

The Changing Workplace



As a Behavioral Scientist, **Dr. Margery Mayer** combines her research with clear communication in working with leaders and teams. Her experience comes from many years of directing departments in large corporations and founding, building and selling her own ventures. She is the Director for the COO Forum and has served as an interim COO. She has published two books: “The Virtual Edge: Embracing Technology for Distributed Project Team Success” and “Executive Accountability; Creating the Environment for Business Value from Technology”. Her published UMI PhD study is, “Skills, Motivations and Behaviors of Serial Entrepreneurs in Silicon Valley”.

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The workplace is changing, especially as the economy reels from the sub prime mortgage lender problem, Wall Street’s slide and government bail outs. Today’s workplace depends on business leaders who manage their companies and projects so that they (unlike Wall Street and the government) complete within budget.

One way to succeed is to seek the best resources from wherever they reside for each project. This global resource pool brings many benefits and some constraints. The benefits are that qualified resources can be from anywhere as long as they understand the project and their deliverables and communicate on a regular basis. Some companies utilize the many time zones to their benefit by having work occur twenty-four hours a day.

As for the constraints, everything is faster, and the ability to access information “whenever” may have caused the assumption that speed in processing will speed up project delivery. But, distributed teams often face multiple cultures, experiences and norms, and are affected by today’s pace of business and technological change, the drive to reduce global warming, and compound the global challenges. Because access to other team members and information can be immediate; instant messaging (IM), handheld devices and wireless communications technologies have made connectivity ubiquitous and instantaneous. Combine the speed of processing with instantaneous access and you have expectations for project leadership and delivery that might be impossible to meet.

If you manage global teams and have some ideas for today’s business, share your ideas with [4Views](#). It’s about time we took advantage of one another’s key learnings.

