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|  | Choose the way to develop product | Marc Delancy | decision to locate the company’s development sites in strategic but geographically dispersed places to, over time, achieve substantial reductions in development cost and time. |
|  | realizes that there is a recurring pattern to what is being said and how it is being said | Marc | The time of teleconference is not fitted for all teams. The time differences between the three locations affects communications  The three different team had conducted their work without interact with each other so it can not integrate |
|  | he had decided on traveling to the Hyderabad and Montréal sites every three months | Marc | When planning his travel budget for the project, he had decided on traveling to the Hyderabad and Montréal sites every three months. Over the eighteen-month project, he would take six trips to each of these sites. |
|  | The first three months of the project is the time to communicate in person and in private with the project managers at each site | Marc | The first three months of the project have passed. Considering the current state of communications between the software managers, Marc decides that this is the time to communicate in person and in private with the project managers at each site. He wants the project managers to feel comfortable in talking candidly. |
|  | Marc travels to India to talk with the Hyderabad team members | Marc | After his meeting with Henri, Marc travels to India to talk with the Hyderabad team members. The team members are very interested in what Marc has to say about the development of the QoS policies and user interface layer in Toulouse. They are also eager to show him the design for the architecture of the business layer that they have been drafting. |
|  | Marc has some ideas about why his team is having problems with communications and collaboration. | Marc | After his meeting with Janet, Marc has some ideas about why his team is having problems with communications and collaboration. He hypothesizes that there are issues involving trust among the different sites. Hyderabad is in the middle because the software being developed there must interface with software being developed at both Toulouse and Montréal |
|  | determine ways to improve the communications and collaboration across the globally distributed FibreNet Project | Marc | Marc knows that he must determine ways to improve the communications and collaboration across the globally distributed FibreNet Project. He thinks that tasks that require high degrees of collaboration, such as the specification of software interfaces for the layers in the Network Manager, are potential stumbling blocks in the schedule when there are breakdowns in communication and coordination. He realizes that special efforts are needed to ensure the appropriate levels of collaboration on these types of tasks. |