Team Development and Virtual Social Networking

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Jacquelyn Crebolder & Tania Randall
Defence Research and Development Canada - Atlantic
“......we are currently shifting to adoption of web-based technologies. This is the cusp of a paradigm shift that will rock all social organizations. We must act to understand these technologies and how they can be used to fulfill the goals and objectives of the Canadian Forces regardless of the structural upheaval they are likely to cause.”

from Transformation in the Canadian Forces (DGMPS TM 2007-004)
Challenges facing netcentric operations

- Diverse, multi-force, multi-national, non-government organizations
- Cultural differences/language/doctrine/etc.
- Adhoc teams/ frequently changing members and groups/ unfamiliar partners
- Challenges to communication, collaboration, information sharing, sourcing expertise
- Who knows what? Where are the experts? Who needs what I have? Who am I talking to?
Web-based collaboration tools

- **Electronic mail** – means of communicating and storing primarily text-based messages
- **Chat** – internet-based conversational script
- **Blog** - (weblog) – regular entries of commentary
- **Wiki** – (Wikipedia, Tidepedia) – multiple editors, create/link websites
- **Portal** – (Sharepoint) – web point of access to various services
- **Search engine** – (Google, Yahoo) – information search
- **Social bookmarking** – (delicious, connotea) – shareable web page bookmarking
- **Recommender tagging** – (stumbleupon) – user-based rating
- **On-line forum** – message board
- **RSS feed** – web feed for update alert
Virtual Social Networking

- A relatively new mechanism for connecting and sharing
  - Facebook, LinkedIn, Bebo, Orkut, Ning
- Facebook – founded in 2006 with a handful of users – now 500 million active users
  > 50% log on daily
  > 35 million status updates a day
  > 3.5 billion pieces of content shared each week (web links, news stories, blog posts, notes, photos, videos)
  > 45 million active user groups created each month
  > 700,000 businesses on Facebook
### Basic Info
- **Country:** Canada
- **Canadian Running For:** Prime Minister / Premier ministre
- **Office:** Prime Minister of Canada / Premier ministre du Canada
- **State:** Alberta
- **District:** Calgary Southwest / Calgary-Sud-Ouest
- **Party:** Conservative Party of Canada / Parti conservateur du Canada

### Current Office
- **Office:** Prime Minister of Canada / Premier ministre du Canada
- **State:** Alberta
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- **Party:** Conservative Party of Canada / Parti conservateur du Canada

### Detailed Info
- **Website:** http://www.pm.gc.ca
- **Age:** 60
- **Relationship Status:** Married to Laureen Harper
- **Birthday:** April 30, 1959
- **Hometown:** Calgary
- **Political Views:** Conservative
- **Activities:**
  - He’s a big curling fan...
  - Hockey isn’t the only ice sport to capture the Prime Minister’s passion. The PM has been a long-time follower of major curling events. He has attended the Brier and – a number of times prior to taking office – planned business and leisure travel around ensuring he could take in the national championship.
  - C’est un fan de curling...
  - Le hockey n’est pas le seul sport sur glace qui captive le Premier ministre. Le PM suit depuis longtemps les principaux événements de curling. Il assiste au Brier et – à quelques reprises avant d’assumer une charge publique – il a organisé des déplacements de displeasure à affaires et loisirs afin de participer au championnat national.
  - He can sing (sort of)...
  - He is an extrovert by nature, the Prime Minister isn’t content to let others do all the singing. He won’t hesitate to lend a voice when warranted. The PM eagerly participates in karaoke with family and friends... and freely admits that politics was, by far, the better career choice.
  - He can play the piano...

### Interests:
- Music, art, politics, literature, outdoor activities, reading, traveling, golf, curling.
Basic Info

Current Office
Office: President of the United States

Detailed Info
Website: http://www.barackobama.com
http://www.whitehouse.gov/

Gender: Male
Religion: Christian

Relationship Status: Married to Michelle Obama
Birthday: August 4, 1961

Interests: Basketball, writing, spending time w/ kids

Favorite Music: Miles Davis, John Coltrane, Bob Dylan, Stevie Wonder, Johann Sebastian Bach (cello suites), and the Fugees
Favorite Movies: Casablanca, Godfather I & II, Lawrence of Arabia and One Flew Over the Cuckoo's Nest
Favorite Books: Song of Solomon (Toni Morrison), Moby Dick, Shakespeare's Tragedies, Farthing the Waters, Gillooby (Robinson), Self-Reniance (Emerson), The Bible, Lincoln's Collected Writings
Favorite TV Shows: Sportscenter
Favorite Quotations: "The arc of the moral universe is long, but it bends towards justice." (MLK)

Work Info
Position: President of the United States
Time Period: January 2009 - Present
Employer: United States Senate
Position: Senator
Time Period: January 2005 - November 2008

Education Info
Grad School: Harvard '91
Grad School: Law
Colleges: Columbia '83
Colleges: Political Science, with a concentration in International Relations
Colleges: Occidental '82

Facebook Page: https://www.facebook.com/barackobama

This page is run by Organizing for America, the grassroots organization for President Obama's agenda for change. To visit the White House Facebook page, go to: http://bit.ly2Bvcm. OFA is a special project of the Democratic National Committee.
Kayaking in NS  ▼ Join

Wall  Info  Photos  Discussions

Corey Cordell Howe  Anyone up for a paddle today? Sunday 16 May
May 16 at 10:04am  •  Flag

Christopher Lockyer  Hello everyone wanted to let you all know about the upcoming event. It is going to be a great time. Check it out
Atlantic Canadian Paddling Symposium
Location: Lake Charlotte, Nova Scotia
Time: 5:30PM Friday, May 14th

December 26, 2009 at 6:00pm  •  Share  •  Flag

Christopher Lockyer  Come and Join the Group. We have a great line-up for the 2010 season. Hope to see you on the water.
Committed 2 The Core Sea kayak Coaching
Half Moon Bay Paddle Canada Level 2/Phase 1 April 29 - 2 Halifax.
Area Phase II May 29-30 Unknown Price 725 Flat Water Instructor Course
June 4-6 Richmond $400 no tax July Stay tuned for Da...

December 26, 2009 at 6:07am  •  Share  •  Flag

Gail Lomas  Wondering what your favorite places to kayak are...in Nova Scotia or elsewhere...compiling a top 10 global list for a new adventure travel website with a focus on environmentally conscious practices. Feel free to contact me at:
www.acoadventurezone.com
September 2, 2009 at 12:00pm  •  Flag

Tommy Boutilier  Paddle East in Dartmouth is offering 2 hour introduction sessions to first time kayakers and canoers of alternate Friday nights this summer/fall. Great opportunity for the first timers (newbies) to try out safe paddling sport in NS. For details contact Paddle East www.paddleeast.ca
June 11, 2009 at 11:39am  •  Flag

Corey Cordell Howe  Any schedule of paddles for the summer like we had last year?
April 22, 2009 at 7:23pm  •  Flag

Christopher Lockyer  Upcoming Sea kayak film
Eastern Horizon’s will be coming up soon. To check out a trailer visit http://www.committed2thecore.com/ to get the link to the trailer. Hope everyone is enjoying the winter and planning their trips for the upcoming season. Paddle safe
Our goal is to make this Community Page the best collection of shared knowledge on this topic. If you have a passion for Canadian Forces, sign up and we'll let you know when we're ready for your help. You can also get us started by suggesting a relevant Wikipedia article or the Official Site.

Related Global Posts

Jamal Malik

Wall Photos

... Fly with the Canadian Forces Snowbirds yesterday. The Snowbirds are the Canadian Forces Air ...

See More

By: U.S. Air Force Thunderbirds

about an hour ago

Yvern Johnson

For a 2nd time this was a good day today, why you ask? southern wisconsin airfest with BEN NICK, and my beautiful daughter inlaw JULIA along with her dad MARK. Featuring USAF THUNDERBIRDS, Canadian Forces snowbirds, Golden Knights parachute team, NAVY F-18 demo team, VIPER WEST F-16 demo team, supershockwave Jet Truck, the unbeatable SKIP STEWART is the most entertaining airshow pilots in the country.

7 hours ago

Lisa Johnson-Weimer

Yay fun!!!!

7 hours ago

Sandra Dee Trenholm

... Support the Canadian Forces My Thoughts Prayers Love Are With You Travis

9 hours ago

Melissa Cynthia Martin

Will be participating in the K2K spinathon at Canadian Forces Base Kingston, ON this Sunday at 10 am. It is a 24 hr event to raise money for the Soldier On Programme and Providence Care hospital. Details at www.armyforces.gc.ca/asu_kingston/K2k/

9 hours ago

Rovin Crosby Doolittle

who joining the Canadian forces after army cadets?
HAITIAN EARTHQUAKE RELIEF

We really like the following essay by Dr. Shilia Nassi; share your thoughts on it & tell us what YOU think the best way to help Haiti is.

A Marshall Plan for Haiti - shilia nassi - Open Salon
open.salon.com
I've been glued to my computer since January 13. The pictures reaching us from Haiti are simply shattering. They reveal a view of an almost anti-numbering devastation. I can't look and I can't look away. But ...
For each member who joins, we will donate $0.05 to Haiti earthquake victims

Basic Info

Name: For each member who joins, we will donate $0.05 to Haiti earthquake victims
Category: Business - Companies
Description: Let's help them today

1) click on invite friends
2) replace your URL with the following

javascript:els=document.getElementById('friends').getElementsByTagName('li');for(var fid in els){if(typeof els[fid].id==='object'){els[fid].id=els[fid]}}

// this code just makes it faster for you to invite friends, you might not want to follow it
3) press enter
4) send invitations
5) pray for the victims

Privacy Type:
Open: All content is public

Admins
- Michel Besk Selman (creator)

Members
6 of 30,773 members
See All

Privacy Types:
Open: All content is public
Sharing information in virtual social networks

- Photos, videos, file sharing, chat, wall posting, SMS
  - content is distributed widely to all network members – reaching the weakest link
- “The ubiquitous and increasingly significant status message” Janzen et al. 2010
  - facebook, myspace, orkut, twitter
  - a short note
- comment, information providing, information seeking, opinion

- Does the kind of content contained within the status message promote social cohesion that could impact on distributed team development?
Developing trust in distributed teams

• Communication <> Familiarity <> Trust <> Sharing
  – low trust – members work as individuals
  – high trust – collective team effort
• Collaborative team work may be significantly impacted by mode of communication
  – technology mediated communication
    • lack of face to face interaction
      – absence of visual, paralinguistic, contextual cues
    • increased ambiguity and artificiality
      – team opacity – may stifle communication
• Distributed teams need tools that can aid in:
  – getting to know the faceless member
  – developing and sustaining awareness of the collective knowledge base
Investigating the status message and team development

- Multi-player video game (Company of Heroes™)
  - 2 x two-person teams
    - 3 automated players – participant led to believe their team mate was a real person playing remotely
  - game forced end at 15 minutes
  - 43 participants
- 2 conditions (games) – with/without status messages from team mate
  - pre-generated text messages appeared on adjacent monitor
    - Non-biasing content (“…..favourite colour is red”)
  - presented at 1 minute intervals (15 msgs)
- Participant given information about their team mate
  - employee, played video game before, not an expert player
  - team mate replaced after each game
Measures of performance

• Pre-game predisposition to trust measure
  – *I typically think the worst of someone until they prove me wrong*

• Pre- and Post-game measures of trust in team mate
  – *My team mate will probably behave (behaved) consistently*

• Post-game memory recall
  – recall as much as possible from the messages

• Post-game willingness to risk
  – *If asked to participate in a task that involved high risk with this team mate, I would rely on them to do what they say they’re going to do*
Results

- Post-game memory recall = on average participants reported 48% of message content
- Trust in team mate
  - Time: trend toward sig diff between Pre vs Post \( p = .053 \)
  - Message: no difference between Msg vs no Msg \( p = .429 \)
  - Interaction: no interaction between Time & Msg \( p = .876 \)
- Willingness to risk – no effect of Message \( p = .876 \)
- The trend towards a difference in trust in team mate scores before the game compared to after the game, with no change as a function of whether a message was present or not, suggests that trust was influenced during the course of the game by something other than the status message – possibly by just playing the game.
Another look at the Task

- Team component
- Easy to learn, play, control, purchase, set up
- Automated player capability
  - reduced # participants required and scheduling issues
- Insufficient evidence of team mate
  - other than observing play within the game there was no opportunity for players to interact by working together or communicating
  - skill level of players may have affected the time available for observing what their team mate was doing in the game
- Currently investigating alternative team tasks
  - Planning Task for Teams (PLATT) [TNO]
  - Testbed for Distributed Operational Teams (TDOT) [DRDC Toronto]
Another look at the Status Message

- Consistent between participants
  - temperate content
    - non-biasing
    - not game related
- Game may end before 15 minutes, before all messages were presented
- Messages might be missed while playing
- 15 messages may be too little to have any impact
- Message content may have been too mediocre
Another look at Measures

- Propensity to trust
- Trust in team mate (pre- and post-game)
- Willingness to risk (post-game)
- Developed by DRDC Toronto
  - easy to access, easy to modify
- Developed for use with operational teams returning from theatre
  - participants possibly had difficulty reconciling the minimal team play in the video game with the level and depth of allegiance and camaraderie implicit in the trust questions.
Conclusion

• This study was a useful first attempt at understanding the influence of the status message on relationship development within virtual social networks.

• Follow-on work will use a more team-based task and more appropriate measures of performance.

• Message content
  – whether or not SMS information should be temperate as before is not yet decided.