

Working Together Apart

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Informatics**

This work...

- ...is done by

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- ...and currently supported by

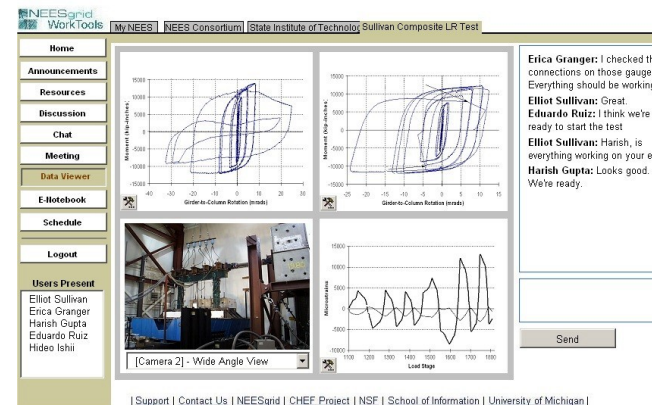
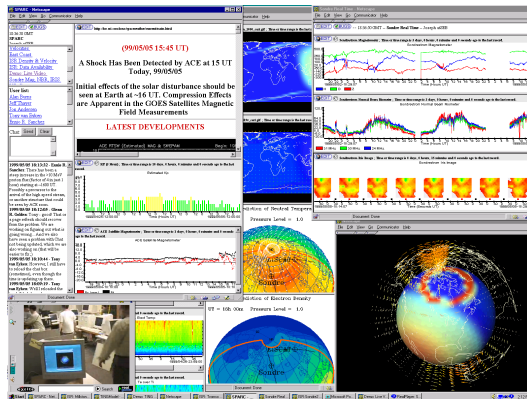
- NSF
- Google
- Donald Bren Foundation

Today

- Our work in distributed teamwork
- Current focus on cross-cultural teams
- Extending our work to Korea

Research on distributed teams

- 20 years
- Observed a number of distributed teams in Science and Engineering



Research on distributed teams

- Ran controlled laboratory studies of
 - Communication through technology
 - Trust
 - Focus on colocated people, ignoring the remote




Collaboratories at a Glance

- Collect a large set of collaboratories
 - We have identified more than 350 examples
- Collect a basic set of information
- Note similarities and differences on both technical and social dimensions

Address <http://www.scienceofcollaboratories.org/Resources/colisting.php> Go Links

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An alliance to advance the understanding of collaboratories

[Click here to suggest a collaboratory](#)

Resources : Collaboratories at a Glance -- Alphabetical

Project Name	Start Date	Primary Function
A Toroidal LHC Apparatus (ATLAS)		
Alcator C-Mod Tokamak Fusion Research Project		
Alliance for Cellular Signaling (AfCS)	1999	Distributed Research Center
Arizona Telemedicine Program (ATP)	1993	Expert Consultation
Astrophysics Simulation Collaboratory (ASC)		Distributed Research Center
Baltimore Washington Collaboratory (BWC)	1996	Community Data Systems
Bay Area Science Museum Learning Collaboratory		Virtual Learning Community
Berkeley Structural Genomics Center (BSGC)	2001	Distributed Research Center
BioImage		Community Data Systems
Biological Collaborative Research Environment (BioCoRE)	1998	Distributed Research Center
Biomedical Informatics Research Network: Coordination Center (BIRN CC)	2001	Distributed Research Center
Biomedical Informatics Research Network: Brain Morphometry (Morphometry BIRN)	2001	Community Data Systems
Biomedical Informatics Research Network: Function (fBIRN, FIRST BIRN)	2002	Community Data Systems
Biomedical Informatics Research Network: Mouse (MBIRN)	2000	Community Data Systems
Biomolecular Interaction Network Database (BIND)		Community Data Systems
Botswana-Harvard AIDS Institute Partnership for HIV Research and Education (BHP)	1996	Distributed Research Center
Bugscope	1999	Shared Instrument
Campbell Collaboration (C2)	2000	
Canadian Institute for Advanced Research - New Investigators Network (CIAR NIN)	2002	Virtual Community of Practice
Cell Migration Consortium (CMC)	2001	Distributed Research Center
Center for Behavioral Neuroscience (CBN)	1998	Distributed Research Center
Center for Evolutionary Structural Genomics (CESG)	2000	Distributed Research Center

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[Return to the list of Collaboratory Projects](#)

Name of Collaboratory : Biomedical Informatics Research Network: Brain Morphometry (Morphometry BIRN)

Logo :



URL : <http://www.nbirn.net>

Collaboratory Status : In Development **Start Date :** 2001 **End Date :** 2004

Primary Collaboratory Function : Community Data Systems

Secondary Collaboratory Functions :

Domain(s) : Neurosciences--> Brain Imaging--> Diseases of the Brain and Treatment of.

Brief Description of the Collaboratory : Aim: The aim of the Brain Morphology BIRN project is to create a nation-wide database that will advance the use of biomedical imaging for diagnoses and treatment of neuropsychiatric illness.

Method: The database will allow investigators to share both clinical data (including biomedical imaging data) and software (analysis and visualization tools). By sharing clinical data across multiple sites, the populations of patients investigated can be expanded thus improving the statistical accuracy of the results. By sharing the processing tools, all investigators will have access to the most advanced research tools.

Access to Instruments :

Access to Information Resources : Brain Morphometry BIRN has two types of human data in a distributed database:

- 1) Structural MRI data (volumes) and morphometric derived data (volumes, surfaces, labels)
- 2) Clinical metadata (e.g., subjects' gender, age, diagnose, clinical scores)

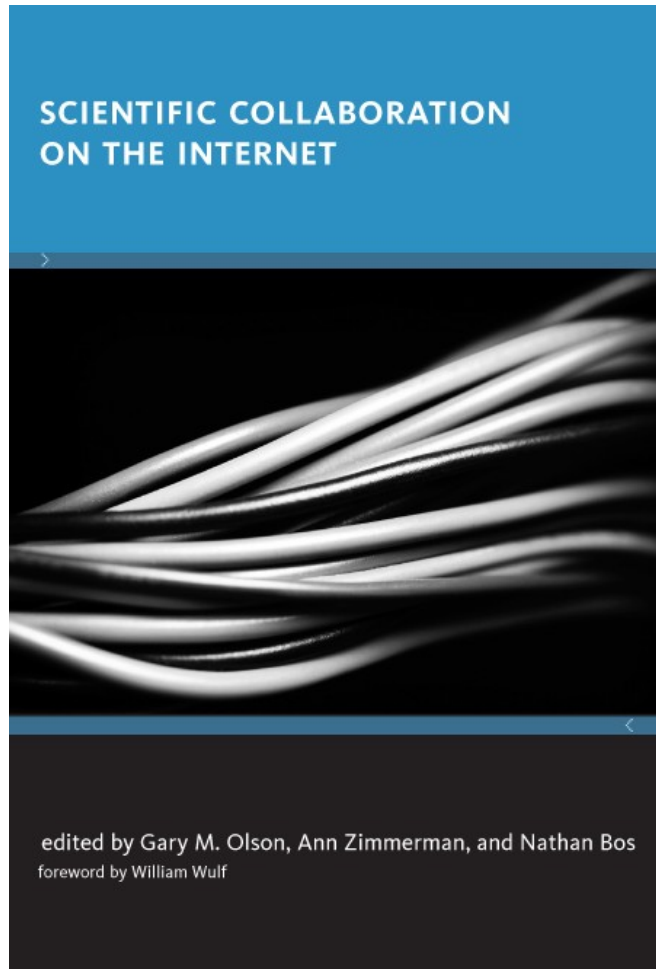
In addition, there are software tools that access these data allowing its visualization, processing, and querying.

Access to People as Resources : Morphometry BIRN reports the milestones to BIRN CC. They also report resources need and resources allocation to BIRN CC. There are also communications across sites for the working groups, which handle an array of project development tasks.

Funding Agency or Sponsor : *United States Department of Health and Human Services
National Institutes of Health (NIH)
National Center for Research Resources (NCRR)*

Notes on Funding Agencies/Sponsors:

Culminating in...



MIT Press, 2008

Chapter 4:
Theory of Remote
Scientific Colla-
boration (TORSC)

Many case studies

What's in TORSC?

- Factors that affect success
 - The Nature of the Work
 - Common Ground
 - Collaboration Readiness
 - Management, Planning and Decision Making
 - Technology Readiness

Collaboration Success Wizard

- Web accessible assessment tool
- Assesses
 - Where are you strong
 - Where are you vulnerable
 - What do do about it

The screenshot shows a web browser window with the title "The Collaboration Success Wizard". The interface includes a navigation bar with buttons for "Previous", "Next", "Zoom", "Move", "Text", "Select", "Annotate", and a "Sidebar" button. A sidebar on the left lists the assessment sections: "The Nature of the Work", "Common Ground", "Collaboration Readiness", "Collaboration Culture", "Motivation", "Value", "Trust Reliable", "High Quality", "Trust Best Interest", "Trust Fair Distribution", "Goals Compatible", "Community Efficacy", "Management, Planning, and Decision Making", "Technology Readiness", and "Conclusion". The main content area displays a question: "To what extent do you think FaceBase members are naturally collaborative?". Below the question is a note: "Note: some kinds of work are naturally collaborative (e.g., freely sharing information, etc.), and some kinds are naturally competitive, vying for the same goals or resources (e.g., funding, publications, a Nobel Prize, etc.). Neither is inherently good nor bad, but planning should take this into consideration." There are seven radio button options: "1 = Naturally competitive", "2", "3", "4 = Some competitive / Some collaborative", "5", "6" (which is selected), "7 = Naturally collaborative", and "I don't know". Below the options is a text box for "Explanation, comment, or examples:". At the bottom of the main area are buttons for "Save my work and sign me out" and "Next". A copyright notice at the bottom reads: "Copyright 2009. The Collaboration Success Wizard team. Some rights reserved."

The screenshot shows a report titled "Collaboration Success Wizard Report for The FaceBase Consortium" dated "July 31, 2010 2:03 pm". The report text states: "This report is generated from your survey responses and is focused on suggesting remedies where your project may be improved. For areas that are likely unproblematic, we don't suggest anything because we feel you have already figured out those areas of your collaboration. As such, the shorter this individual report, the better your project is doing, from your perspective. The report begins with an Overview of the various aspects of distributed collaboration and proceeds to our feedback to your responses to specific questions. The Overview is a new feature, still under development, and may give a different impression than the individual response feedback. This is due to the challenge of automatically processing 'I don't know' responses, an active area of research. If you do see conflicting impressions, ignore the Overview summary. If you have any suggestions to improve this report, please feel free to email them to Dr. Steve Abrams." The report is divided into sections: "Overview based on your responses", "The Nature of the Work", "Common Ground", "Collaboration Readiness", "Management, Planning, and Decision Making", "Technology Readiness", and "Conclusion". Each section provides a summary of the user's responses and suggestions for improvement. For example, under "The Nature of the Work", it says: "Your responses here suggest you have a collaboration with some serious challenges to overcome and which should be addressed as soon as possible." The "Strong Points" section lists two items: "1. [Common Ground]: To what extent do you think the people in FaceBase actively help each other to resolve confusions when they arise?" and "2. [Conclusion]: In your opinion, will this project be successful? Please explain your answer in the box below. If you can think of anything we did not ask, but should, please describe it in the box below." The "Areas that Need Improvement" section lists two items: "1. [Collaboration Readiness]: In general, to what extent do you trust that others in FaceBase keep your needs in mind and won't take advantage of you?" and "2. [Collaboration Readiness]: In general, to what extent do you trust there is a fair distribution of resources among FaceBase collaborators?"

Current focus

- Cross-cultural collaboration
 - When workdays do not overlap
 - Focus on the Pacific Rim




Our approach

■ Literature review

- Greetings
- Tone
- Pauses
- Interruption
- Directness
- How to say “no”
- Facial expressions
- Turntaking
- Proxemics
- Backchanneling
- Who is involved in a decision
- Trust
- How establish trust
- . . .

	A	B	C	D	E	F	G
1							
2	Dimensions of Cultural Differences						
3			US	China	Japan	Korea	Singapore
4	Conversation						
5				Present and receive business cards in two hands, with printing facing receiver. Many Chinese will look towards the ground when greeting someone.; handshakes are common with foreigners	Present and receive business cards in two hands, with printing facing receiver. Do not shake hands; bow to a depth that honors the person.	many businesspeople shake hands, but will often bow at the same time; business cards are necessary	Between men and women, nodding/bowing the and smiling is normal; however, men and women shake hands, but it is not the one to extend the order of introduction age and status; business cards are exchanged after an both hands
6							
7							
8							
9							
10							
11							
12							
13							
14							
15							
16							

Our approach

- Interviews and observations of cross-cultural teams, typically support teams
 - 
 - *Microsoft*
 - *IBM*
 - *Baidu*
 - *Korean search engine company*

Our approach

- Online assessment and awareness
 - GlobeSmart
 - Fastenseatbelts
- Selection of people for cross-cultural teams
 - Global Mindset Inventory
 - Global Competencies Inventory

GlobeSmart

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Select a Locale...

GO

SELF - ASSESSMENT

GLOBAL ADVICE

CUSTOM CONTENT

GlobeSmart Assessment Profile Overview

Language: English

This **GlobeSmart Assessment Profile (GAP)** survey asks **Sample GlobeSmart Profile** you to respond to items concerning your business-related cultural values and attitudes. Your resulting "profile" will be displayed as soon as you submit your answers.

You will be able to see how your profile compares with the average profile of a person from any other country in **GlobeSmart**. **If you are responding to an invitation from other *GlobeSmart* users, you will also be able to compare your profile with theirs.**

Note: The *GlobeSmart Assessment Profile* is not a predictor of success across cultures; it is a tool for helping you increase your awareness of potential gaps and develop strategies for effectively bridging those gaps.

The survey generally takes 5-10 minutes to complete. Be sure to complete it within 60 minutes, or your web session will end and progress will be lost.

Demographics

Please select an answer for each item below. NOTE: This information will remain anonymous. It is not linked with individual identities, and is used for ongoing research in aggregate form only.

Nationality/Home Country

United States

Gender

Female

Industry

Other

Job Type

Other

Prior International Living Experience

1-3 years

Survey

For each statement below, click the button that best expresses the extent to which you **agree or disagree** with the statement. *Your responses should reflect YOUR OWN VIEWS when you are in YOUR OWN COUNTRY.*

Please complete each item. Then click "**Submit All**" at the bottom of this page. Your responses will be saved, and you may view them when you return to **GlobeSmart**. You can change the responses at any time and resubmit your profile.

Retake The Survey... [Clear All](#)

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree	Not Applicable
1 When other team members express a set of priorities that are different from mine, I should compromise my own wishes and act in unison with them.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2 I feel a strong sense of loyalty towards others in my organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3 I believe that seniority should be taken into account along with achievement when distributing awards, benefits, or recognition.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4 I believe that the entire team should share the blame even if one individual is responsible for the team not meeting its goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5 I must be prepared to sacrifice my personal goals in order to achieve the goals of the team as a whole.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6 I try to display proper manners and etiquette towards other members of my organization regardless of how I really feel.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7 As a manager, I should be able to give advice to subordinates about their personal lives even if they do not ask for it.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8 It is appropriate for me to raise my voice if angered by the actions of a junior employee.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9 When I am speaking with a junior employee, it is natural that I should control the conversation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10 It is fine for me to challenge my boss if he or she disagrees with my opinions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11 If I am frustrated with a subordinate, I should not reveal my feelings to him/her.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12 I am comfortable telling subordinates exactly what they need to do.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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SELF - ASSESSMENT

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Search Global Advice:

Enter Keyword

SEARCH

Advice for Working with Different Styles

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Independent to Interdependent

When working with **people who are more INTERDEPENDENT than you**, consider the following points.

Establishing Credibility Listen well and demonstrate an interest in learning about the local situation before taking action. Foreigners who come into a situation and make quick changes are sometimes viewed as shortsighted or arrogant, and are not likely to gain cooperation. When entering a new situation, avoid overemphasizing your accomplishments or personal background. Such behavior may be interpreted as selfish or arrogant. Find a way to transmit your qualifications indirectly, through information that implies your experience, status, affiliations, and accomplishments.

Building Relationships In some cultures, individuals may feel more comfortable socializing in groups rather than one-on-one. Company-sponsored group activities (such as departmental parties or outings) may be an important way for coworkers to build relationships. Boundaries of privacy may differ, and you may be asked questions that you consider "too personal" (for example, how much you paid for something, how old you are, or how many children you plan to have). Try not to take offense, but find a way to deflect the questions in a pleasant way if you do not want to give a direct answer.

Leadership In interdependent, group-focused cultures, a leader's ability to establish strong relationships and build consensus may be as important as (or even more important than) outstanding individual traits. In some group-focused cultures it is common to have a "paternalistic" leadership style, and employees are likely to bring problems to their managers and want to solve them together. They may approach their managers on personal as well as business issues, and expect help in resolving them.

Obtaining Information Individuals in interdependent, group-oriented cultures may hesitate to ask questions or express opinions in a group situation such as a formal meeting, especially if their opinion differs from the majority. Extra effort may need to be made to encourage questions or input, or to provide opportunities for individuals to express themselves in one-on-one situations.

Presenting Information Audiences in cultures that tend towards interdependence may ask few questions during a presentation, preferring to wait until the end of the presentation or subsequent break. To give people a chance to clarify or express opinions, you can periodically ask for questions, allowing enough time for people to overcome hesitation, build breaks into the presentation so that people can communicate with you or each other one-on-one, or set up follow-up meetings after the presentation to get questions and input.

Meetings Meetings in cultures that are highly interdependent, especially ones which utilize consensus-style decision-making, are often not where actual decisions

Fasten seat belts

FASTEN SEAT BELTS, A LIGHT HEARTED GUIDE TO AVOID MISUNDERSTANDINGS WHILE TRAVELLING. AN INNOVATIVE WAY TO LEARN LANGUAGES AND PICK UP CULTURAL TIPS.

Travel by Country / Korea



Global Mindset Inventory

Rate Yourself Using the Following Scale				
1	2	3	4	5
<i>Not At All</i>	<i>Small Extent</i>	<i>Moderate Extent</i>	<i>Large Extent</i>	<i>Very Large Extent</i>
To What Extent Do You				Rating
Intellectual Capital Sample Questions				
Know how global events may affect your industry.				
Know about the geography and history of several cultures.				
Have the ability to understand abstract ideas.				
Psychological Capital Sample Questions				
Enjoy exploring other countries.				
Test your personal abilities.				
Feel comfortable in new environments.				
Social Capital Sample Questions				
Have the ability to work with people from other cultures.				
Have a network of people from other cultures.				
Experience ease with starting a conversation with a stranger.				
* Sample survey questions are not actual GMI questions				

Global Competencies Inventory

Discovering and Developing
Exceptional Talent



Moving forward

- Korea is in our sites (Pacific Rim)
- Do the things that make long-distance teams successful differ in Korea?
 - Wizard
- Are cross-cultural teams with headquarters in Korea differ from those in the US?
- On what features do you select a Korean to be good in a cross-cultural teams?

Resources needed to move forward

- Access to Korean distributed and cross-cultural teams
- Find Korean academic partners on this topic
- Money for travel and US and Korean personnel
 - Translation support

Thank you

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