

#	Domanda	Risposta
1	<p>il lavoro gestito in modalità agile riesce a mantenere lo stesso livello di performance con teleworking?</p> <p><a href="#">The work managed in agile mode allows the same performance level with teleworking?</a></p>	<p>Agile mode is a very rough concept, so I can only answer in a rough way. Agile is a product development method, not a project management method. Before I can answer (or you could find the answer yourself), we have to define how we measure performance. It's not because you're sitting in the same office or so, that you have better performance. Everything boils down to: tasks (unity of place, time, action required?) to be done and communication required between the people who have to perform the tasks. And, what brainstorming techniques that can be used. Digital media are used to facilitate communication, even if you work in the same place. So, if you want to make a WBS with your team, you can use post-it notes and then you have to be in the same room to put them against the wall or you can use e.g. a (digital) mind mapping tool with everyone in the same room. But you can also sit all over the world and work/talk together around a mind map. There are even tools that allow you to use post-it notes. The only thing that you can't do is having a ristretto in real life in the pub around the corner.</p>

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2	<p>Agile emphasis on collocation and osmotic communication seems to be contrary to teleworking. Do you think that Agile has put a spanner in the works of teleworking?</p>	<p>I think that I have to give the same answer as above. As for the osmotic (a subtle or gradual absorption or mingling), also that is possible via teleworking, but obviously, it goes better with a coffee around the corner. But that brings us to the concept 'Agile'. I have now to add the triple constraint to the equation and in this respect 'Agile' fails dramatically. Agile has put the triple constraint upside down. In the normal concept, we define deliverables/configuration, we plan execution and we see how much this will cost and how much time this will take. 'Agile' goes the other way round: how much time and money do we have, we plan loosely (sprints and self-organized teams) and we'll see where we get at the end. Any decent project manager will tell you that for projects where you have to guarantee, whatever is happening (risks) that you will deliver the configuration in time and in budget, the Agile Manifesto is complete nonsense. But now I am in a 'religious' discussion and for believers in Agile, yes, ... telework might be a spanner in the works.</p>
3	<p>what about the pros&amp;cons for young employee vs experienced employee? Do you see any difference?</p>	<p>Yes, there is a difference, but not so much in the teleworking itself. Through telework, there is lesser possibility of 'social contact', certainly when you live at a greater distance one from another. When in telework and you're young, you have lesser social history on which you can fall back, e.g. for the interpretation of body language through the screen.</p> <p>Another point is that, when you are all working in the same place, it's much easier to see the things that you don't see or to spot any unwritten rules, which are anyhow perceived by senior people who have greater, lively experience in this.</p>

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4	Do you think that teleworking pushed in several companies by the present health emergency situation, will remain as a permanent adoption or not?	Staying as currently: probably not in too many companies. Taking this situation as a starting point for formally introducing Telework: probably yes, if and when the organisations understand that it's not just working from home instead of working from the office. A lot of companies are currently working in a quaternary environment (see slides) but they are still using management techniques from the secondary environment. In the presentation, I have given a non-exhaustive list of what needs to be changed in the organisational structure and in management and staff behaviour. It's a major change process that will come gradually. If not, those companies will die.