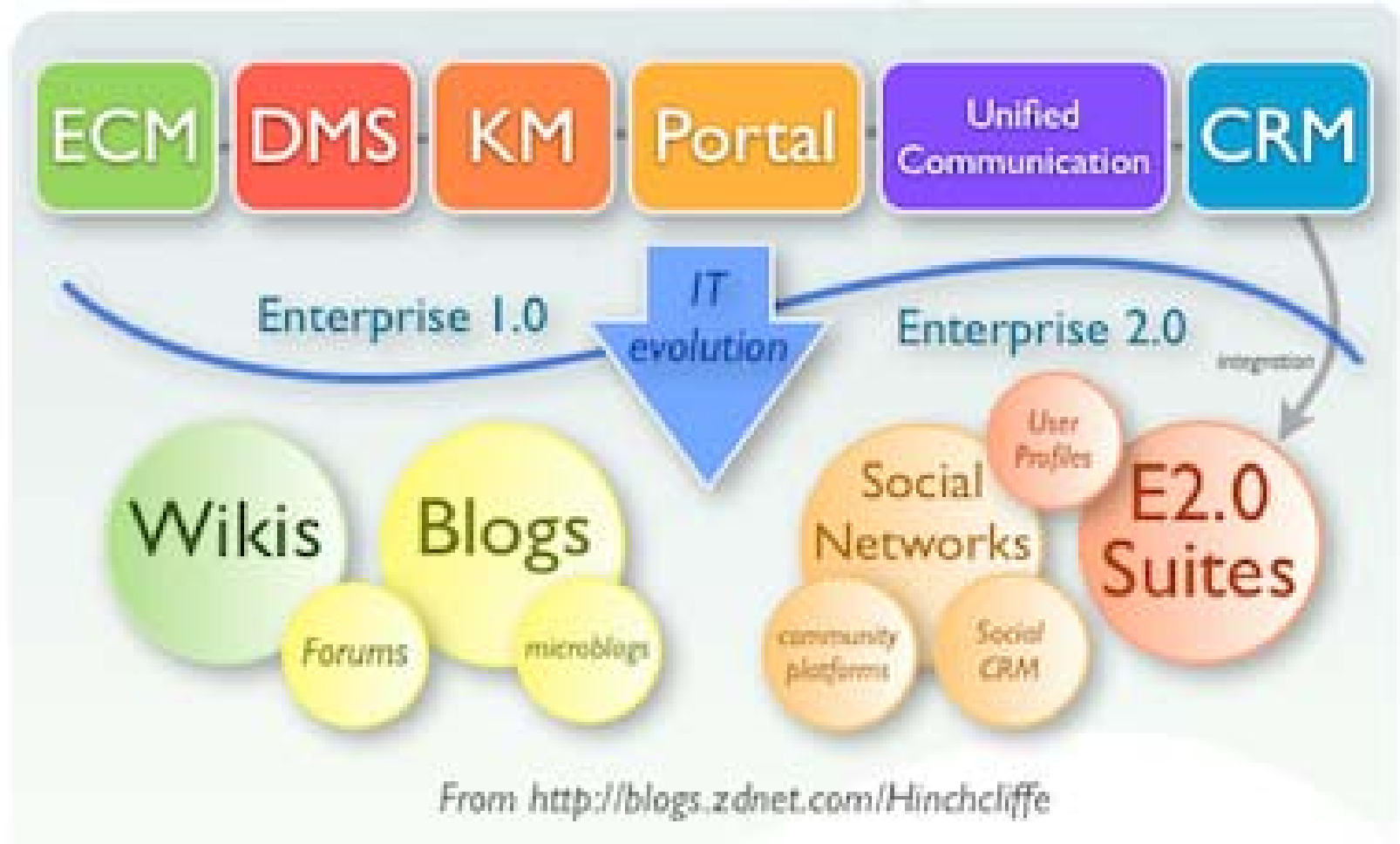
2.0 Revolution: Next Enterprise Software



Aus Chui/Miller/Roberts: Six ways to make Web 2.0 work, McKinsey on Business Technology, Nr. 16/ Summer 2009, S. 2-10

2.0 Revolution: Next Collaboration Software

Generational Change in Communication, Collaboration, and Collective Intelligence Applications



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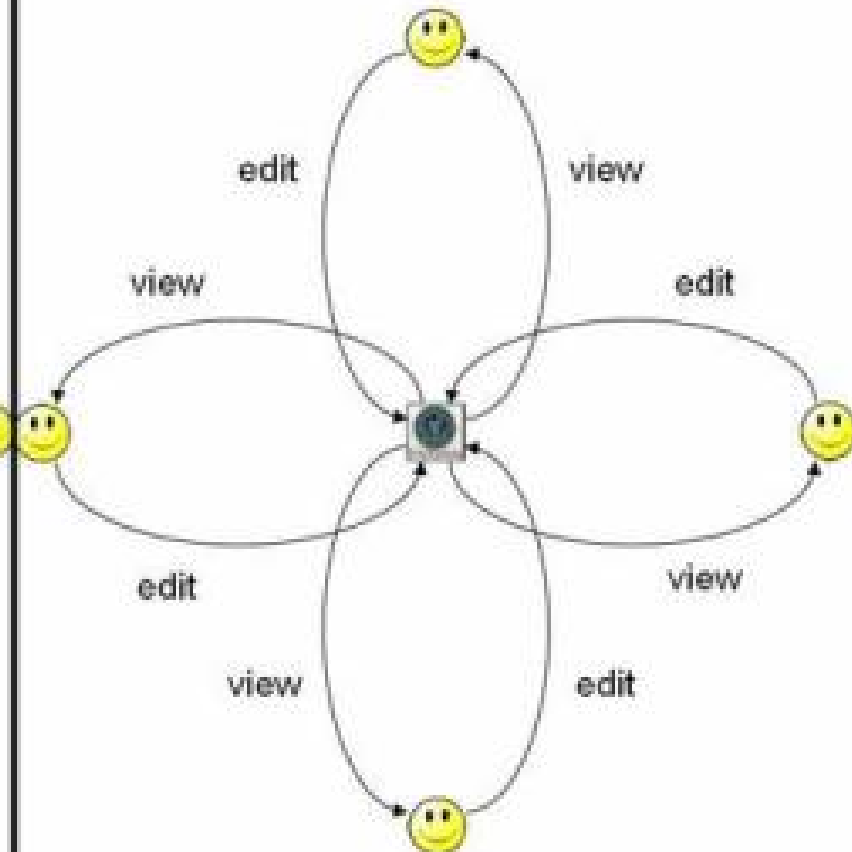
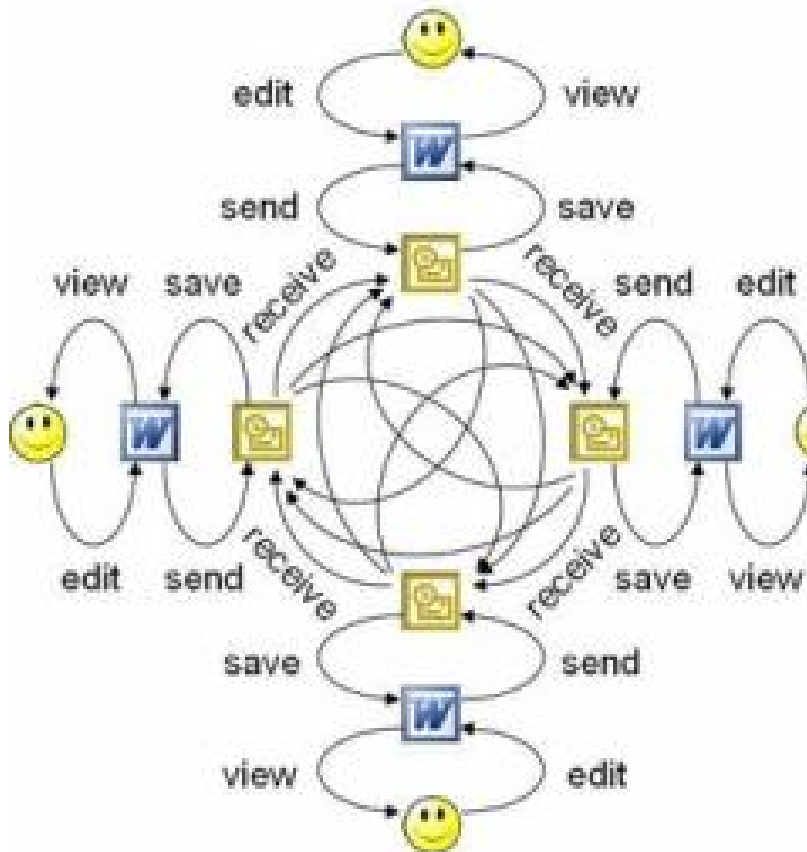
The Essence of the Wiki-Way



Email Collaboration



Wiki Collaboration



Wiki-Practice: Simple Example „Doodle“

Instead of E-Mail Coordination of Dates: Asynchronous Collaborative Editing

One of my „Umfragen“

"Freitag/Samstag-Termin in Salzburg im März 2010. Teilnahme von Herrn Hatzler ist Bedingung für Wahl eines Termins"

✎ März 2010

	Fr 5	Sa 6	Fr 12	Sa 13	Fr 19	Sa 20
	18:00 - 22:00	09:00 - 14:00	18:00 - 22:00	09:00 - 14:00	18:00 - 22:00	09:00 - 14:00
Andrea Back			OK	OK	OK	OK
Gabi Reinmann	OK	OK	OK	OK	OK	OK
Melanie Knünz	OK	OK	OK	OK	OK	OK
Rolf Schulmeister	OK	OK	OK	OK	OK	OK
Peter Baumgartner	OK	OK	OK	OK	OK	OK
Martin Kofler						OK
Anzahl	4	4	5	5	5	6

Funktionen

Einen Eintrag ändern	Kommentar hinzufügen	Dateiexport	Umfrage abonnieren
Einen Eintrag löschen	Kalenderexport	Drucken	Umfrage einbinden

www

Enterprise Versions, e.g.: <http://unisg.doodle.com/>
 Other tools, e.g.: <https://www.zeeyoo.com/>, <http://www.moreganize.ch/>, u.a.



Wiki-Practice: Example „Track Chair Work“

Instead of E-Mail & File-Attachment Coordination: Realtime Collaborative Editing

One of my projects

Google text & tabellen Track 6 Manuscripts Vor wenigen Sekunden gespeichert Gespeichert

Datei Bearbeiten Ansicht Einfügen Format Formular Tools Hilfe

Formel: Manuscript ID

	A	B	C	D	E	F	G	H	I
89	ICIS-C								
90	ICIS-C								
91	ICIS-C							Cultural Issues 5	
92	ICIS-C							Global Issues 5	Sue found an AE
93	ICIS-C								
94	ICIS-C								
95	ICIS-C								
96	ICIS-C								
97	ICIS-C							candidate desk rejection	
98	ICIS-C								
99	ICIS-C								
100	ICIS-C								
101	ICIS-C							> Global Track Robert	Sue found AE Alex Durcikova
102	ICIS-C								
103									
104	ICIS-C								
105	ICIS-C								
106	Manuscript ID	Manuscript Title	Track	Date S	Submitting Author	Country of Subr	AE Assignment	Notes	AE Decision
107		Colorcode:							
108									
109									

Abgedeckt wegen vertraulicher Inhalte

www

Here Google Docs / Google text & tabellen
Many other realtime collab. editing tools, e.g.: eduPad, TitanPad, notapipe, sync.in, ...



Wiki-Practice: Intranet is a Wiki

Even Beyond Collaborative Editing Within Project Spaces

One of the early adopters of the wiki-way



<http://www.business20experts.iwi.unisg.ch/category/casefriday/synaxon-casefriday/>

www

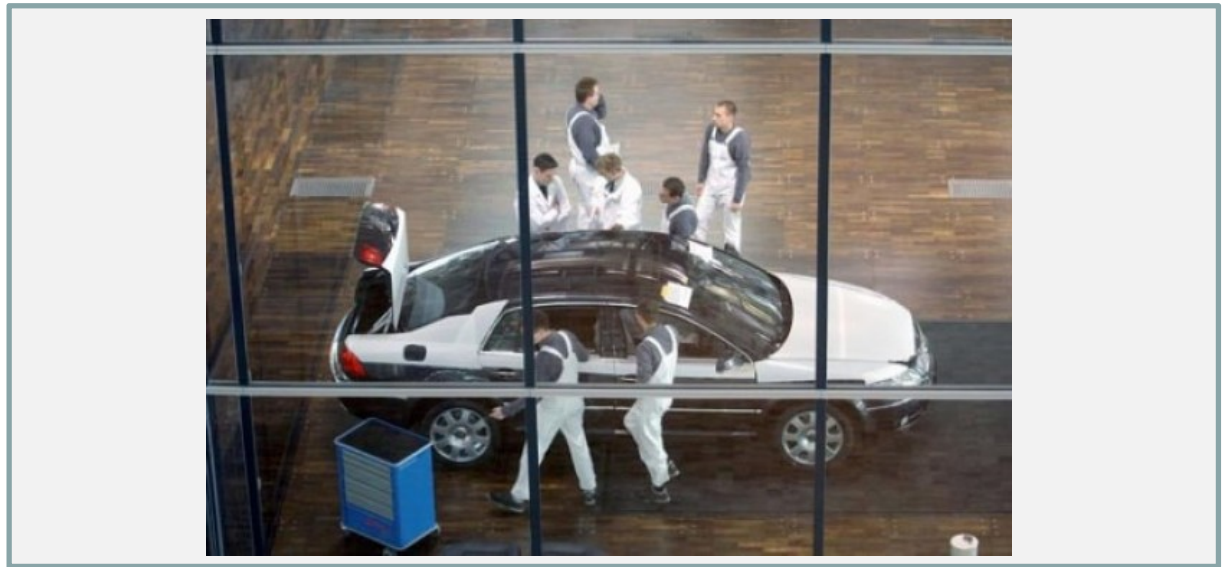
Use Cases for Wikis: www.e20cases.org; and <http://wissenswert.iwi.unisg.ch/?p=726>
More Use Cases for Wikis: <http://www.e20cases.org/tag/wiki/>
Wiki-Software Comparison, e.g.: <http://www.wikimatrix.org/>



The Wiki-Way Approach in Manufacturing



**Wiki-
Collaboration**



**Like an E-Mail-
Workflow**



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Farmer Gottfried's Urge for Microblogging

Communication is in our genes, not a modern digital society phenomenon

Aus dem Leben eines Selbstversorgers



Microblogging – A Paradigm Shift

Design Patterns - Functions and Work Practices For 2.0 Communication



Source: Dirk Röhrborn: Communardo Software GmbH · D-01129 Dresden/Germany: Microblogging im Projektmanagement (see Slideshare)

Microblogging Patterns



- simple
- short (140 digits and more)
- dialog oriented
- mobile
- task/work related posts
- flat hierarchies
- trust
- self-organization
- open and network oriented
- informal communication
- realtime oriented
- e-mail integrated

Use Case Enterprise Microblogging

Microblog postings since march 2009, substituting Yammer-activities



Siemens Building Technologies has added microblogging functionality to their References@BT solution.



Adoption Indicators:

- New Microblog Postings
- New Microblog Authors
- New Microblog Follows

Interview with 8 frequent users:

- perceived usefulness
- perceived ease of use
- perceived individual benefits
- perceived organizat. benefits

Source: J. Müller interviewed by A. Back:

<http://www.business20experts.iwi.unisg.ch/category/casefriday/buildingtechnologies/>

J. Müller/A. Stocker: Enterprise Microblogging, accepted for I-Know 2010 Conference

Microblogging Use Cases

in Project Communication (Work Environments and Learning Organisations)



Types of Posts

1. Coordinating tasks
2. Solving problems (Urgent Requests, Questions, Feedback)
3. Sharing valuable information (Links, Ideas, ...)
4. Notification about events (triggers by men, apps, things)
5. Finding experts
6. Networking (community, career)
7. Learning

Effects

1. Information transparency and context
2. Documentation implicit, on-the-fly
3. Supports self-organization in teams
4. Integration of mobile work team members
5. Raises speed and agility; lightweight project management
6. Reduces „heavy“ E-Mail (more notification mails though)
7. More effective meetings (creative tasks)

A Social Aspect - Pen Giving Ceremony

Acknowledgement in the Movie A Beautiful Mind (about J. Nash)

Mentions: @YourName
RT @YourName



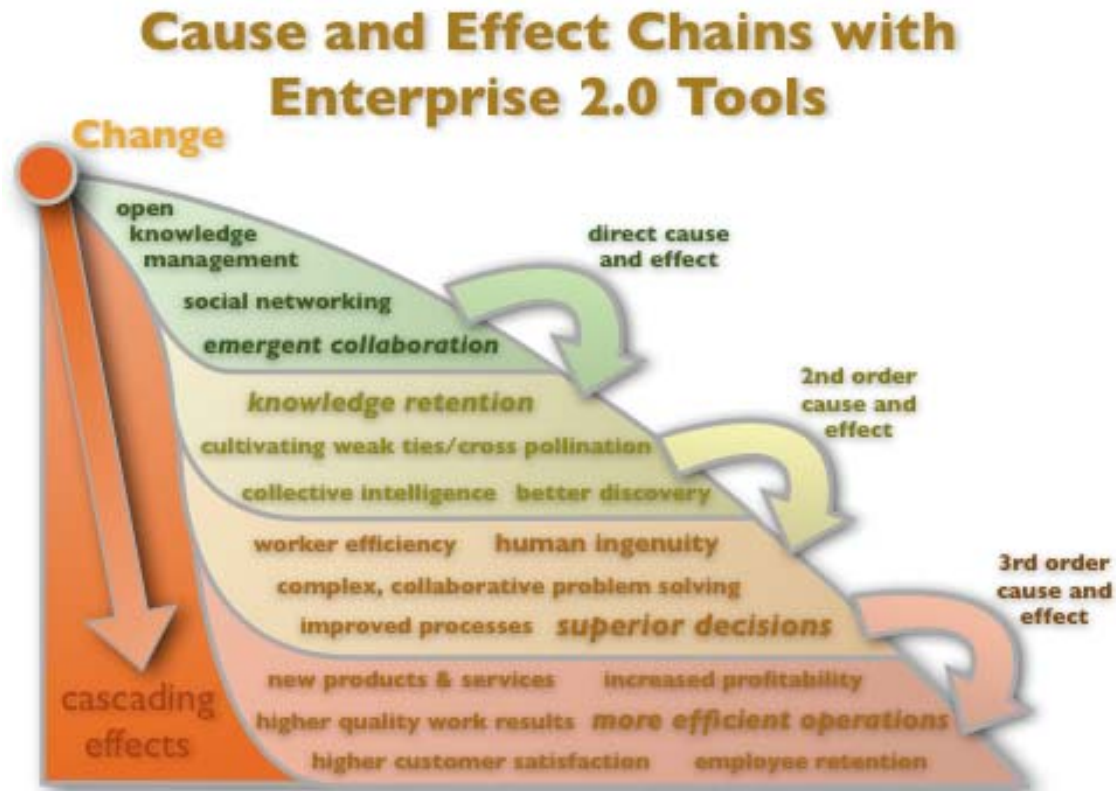
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Measurement - ROI of Work Practices 2.0

Why measure? What to measure? How to measure?



From <http://blogs.zdnet.com/Hinchcliffe>

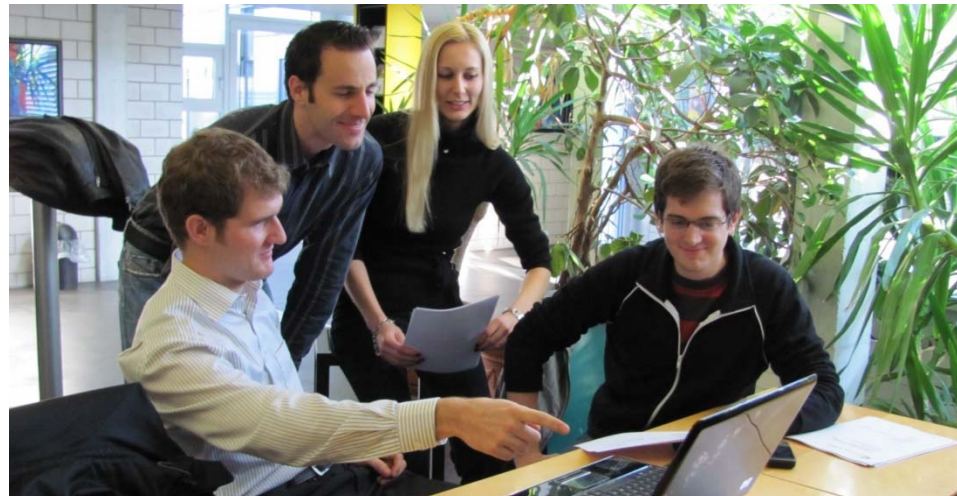
Use Case: SharePoint with „Wiki“

Our Study of: Siemens IT Solutions & Services, Sept – Dec. 2009 (Dr. H. Jouanne-Diedrich, TANGO-Project and Project Management Application)

Business 2.0 IWI-HSG



Universität St.Gallen



Source: IWI-UniSG FPV HS09: Back – Braschler/Domigall/Grahl/Nüesch

1st Study Approach: SharePoint with „Wiki“

Sharepoint 2007 Shared Access and E-Mail-Practices @ Siemens IT S&S

Standardized
Directories

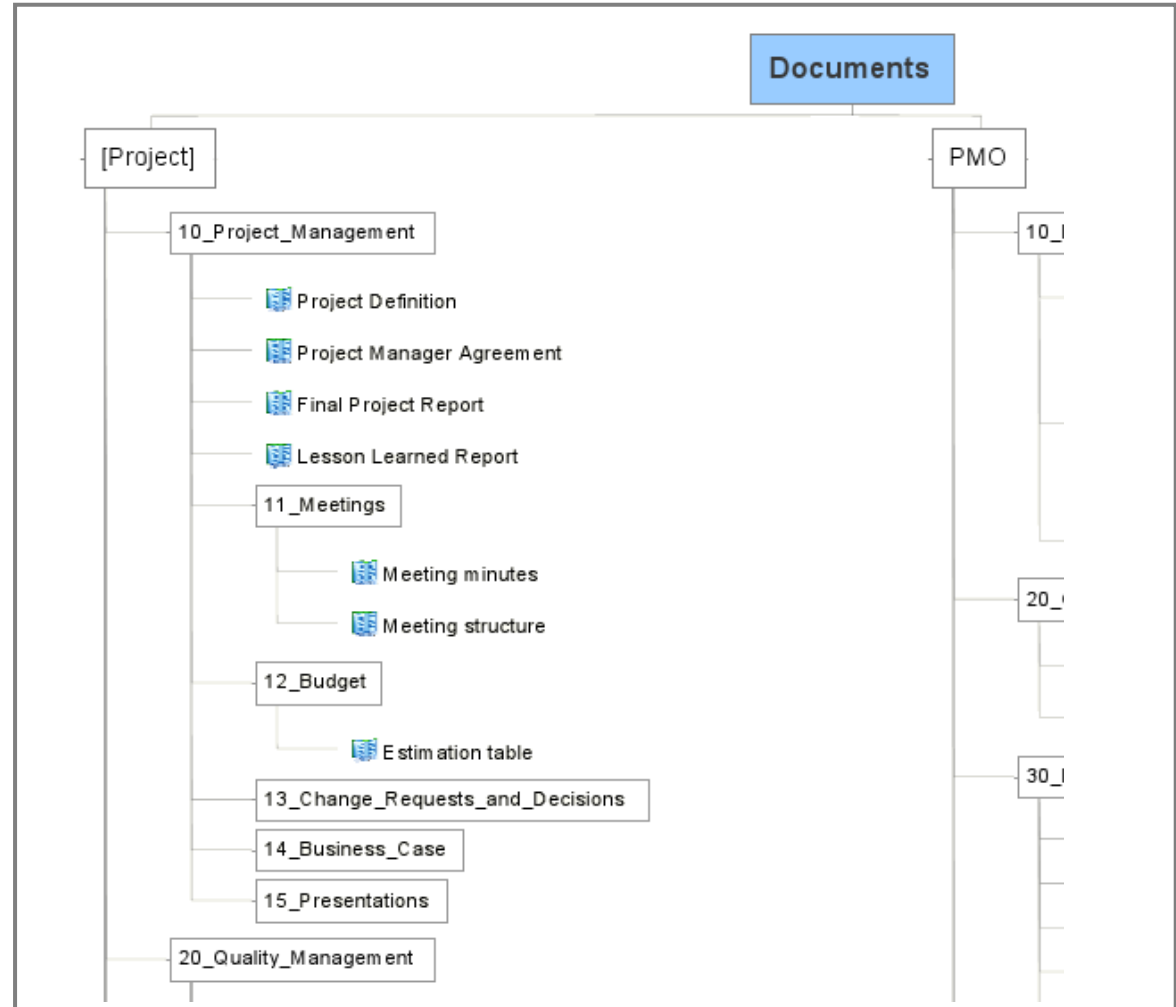
Controlled by
PMO

Doc-Changes:
E-Mail Notific.

Wikipage links
to Shared Doc

Check-in/out (= locks Docs)

User admin via
MS Project



Source: IWI-UniSG FPV HS09: Back – Braschler/Domigall/Grahl/Nüesch

1st Study Approach: SharePoint with „Wiki“

No collaborative editing; no comments & discussions in the „Wiki“ → Upgrade yes, but not yet full Project Management 2.0 Potential



- „official – documentation oriented“
- file container
- calendar coordination
- issue management (task attribution)

Sharepoint Shared Access to Team Documents

E-Mail/Telephone/Live-Meetings/...



- „inofficial – communication oriented“
- discussion & comments
- meetings
- planning

Source: IWI-UniSG FPV HS09: Back – Braschler/Domigall/Grahl/Nüesch

Use Case: Confluence, Trac, Sharepoint

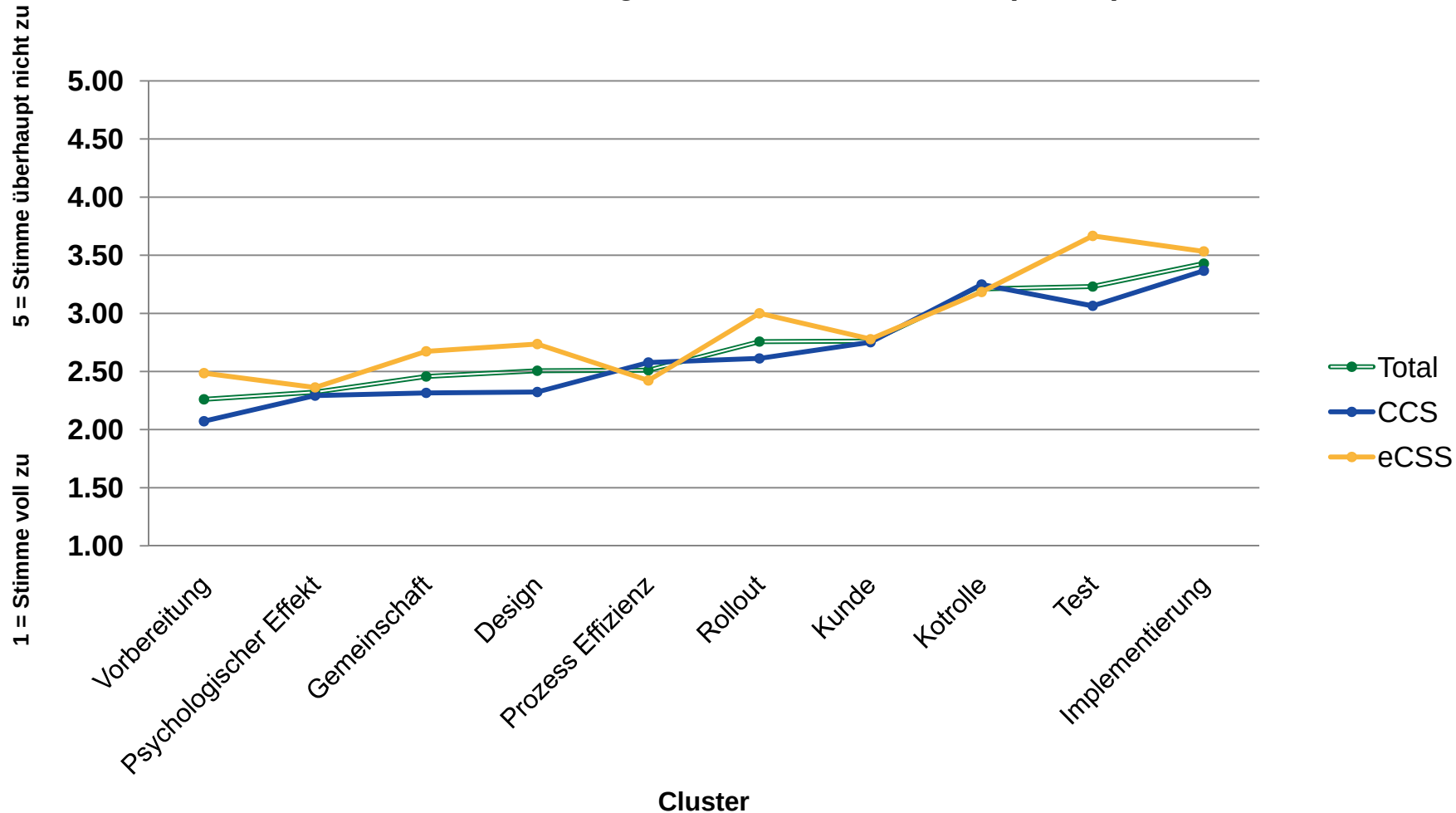
Our Study with T-Systems Multimedia, Dresden, Mar-Jun. 2010 (COO Dr. F. Schönefeld)



2nd Study: 2.0 Practices in Two BUs

Perceived Benefits Through Social SW in SW-Development Project Phases
(A Comparison of 2.0 Work Tools&Practices @ T-Systems Multimedia in Business Units eCCS and BU CCS)

Mittelwerte der Fragen nach Cluster und BU (N = 33)

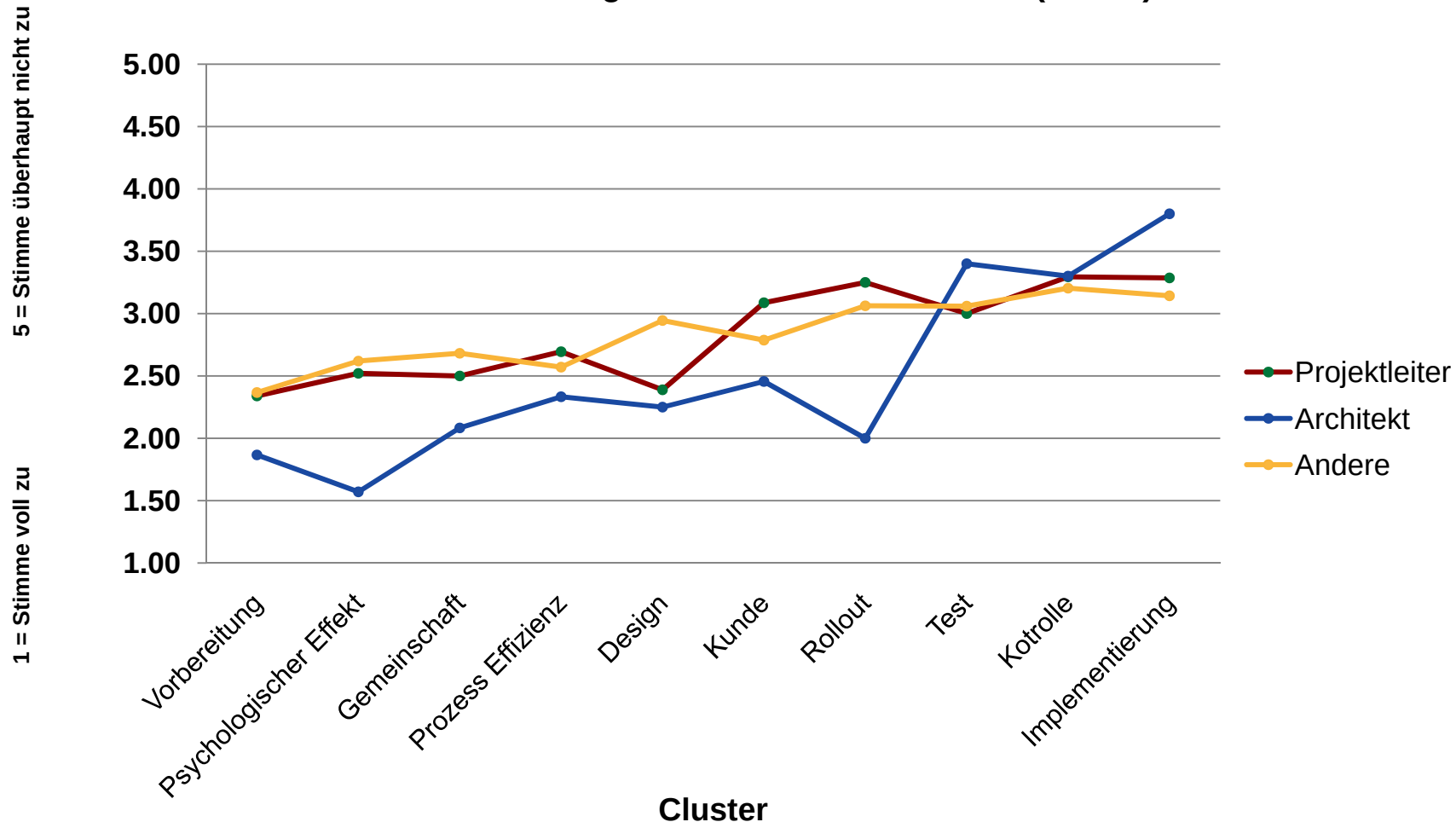


2nd Study: 2.0 Practices in Two BUs

Perceived Benefits Through Social SW (in SW-Development Project Phases)



Mittelwerte der Fragen nach Cluster und Rolle (N = 33)



Source: IWI-UniSG FPV FJ10: Back – Braschler/Domigall/Jud/Nüesch

2nd Study: Outcome of 2.0 Practices

Selected Quantitative Measures to Use for Potential ROI-Calculation

Suggested quantitative measures

- | | |
|-----|--|
| 1 | Durchschnittliche Struktursetupzeit |
| 2 | Durchschnittliche Planerstellungszeit |
| 3 | Schriftlicher Kommunikationsaufwand |
| 4 | Auffindbarkeit von Inhalten- bzw. Dokumenten |
| 5 | Durchschnittliche Entwicklertestzeit |
| 6 | Erstellungszeit Rollout-Unterlagen (Summe 6.1 bis 6.3) |
| 6.1 | Erstellungszeit Betriebshandbuch |
| 6.2 | Erstellungszeit Installationshandbuch |
| 6.3 | Erstellungszeit Schulungsunterlagen |

Source: IWI-UniSG FPV FJ10: Back – Braschler/Domigall/Jud/Nüesch

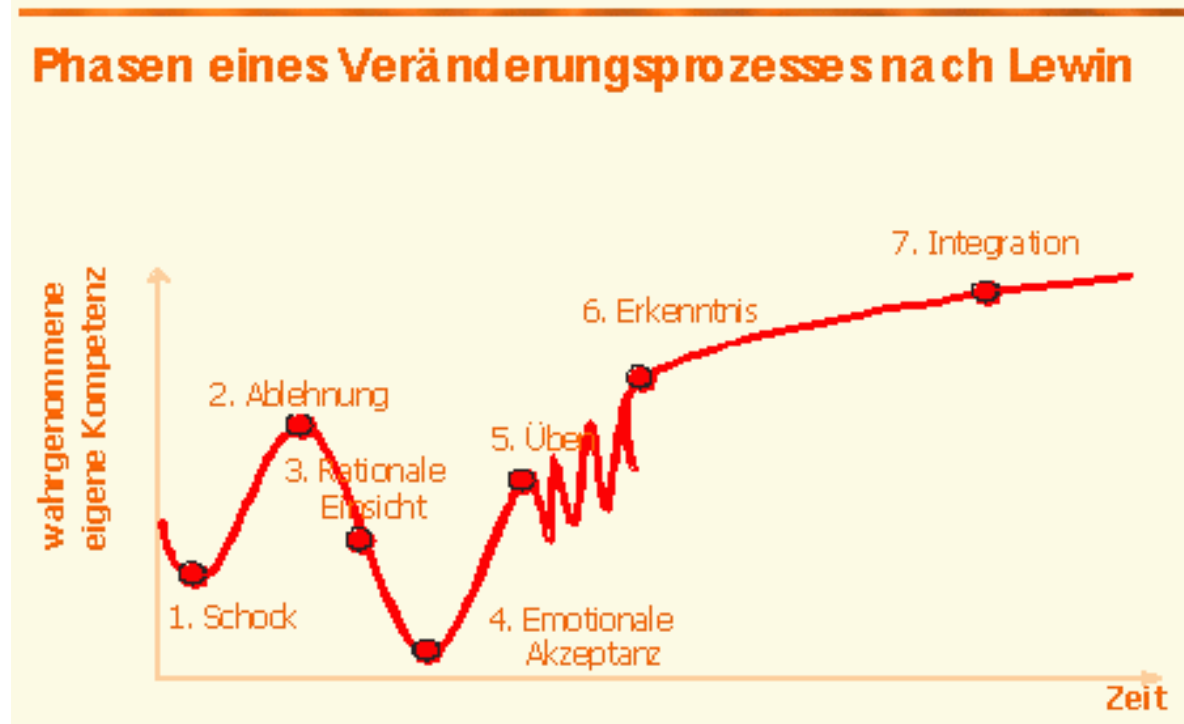
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Governance & Risks: Discussion

Different from a Conventional SW-Selection and SW-Rollout Project:
Organizational and Personal Learning



<http://www.act-value.de/aktuelles/wandel-und-karriere.html>

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Take-Aways and Conclusions



You Don't Have to Wait -

Allow Time to Develop Competencies in the Open Web:

- Assess your personal work practice 2.0:

<http://polldaddy.com/s/764100671BE70A6C>

- Pick and play with one tool; then another one, etc.:

<http://www.slideshare.net/andreakback/>

enterprise-work-20-so-arbeiten-profis-im-netz-und-ich-1658508



Intranets Evolve to Social Business Software

- You will get the opportunity for work practice 2.0
- Educate the leaders & take the lead in your teams
- Share your experiences and use cases: e20cases.org

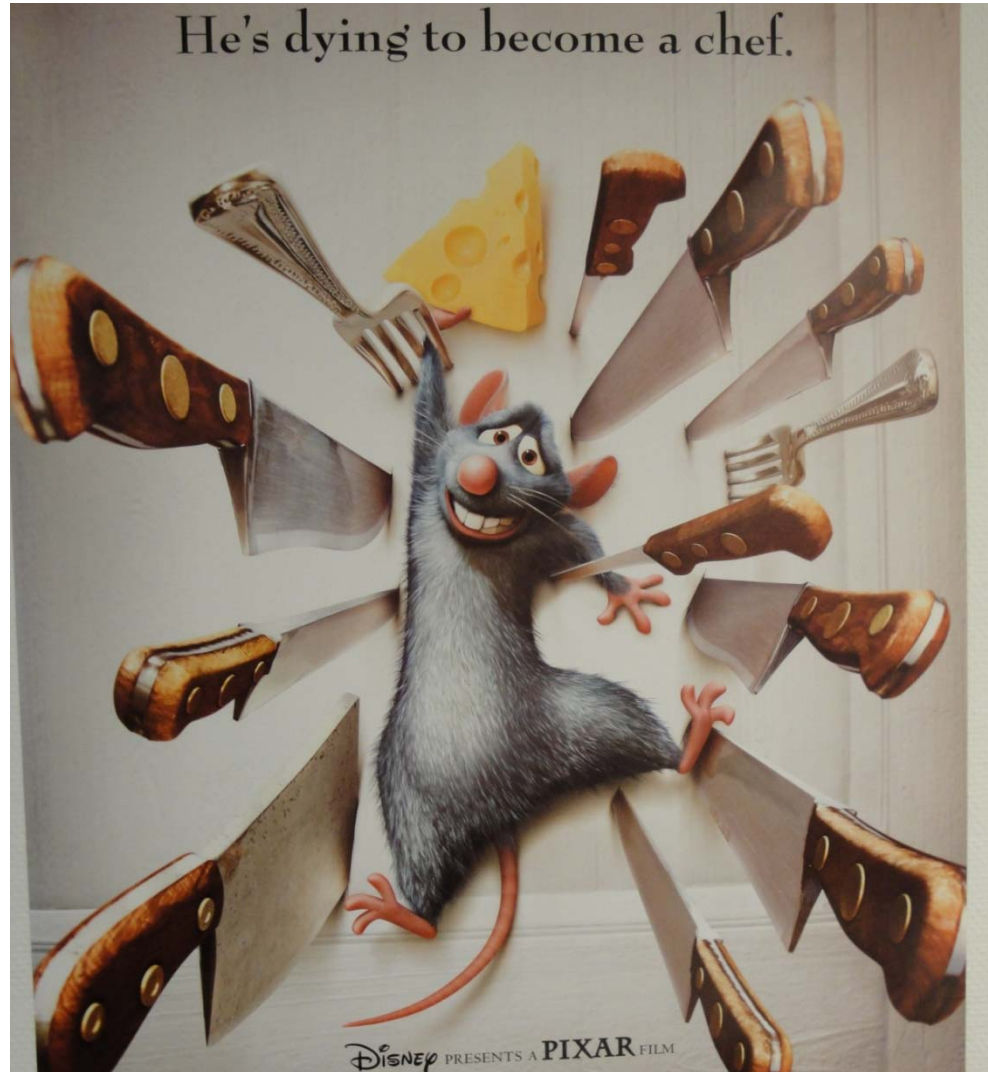


Don't Neglect Change Process Investments

- Not without a clear purpose; use a key process
- Not without clear roles for I-Net 2.0 manager/steward
- Not without allocating resources for learning

You Will be „Dying to Become 2.0 Profi“

My Best Wishes For Your Loving The 2.0-Way



Your Questions

2.0-Upgradings in Project Management

Suggestions for Discussion

- 1 Your successes with (PM) Project Management 2.0
- 2 What can be clarified further ?
- 3 Your after action learnings and suggestions for PM 2.0
- 4 What follow-up contributions would be useful ?



Resources

Try Search Engines for all your Questions & check my Diigo Social Bookmarks

Continuously updated Open Bookmark Collection, e.g.:

e.g. <http://www.diigo.com/user/andreaback/microblogging>

esp. this selection:

- <http://www.wikipatterns.com/display/wikipatterns/Wikipatterns>
- <http://www.doubleyuu.com/twitter-und-co-in-unternehmen/>
- <http://www.humannetworkcompetence.de/home/2010/05/28/roi-von-social-software-insb-enterprise-microblogging/>
- Competence Network Overview: www.business20.unisg.ch
- Video Blog: www.business20.ch
- Case Study Network: www.e20cases.org
- Blog Carnival / E-Zine: www.wissenscarnival.net
- Slides: <http://www.slideshare.net/andreakback>
- Reports/Texts: <http://de.calameo.com/accounts/22773>

