

# The Impact of Virtual Mirroring on Collaboration Patterns and Project Performance

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## Abstract

A resilience gap has developed in the business world as organizations did not adequately adapt in the face of increasing turbulence in the environment that they operate in. Enterprise resilience, which is the capacity for an enterprise to survive, adapt, and grow in the face of turbulent change, is a concept that is gaining increasing attention in organizations across many industries and around the world. Surveys and feedback from leading global companies suggests that a key priority is developing the adaptability to change. This requires making high quality decisions very quickly through the application of Data Analytics. As a scientific process for transforming data into insight for making better decisions, analytics has become a strategic investment priority for organizations across many industries.

However, over 70% of executive management remain unsatisfied with the analytical capabilities available to them because of challenges related to access to the right data, ease-of-use, and speed of insight delivery (Aberdeen Group, 2013). These challenges are not technical in nature. Changing the way people behave collaborate within an organization poses a greater challenge than developing analytical algorithms and learning new tools.

This study follows the evolution of a large Data Analytics team and uses virtual mirroring to promote improved collaboration with the purpose of generating deeper and faster insights for decision-makers. The strategic priorities of this Data Analytics group are to become a trusted advisor to business partners, promote innovation, and help the organization navigate a major transformation. Peter Gloor describes virtual mirroring as the process of showing people their communication behaviors and suggests that this process leads individuals to change such behaviors. The communication behaviors examined in this study focus on 6 types of collaboration networks. They are the Formal, Expertise, Innovation, Cross-functional Connections, Project Support, and Trust networks. The study examines how these networks change and what the resulting project performance is.

In particular, this study addresses the following questions:

- Does providing individuals and project teams with self-reflective feedback change their communication patterns?
- Does providing individuals and project teams with self-reflective feedback improve team performance?
- Does providing individuals and project teams with self-reflective feedback lead to sustained improvement in communication patterns?
- Is there a difference in efficacy between individual and team level virtual mirroring?
- Is there a difference between self-perceived personal communication networks and how others perceive our communication networks?
- How are different types of networks impacted by virtual mirroring?