



CENTER FOR INNOVATIVE CULTURES

Welcome to the
TOOLS & PRACTICES WORKSHOP

April 10, 2015

**CENTER FOR
INNOVATIVE CULTURES**

Collaborative Tools for Distributed Teams:
Consciously Enabling High-Performing Organizational Cultures across
Geographical, Organizational, and Functional Boundaries

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Great Work Cultures and BrainJolt

Introductions

- Name
- Organization
- Function/Role
- Do you collaborate across geographical, organizational, or functional boundaries?
- What collaborative tools does your organization currently use?

Culture Across Boundaries

- High-performing organizational culture
- Build resilience
- Geographical, organizational, functional boundary crossing
- Intentionally design collaborative processes
- Select collaborative tools
- Highly productive, engaged teams

Key Takeaways

- Recognize cultural discontinuities and challenges when crossing boundaries
- Foster high-performing collaborative culture with Design Thinking
- Build trust and culture through intentional design of collaborative processes and tools

Ways of Working Together



Kansas Early Learning Collaborative (KELC)

3 C's

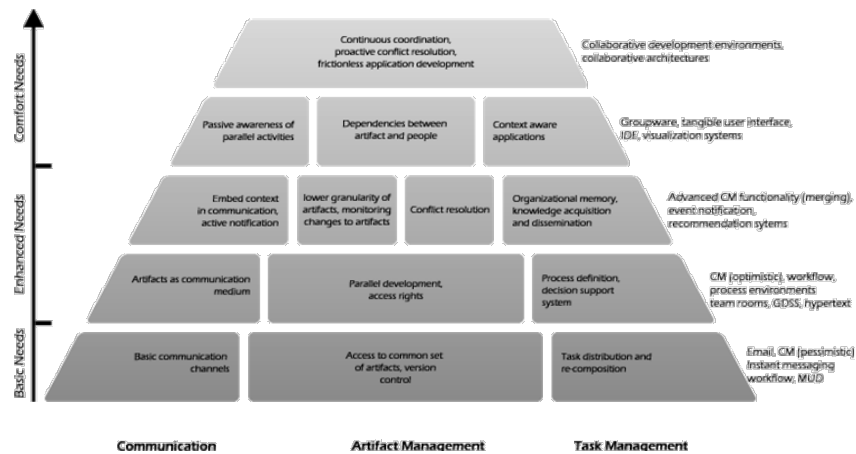
Essential Elements	Cooperation	Coordination	Collaboration
Vision and Relationships	Basis for cooperation between individuals, may be mandated. Organizational mission & goals not considered. Interaction as needed/no time limit.	Individual relationships supported by their organizations. Mission & goals of organizations reviewed for compatibility. Interaction usually around one specific project or task.	Commitment of organization fully behind the individual. Common, new mission & goals created. One or more projects undertaken for longer-term results.
Structure, Responsibilities, and Communication	Relationships informal, each organization functions separately. No joint planning required. Information conveyed as needed.	Organizations assume needed roles but still function separately. Some project specific planning required. Communication roles established, channels for interaction created.	New structure and/or formal division of labor created. Comprehensive planning required including measures of success. Many levels of communication & channels for interaction created.

3 C's (cont.)

Essential Elements	Cooperation	Coordination	Collaboration
Authority and Accountability	Authority rests solely with individual organizations. Leadership is unilateral and control is central. All authority and accountability rests with each organization.	Authority rests on each organization but there is coordination. Some sharing of leadership and control. There is some shared risk, but most authority and accountability rests with each organization.	Authority is determined by the collaboration to balance ownership. Leadership is dispersed and control is shared and mutual. Equal risk is shared by all organizations.
Resources and Rewards	Resources are separate.	Resources acknowledged and can be made available for specific project. Rewards mutually acknowledged.	Resources pooled or jointly secured for long-term effort. Organizations share in the products: more is accomplished together than individually.

Collaboration: What Makes It Work, Mattessich et al.

Collaboration Need Hierarchy



Note: CM = Content Management, MUD = Multi-User Dungeon (multi-player real-time virtual world), GDSS = Group Decision Support System, IDE = Integrated Development Environment.

"A Need-Based Collaboration Classification Framework", Sarma et al.

Patterns of Collaboration

Generate	Move from having fewer to more concepts
Clarify	Move from less to more mutual understanding about a concept
Organize	Move from having less to more understanding of the relationships among concepts
Reduce	Move from having many concepts to a focus on a few deemed worthy of further attention
Evaluate	Move from less to more understanding of the benefit of concepts toward attaining a goal relative to one or more criteria.
Commit	Move from less to more commitment among stakeholders about an action toward the stated goal

A Six-Layer Model of Collaboration, Briggs et al.

Design Thinking Mindsets

- Show
- Human Values
- Clarity
- Experiment
- Mindful Process
- Action
- Collaboration

Institute of Design at Stanford

Beginner's Mind

- Observe, don't judge
- Question -- "why?"
- Be curious
- Look for patterns
- Listen and absorb

Empathize

- Human-Centered Design foundation
- To empathize --
 - Observe
 - Engage
 - Immerse
- Personas
- Empathy Maps

Empathy Map

SAY:

DO:

THINK:

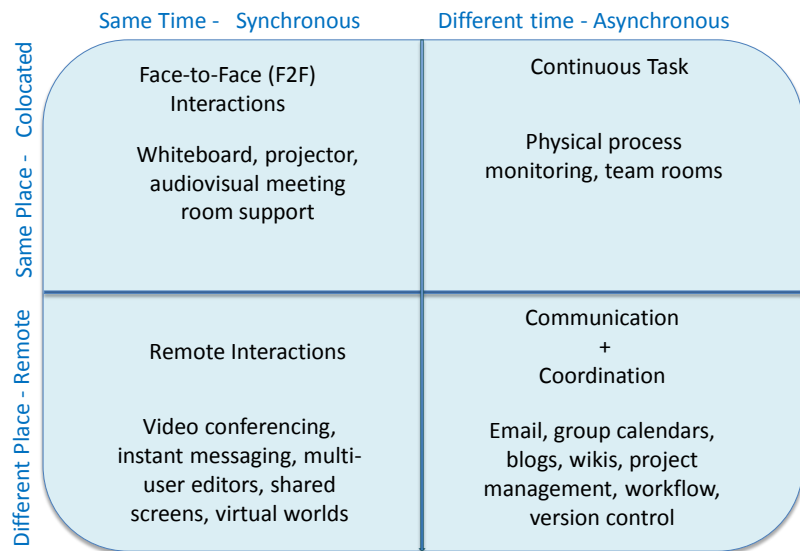
FEEL:

Scenario Mapping

As-Is:

To-Be:

Temporal/Spatial Taxonomy



Modalities – Text, Voice, Graphics, Video

Adapted from User Approaches to Computer-Supported Teams, Johansen

Collaborative Note-Taking

The screenshot displays the Hackpad web interface. The top section shows a workspace titled "GWC Big Tent Home Pad" with a welcome message and links to "GWC MaestroConference Line Call-in Information" and "GWC Digital Ecosystem and New Member On-boarding Reference". Below this is a "Directory of GWC Hackpads" listing various pods related to specific Holacracy circles, such as "Big Tent Circle", "Tactical Meetings", and "Holacracy Implementation". The right side of the interface shows a "How to use Hackpad" tutorial page, which explains the basics of using Hackpad, including how to create a workspace, add members, and use collections and pods. The tutorial also mentions pricing for public workspaces.

How to Use Hackpad -- <https://hackpad.com/How-to-use-Hackpad-mIZvEsJyKl5>

File Sharing

The screenshot displays the Dropbox website. The top section, "What's Dropbox?", describes it as a place for all your stuff, wherever you are, and lists features like automatic syncing across devices and easy sharing. The middle section, "Simple sharing", shows how to share files and folders with friends and family. The bottom section shows a screenshot of the Dropbox file sharing interface, which displays a list of shared files and folders, including "2014-09-29_GWC_Meetup", "2015-02-17_WearableWorld_Meetup", "blog_posts", "flyer", and "webnote". The interface also includes a search bar and a list of files and folders with their names, kinds, and modification dates.

Dropbox -- <http://www.dropbox.com>

Conference Calls

SOCIAL CONFERENCE FEATURES

MaestroConference technology supports you all the way, from organizing your call, to staying in touch with your participants.

SCHEDULE

ACCESS

MOTIVATE

PARTICIPATE

ORGANIZE

BREAKOUT

FOLLOW-UP

Screenshare

You can capture and relay a client's screen, or view someone over the phone. Just doing that with a group over the phone is difficult. With ScreenShare, you can. It brings your vision to life by letting you share PowerPoint and other documents on-screen with your audience. It's like they're right there with you.

Shared Browser

There's a web page URL with your audience, and collaboratively with a document. Now, there's a shared browser and strategies to a discussion board. Provide commentary in a discussion board, or walk them through filling out an order form in real time. To foster participation from your participants, and more time and money for you.

Call By Name

Your audience wants to feel important, and that you can relate to their uniqueness. The best way to do this is to call each participant by name. Our unique implementation lets you use every participant's name, so you can address them personally, as if they feel heard and known, and deepen your relationship with them.

Walk the Room

Just like in a classroom setting, you can virtually "walk the room" to focus in on your breakout groups. By moving from one group to another, you can keep your finger on the pulse of your participants, gather valuable insights, and thank them with more powerfully when everyone reconnects in the "main room".

Screen Questions

Keep your event focused and productive. With the ability to collect, pre-screen and organize your participants' questions, in real-time, you can optimize the content of your call and save time by not addressing irrelevant questions.

maestro
CONFERENCE

Great Work Cultures General Conference Line

A general conference line for the Great Work Cultures Big Test Initiative. Please use your unique PIN and use it for all calls, as it identifies you to the call hosts automatically.

REGISTER HERE

First Name

Last Name

Phone

Work Email

Personal Email

Company

Job Title

Country

City

State

Zip

Pin

Register

or

Register with Facebook

or

Register with LinkedIn

By clicking the register button, you agree to the Terms of Service and Privacy Policy of MaestroConference.

or

Register with Google+ (opens in a new window)

GWC MaestroConference Line Call-in Information

Back to [GWC Big Test Home Page](#)

If you have a PIN, enter one of the call sets, do not give it out for others.

If you are in a call, dial the PIN and the call will connect you to the call.

If you need a PIN or have not yet received your PIN, please contact the call host.

Here is back-up call info that can be used by anyone without registering: (800) 400-4700 and PIN 12345678

If you are helping to "close" a call, click here for the [conference's landing page](#).

If you wish to have one, visit the [pin](#) page. To open the pin.

REGISTER FOR:

Great Work Cultures General Conference Line

A general conference line for the Great Work Cultures Big Test Initiative. Please use your unique PIN and use it for all calls, as it identifies you to the call hosts automatically.

REGISTER HERE

First Name

Last Name

Phone

Work Email

Personal Email

Company

Job Title

Country

City

State

Zip

Pin

Register

or

Register with Facebook

or

Register with LinkedIn

By clicking the register button, you agree to the Terms of Service and Privacy Policy of MaestroConference.

or

Register with Google+ (opens in a new window)

MaestroConference -- <http://www.maestroconference.com>

Videoconferencing

Scheduling Meetings

The screenshot shows the Doodle interface for a meeting titled "GWC Special Topic Meeting". The interface includes a calendar view showing availability for participants: Benay Dava-Abrams, Kevin O'Brien, and Rod Collins. The calendar shows time slots from 1:00 PM to 2:00 PM on April 20th, 21st, 22nd, and 23rd. Green checkmarks indicate available times. Below the calendar, there is a "Comment" section and a "Share" button. On the right, there is a "What is Doodle?" section with a brief description and a "Suggest dates and/or times" button. At the bottom, there is a "Show more as" section with options for "Available", "Busy", and "Private".

Doodle – <http://www.doodle.com>
 Google – <http://www.google.com/calendar>

Interactive Group Activity

- Personas
- Empathy Maps
- What are needs of individual members?
- What are needs of teams and organizations?
- Identify challenges
- Identify opportunities
- As-Is and To-Be Scenarios
- Collaborative tools

Personas



Joseph Ruiz
Marketing Manager
Crossbar HealthCare Marketing

Crossbar HealthCare Marketing establishes relationships between product development companies and distributors in the healthcare market. Joseph and his team focus on the consumer market, so they have a lot of knowledge that Valerie and her team at HyperMedCo would like to tap. Joseph makes deals with distributors who will be essential to the success of HyperMedCo's new consumer product. The Crossbar CEO and HyperMedCo CEO came to an agreement to collaborate on this venture, but Joseph, Valerie, and their teams have not met.



Valerie Johansen
Project Manager
HyperMedCo

HyperMedCo is a healthcare product development company that has been doing clinical research and developing biomedical devices. Valerie's team has been developing a non-invasive clinical-grade blood glucose monitor and HyperMedCo saw the potential to reach a large consumer market with this product. Since HyperMedCo doesn't have any experience in the consumer healthcare market and doesn't have established relationships with distributors, the CEO decided to establish a relationship with a marketing company that specializes in the consumer healthcare market.

Discussion

- Share Empathy Maps and Scenarios
- Challenges and Opportunities
- Collaborative Practices
- Collaborative Tools
- How do these practices and tools promote high-performing organizational culture?

Key Takeaways

- Recognize cultural discontinuities and challenges when crossing boundaries
- Foster high-performing collaborative culture with Design Thinking
- Build trust and culture through intentional design of collaborative processes and tools

What can we try on Monday?

- Surface current challenge in collaboration
- What would facilitate collaboration?
- Try new process with current tool
- Try new tool to enhance collaboration

References

- “A Need-Based Collaboration Classification Framework”, Sarma, A., van der Hoek, A., Cheng, L-T, <http://www.ics.uci.edu/~andre/papers/C44.pdf>.
- A Six-Layer Model of Collaboration, Briggs, R.O., Kolfshoten, G., Vreede G.J., de, Albrecht, C., Lukosch, S., & Dean, D.L. (2014), in J. F. Nunamaker Jr, N. C. Romano Jr, & R. O. Briggs (Eds.) *Collaboration Systems: Concept, Value, and Use*.
- *Collaboration: What Makes It Work*, Mattessich, P., Murray-Close, M., Monsey, B. (2001).
- Johansen, R., User Approaches to Computer-Supported Teams, (1989), in Olson, M. (Ed.), *Technological Support for Work Group Collaboration*.
- Kansas Early Learning Collaborative (KELC) -- <http://www.kansaslearning.org/index/history>.
- The Bootcamp Bootleg, Institute of Design at Stanford, <http://dschool.stanford.edu/use-our-methods/the-bootcamp-bootleg/>.