

# Führen von Vielfalt

Wie steigern ich die Leistung virtueller Teams?  
Line Jehle und Stefan Meister



# „Herr Müller“



- Herr Müller
  - ... soll ein neues Teammitglied aussuchen. Er leitet ein Team, welches international tätig ist. Er ist Deutscher und wohnt und arbeitet in Berlin.
- Folgende 4 Personen wurden ihm zur Auswahl gestellt:

# Wen wählen Sie an Herrn Müllers Stelle?



1. Jaime Sanchez  
Spanier; wohnt und arbeitet in Rom, Italien
2. Bernd Schmitz  
Deutscher; wohnt und arbeitet in Denver, USA
3. Rolf Hansen  
Deutscher; wohnt und arbeitet auch in Berlin, Deutschland
4. Kenji Sakamoto  
Japaner; wohnt und arbeitet in Tokio, Japan

# Erfolg internationaler Teams



BEST PRACTICE

Far-flung teams can be remarkably productive, even outperforming groups whose members work side by side. But to make these teams succeed, you have to follow new rules about how to manage them.

## Can Absence Make a Team Grow Stronger?

by Ann Majchrzak, Arvind Malhotra, Jeffrey Stamps, and Jessica Lipnack

THE COLD WAR had been good to Rocketdyne, Boeing's propulsion and power division. Starting in 1958, when the United States launched its first orbiting satellite, all the way through the 1980s, Rocketdyne was the dominant producer of liquid-fuel rocket engines. But after the breakup of the Soviet Union, makers of communications and weather satellites started favoring the cheaper engines coming out of a newly independent Russia.

In response, Bob Carman, a program manager at Rocketdyne, envisioned an engine that was radically simpler and cheaper than anything in its catalog. But to design it, Carman needed people with a depth of expertise that didn't exist within Rocketdyne's two offices in Canoga Park, California. He needed the best simulation-software stress analysts, who knew how to test alternative designs on the computer so the company

wouldn't have to build expensive prototypes, and he needed engineers who knew how to manufacture extremely precise parts in low volumes. The top simulation analysts worked at MSC Software, 100 miles away in Santa Ana, California, and the manufacturing engineers worked at Texas Instruments in Dallas. Remarkably, both groups had experience not only in modifying others' product designs for their own purposes but in originating them, a task more commonly the province of design engineers.

Going outside for expertise, specifically by forming partnerships with companies that had never produced a rocket engine, was viewed by Rocketdyne executives as "blasphemous," Carman recalls. Yet the eight-person group he assembled, about one-tenth the normal size, managed to design a reusable rocket engine, called SLICE, in only one-tenth the time span it took to develop its prede-

cessors—and 1% of the actual number of hours. Featuring a thrust chamber and turbopumps with only a few parts each instead of hundreds, it cost millions of dollars less to manufacture. The team was able to do all this even though the only physical meeting held included just five of its members, and the group as a whole spent only about 15% of each workweek over ten months on the project. The very first sample unit it produced passed what is known as cold-flow testing, a simulation stage in rocket development that few designs ever reach.

How did Carman pull off this amazing feat? By using modern communications technology to fashion a virtual, far-flung team of diverse talents that no face-to-face team could match, even if its members uprooted themselves to come work together, or commuted between their home offices and the team's site, for the project's entire length.

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„Can Absence Make a Team Grow Stronger?“

Ann Majchrzak, Arvind Malhotra, Jeffrey Stamps, and Jessica Lipnack

Harvard Business Review - May, 2004

# Benchmarking von “weitverteilten” Teams

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The Cello Wax had been good to Rockwell, Boeing's propulsion and power division. Starting in 1995, when the United States launched its first orbiting satellite, all the way through the 1990s, Rockwell was the dominant producer of liquid-fuel rocket engines. But after the breakup of the Soviet Union, makers of communications and weather satellites started favoring the cheaper engines coming out of newly independent Russia. In response, Rockwell's program manager at Rockwell, envisioned an engine that was radically simpler and cheaper than anything in its catalog. But to design it, Carnan needed people with a depth of expertise that didn't exist within Rockwell's two offices in Canoga Park, California. He needed the best simulation software stress analysts, who knew how to test alternative designs on the computer so the company wouldn't have to build expensive prototypes, and he needed engineers who knew how to manufacture extremely precise parts in low volumes. The top simulation analyst worked at MSC Software, was miles away in Santa Ana, California, and the manufacturing engineers worked at "Innovative Instruments" in Dallas. Remarkably, both groups had experience not only in modifying others' product designs for their own purposes but in originating them, a task more commonly the province of design engineers. Going outside for expertise, specifically by forming partnerships with companies that had never produced a rocket engine, was viewed by Rockwell executives as "Stephens' Carnan's result. Yet the eight-person group he assembled, about one-tenth the normal size, managed to design a reusable rocket engine, called RSCX, in only one month—the time span it took to develop its predecessor—and 75 of the actual number of hours. Featuring a thrust chamber and subnozzle with only a few parts each instead of hundreds, it cost millions of dollars less to manufacture. The team was able to do all this even though the only physical meeting held included just one of its members, and the group as a whole spent only about 2% of each week over ten months on the project. The very first sample unit it produced passed what is known as cold-flow testing, a simulation stage in rocket development that few designs ever reach. How did Carnan pull off this amazing feat? By using modern communications technology to harness a virtual, far-flung team of diverse talents that no face-to-face team could match, even if its members sponsored themselves to come work together, or commuted between their home offices and the team's site, for the project's entire length.

- Zusammenarbeit von Wissenschaftler aus Universitäten, beispielsweise Majchrzak (USC) und Malhotra (UNC), sowie der Society for Information Management (SIM) und NetAge
- 54 Teams aus 26 globalen Unternehmen aus 15 unterschiedlichen Branchen
- Umfassende Best-Practice Studie über “weitverteilte” Teams
  - Der Großteil der Arbeit erfolgt nicht face-to-face
  - Teammitglieder ändern sich im Laufe der Zeit
  - Cross-function, -discipline, -organization

# Benchmarking von “weitverteilten” Teams 2

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## The answer is YES!

Far-flung teams can be remarkably productive, even outperforming groups whose members are working side by side.

- Regel Nr. 1: Nutzen Sie die Unterschiedlichkeit
- Regel Nr. 2: Nutzen Sie Technik zur Simulation der Realität
- Regel Nr. 3: Halten Sie das Team zusammen

# Das „Neffen-Beispiel“



**Wieso sind Sie so  
erfolgreich ?  
Weil Sie Nähe empfinden!**



- Sie können sehr gut mit neuer Technologie umgehen
- Sie verfügen über ein großes zwischenmenschliches Wissen
- Sie nutzen die räumliche Vorteile
- Sie haben abgestimmte Prozesse und klare Ziele

# VPI - Virtual Performance Improvement

Wie erzeugen wir durch Nähe Erfolg in virtueller Zusammenarbeit?  
Erfolgsfaktoren für Teams, Gruppen und Netzwerke



# VPI - Übersicht



# VPI - Übersicht



# Raum und Zeit



- **Verteilungsbalance der Mitglieder**
- **Überlappung von Arbeitszeiten**
- **Zeit im direkten Dialog**
- **Zeitinvestition**
- **Geographischer Vorteil**

# VPI - Übersicht

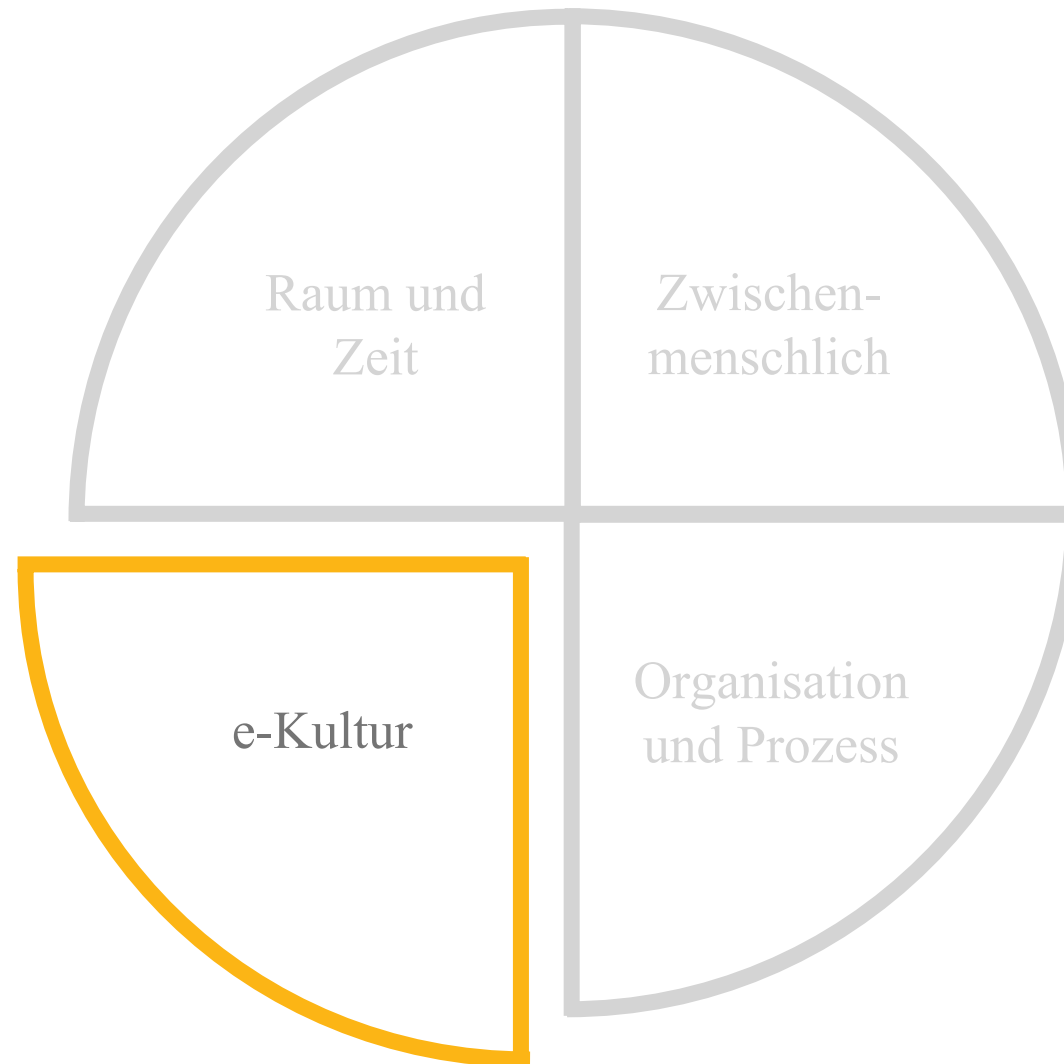


# Zwischenmenschlich



- **Qualität der Beziehungen**
- **Integrationskompetenz**
- **Sprachfertigkeiten**
- **Informationsverteilung**
- **Identifikation mit Team und Zielen**

# VPI - Übersicht



# e-Kultur



- **Globale Netiquette**
- **Arbeitsstile**
- **Ausprägung der Online-Identität**
- **Erfahrungen im virtuellen Kontext**
- **Kommunikationsstile**

# VPI - Übersicht



# Organisation und Prozess



- **Zugang zu Information und Macht**
- **Integration in den Workflow**
- **Umgang mit Technologie**
- **Organisationelle Relevanz**
- **Selbst-Management**