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

Back/Koch/Smolnik/Tochtermann: Fallstudiennetzwerk: http://www.e20cases.org/
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?

Image (tagcloud) from: wrike.com
Pain Point - Productivity Killers
And Potential for Productivity Improvements in Knowledge Work
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

Wiki-Practice: Simple Example „Doodle“

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

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

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

Abgedeckt wegen vertraulicher Inhalte
Wiki-Practice: Intranet is a Wiki
Even Beyond Collaborative Editing Within Project Spaces

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/

http://www.business20experts.iwi.unisg.ch/category/casefriday/synaxon-casefriday/
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
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?
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)

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)

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

Cluster

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

<table>
<thead>
<tr>
<th></th>
<th>Suggested quantitative measures</th>
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<tbody>
<tr>
<td>1</td>
<td>Durchschnittliche Struktursetupzeit</td>
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<tr>
<td>2</td>
<td>Durchschnittliche Planerstellungszeit</td>
</tr>
<tr>
<td>3</td>
<td>Schriftlicher Kommunikationsaufwand</td>
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<tr>
<td>4</td>
<td>Auffindbarkeit von Inhalten- bzw. Dokumenten</td>
</tr>
<tr>
<td>5</td>
<td>Durchschnittliche Entwicklertestzeit</td>
</tr>
<tr>
<td>6</td>
<td>Erstellungszeit Rollout-Unterlagen (Summe 6.1 bis 6.3)</td>
</tr>
<tr>
<td>6.1</td>
<td>Erstellungszeit Betriebshandbuch</td>
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<tr>
<td>6.2</td>
<td>Erstellungszeit Installationshandbuch</td>
</tr>
<tr>
<td>6.3</td>
<td>Erstellungszeit Schulungsunterlagen</td>
</tr>
</tbody>
</table>

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:
  [Link](http://polldaddy.com/s/764100671BE70A6C)
- Pick and play with one tool; then another one, etc.:
  [Link](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

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