Perspectives on Collaboration and Conflict

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Some background

- Assistant Professor, Management Science & Engineering @ Stanford
  - Ph.D, MIT Sloan School of Management
  - M.S. Penn State (Information Science and Technology)
  - CS engineer, worked in the tech industry in different roles

- **Research**: how technology impacts our changing nature of work
  - organizational change for new technology implementation/digital transformation
  - collaboration, coordination, conflict
  - authority, power, influence, & accountability

- **Teaching**: Organizational Behavior

Collaboration in STEM

- Distributed – geographically, temporally

- Hybrid, Remote – Role of Technology

- Productivity

- Space

- Conflicts?

Collaboration and Conflicts in Remote/Hybrid Work

- Conflicts are a feature of creative/scientific work

- How are conflicts managed traditionally?

- Informal use of formal authority
  - "Walking around"
  - Overhearing information
  - Diffusing tense situations
  - Build common ground

- Move to Remote/Hybrid Collaboration
  - Formalization of conflict management
  - Reporting conflicts
  - Meetings
  - "Spiral of formalization"

Remote/Hybrid Collaboration and Conflicts
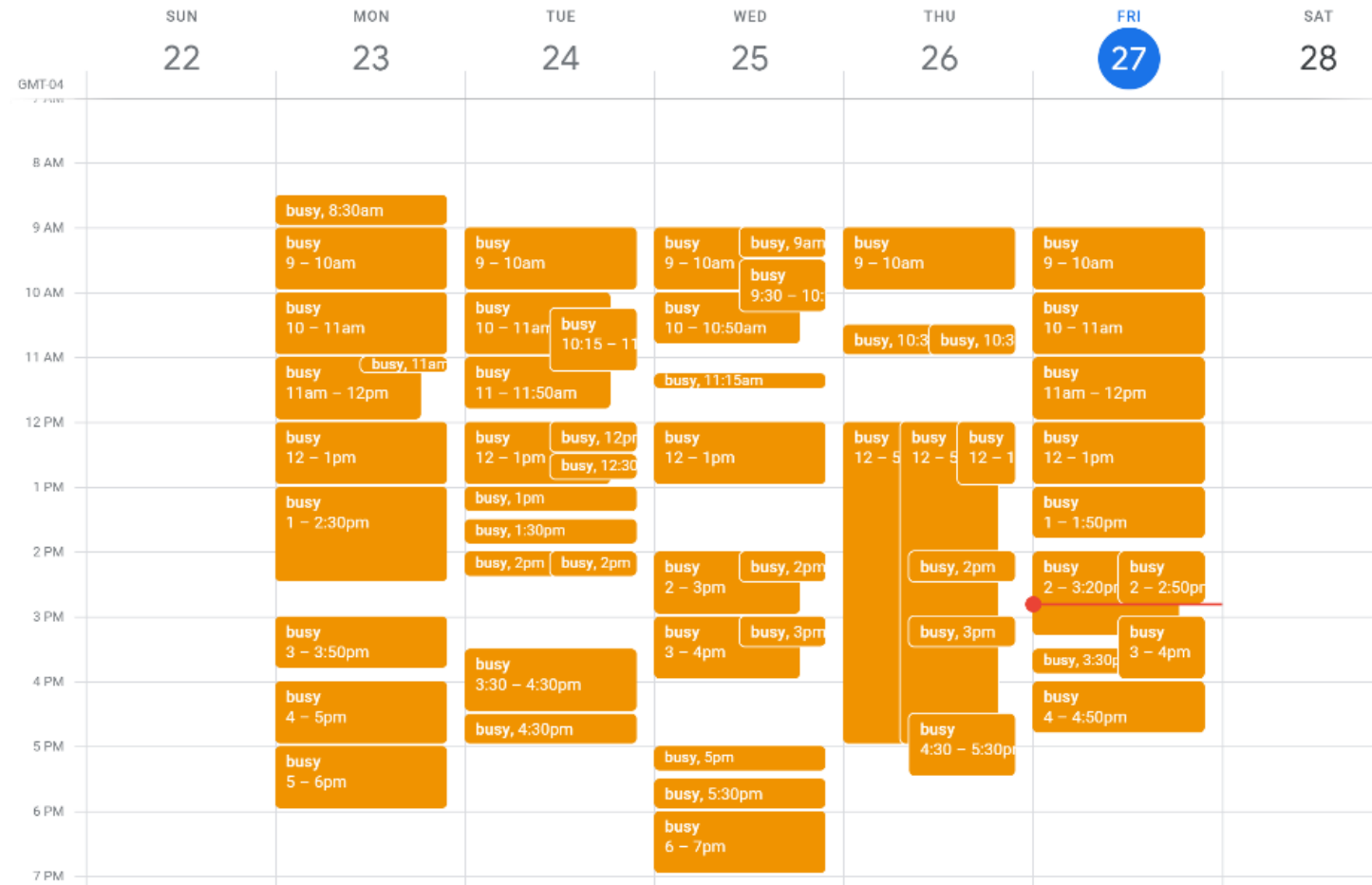
Remote/Hybrid Collaboration and Conflicts
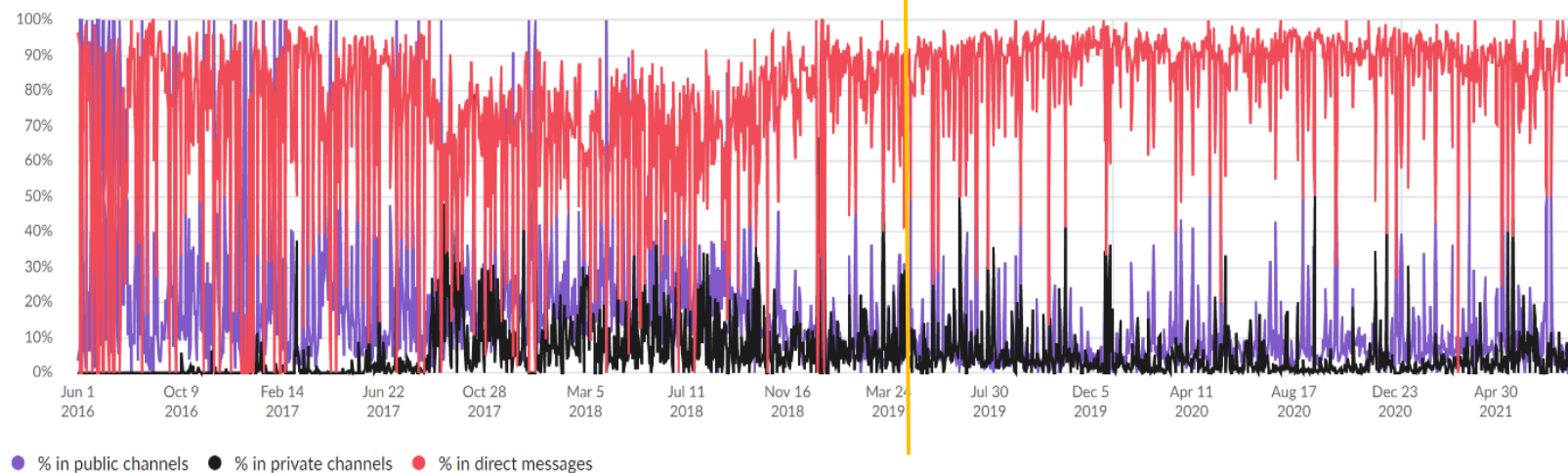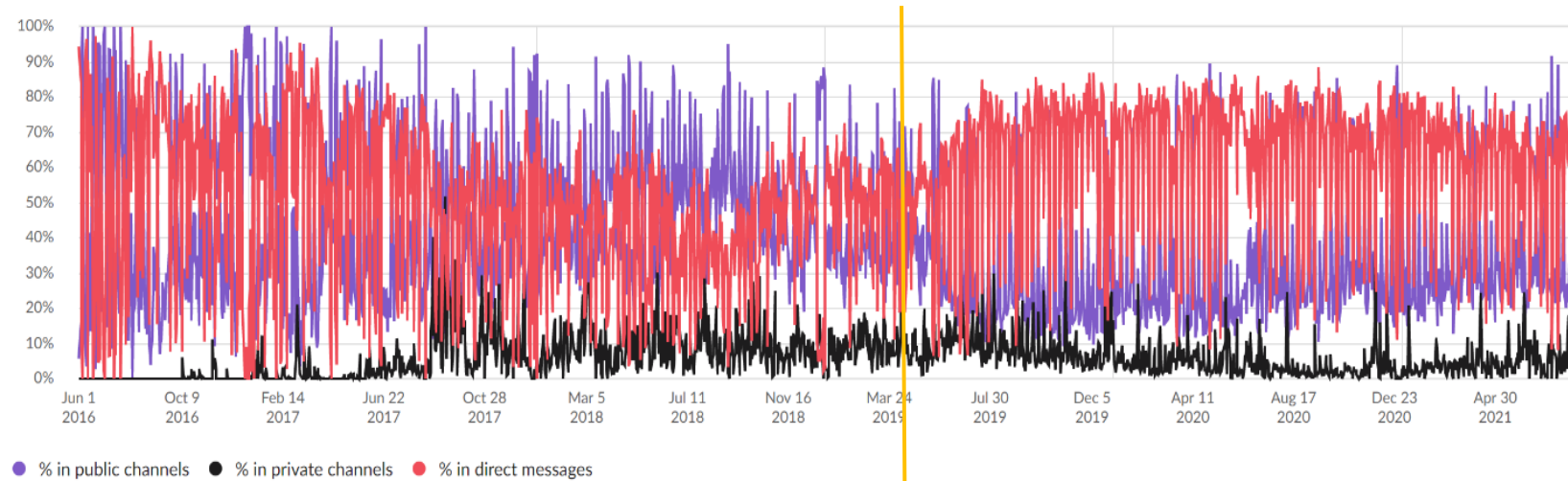
Consequences

- Exit and Turnover

- Microaggression during "remote meetings" as well as during in-person "anchor day" meetings

- Diversity and Inclusion

Questions?

Thank You!

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