

same time

synchronous

different time

asynchronous

same place colocated Face to face interactions

decision rooms, single display groupware, shared table, wall displays, roomware, ... Continuous task

team rooms, large public display, shift work groupware, project management, ...

Time/Space Groupware Matrix

different place remote

Remote interactions

video conferencing, instance messaging, chats/MUDs/virtual worlds, shared screens, multi-user editors, ... Communication + coordination

email, bulletin boards, blogs, asynchronous conferencing, group calendars, workflow, version control, wikis, ...

# Same time/same place

- Face to face interaction
- Roomware
- Shared tables, wall displays
- Digital whiteboards
- Electronic meeting systems
- Single display groupware

- Different time/same place
  - Continuous task
  - Team rooms
  - Large displays
  - Post-it
  - Warrooms

- Same time/different place
  - Remote interaction (incl. VR/CVE)
  - Electronic meeting systems
  - Videoconferencing
  - Real-time groupware
  - Messaging (instant messaging, email, chat)

- Different time / different place
  - Communication + Coordination
  - Electronic meeting systems
  - -Wiki
  - Blogs
  - Workflow
  - Version control

CVE 03

#### Xerox Colab

- Same Time/Same Place
- WYSIWIS Revised paper
  - Stefik et al., 1987
- Multiple shared & private windows
  - Participant terminals & presenter touchscreen
  - Document editing, whiteboard, etc.
  - For brainstorming, meeting organisation, etc.
  - Evaluations identified limitations of 'WYSIWIS' "What You See Is What I See

#### Collaborative

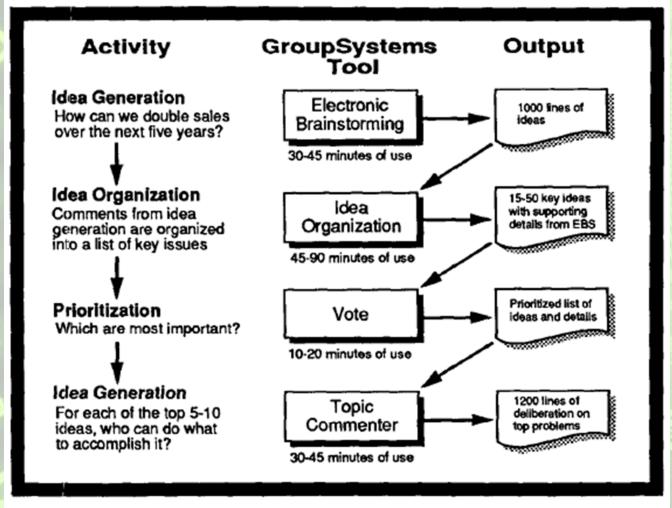
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#### Electronic Meeting Systems

- May be specific to one quadrant of time/space matrix
- or a solution that works for several
  - Aka Group Support Systems / Group Decision Support Systems
- Supporting discussion, problem solving, brainstorming, meeting management, automatic documentation, note-taking, ...
  - Nunamaker, et al., 1991



Example use of EMS Nunamaker et al, 1991

FIGURE 2. One Sequence of Use

Face-to-face groups can suffer from a number of issues including:

- domination of the conversation by one or more members
- individuals fearing criticism or negative evaluation
- members failing to participate because they perceive that their input is not required
- pressure to conform with senior members of the group

Electronic meeting systems can be designed to enhance group effectiveness, efficiency and satisfaction

E.g. Turn taking, anonymous voting

CVE 03 Slide 1:

#### **EMS Benefits**

- any-place (online) capability which avoids travel time and cost
- increased participant availability (any place, any time)
- increased interactivity and participation by parallelization
- increased openness and less personal prejudice through anonymity
- more sophisticated analysis by voting and analysis in real time
- less effort in preparation by use of meeting templates
- repeatable meeting & workshop process using meeting templates
- automatic, comprehensive, neutral documentation

#### **Virtual Teamwork Issues**

Many of the challenges of using EMS have been alleviated by broader adoption of WWW/internet and wider use and familiarity with phone and web based conferencing solutions.

#### **Virtual Teamwork Issues**

However, Nunamaker et al. (2009) identify some remaining and still current challenges to effective virtual teamwork:

- Loss of many non-verbal cues
- Reduced mechanisms for informal conversation & opportunities to build friendships
- Time zone differences
- Sometimes complicated, unreliable technology
- Building consensus & establishing shared meaning at a distance
- Different work processes & cultures.

# Nunamaker's Principles for Effective Virtual Teamwork (2009)

- 1. Realign reward structures for virtual teams
- 2. Find new ways to focus attention on task
- 3. Design activities that cause people to get to know each other
- 4. Build a virtual presence
- 5. Agree on standards and terminology

# Nunamaker's Principles for Effective Virtual Teamwork (2009)

- 6. Leverage anonymity when appropriate
- 7. Be more explicit
- 8. Train teams to self-facilitate
- Embed collaboration technology into everyday work and terminology

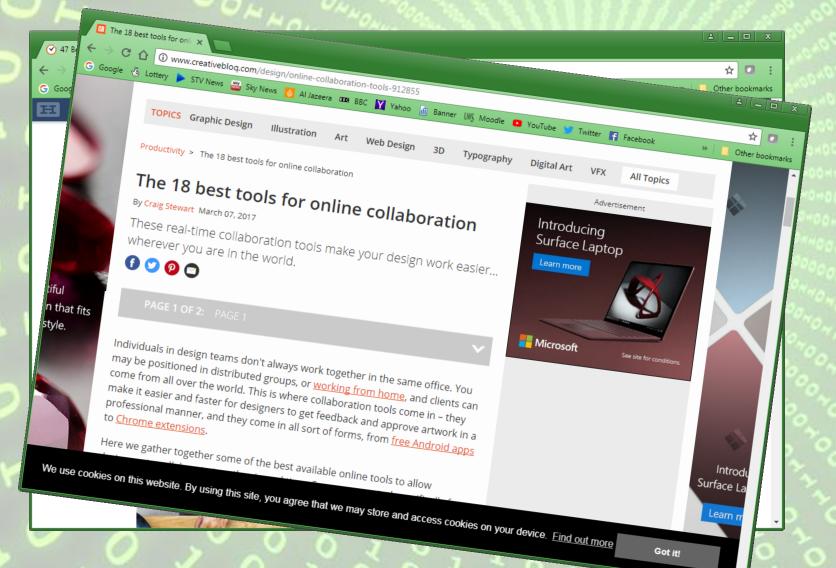
#### **Adoption and Use**

- Groupware struggles for success where
  - Users have too much to learn
  - Users have to change regular ways of working too much
  - Technology is rare, unreliable or gets in the way of work
- Many innovations from 60's, 70's, 80's and 90's needed to wait for the WWW to increase reach of internet before wider adoption

#### **CSCW**

- Computer Supported Cooperative Working
- CSCW [is] a generic term, which combines the understanding of the way people work in groups with the enabling technologies of computer networking, and associated hardware, software, services and techniques.
  - https://en.wikipedia.org/wiki/Computer-supported\_cooperative\_work







#### How do we use these tools in this course?

- What are the processes you'll be putting in place to support the project
- How will you be ensuring that these processes are working
- Regularly review: is your team working effectively, are you working effectively, if not then what is the problem?
- Lots of supporting material & technology available
  make effective use of it

# Questions??