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

Benay Dara-Abrams, PhD
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?

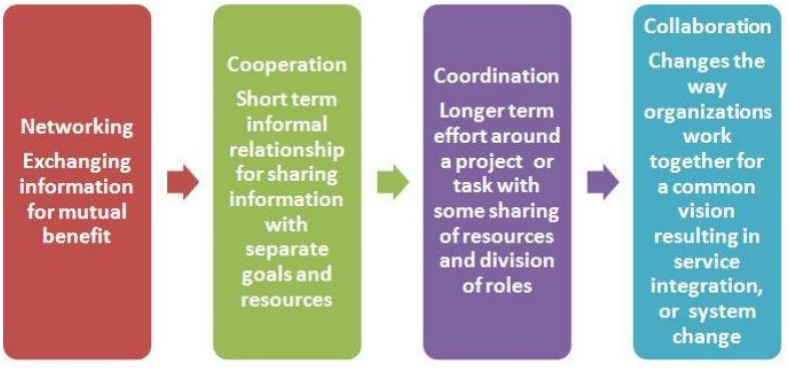
Culture Across Boundaries

- 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

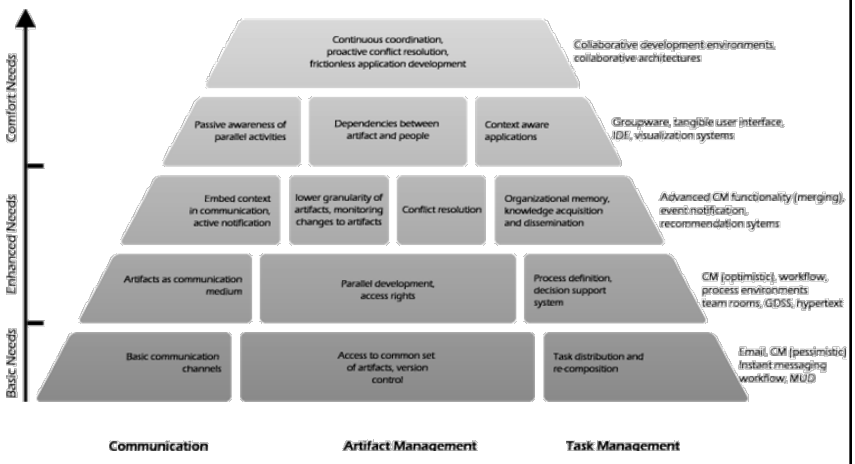
Essential Elements	Cooperation	Coordination	Collaboration
Vision and Relationships	Basis for cooperation between individuals, may be mandated. Organizational mission & goals not considered. Interaction as needed/no time limit.	Individual relationships supported by their organizations. Mission & goals 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

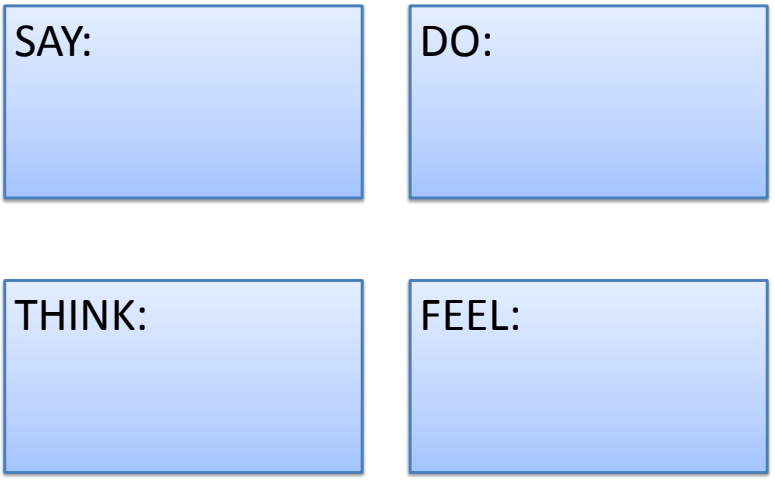
Beginner's Mind

- 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



Scenario Mapping

As-Is:	To-Be:

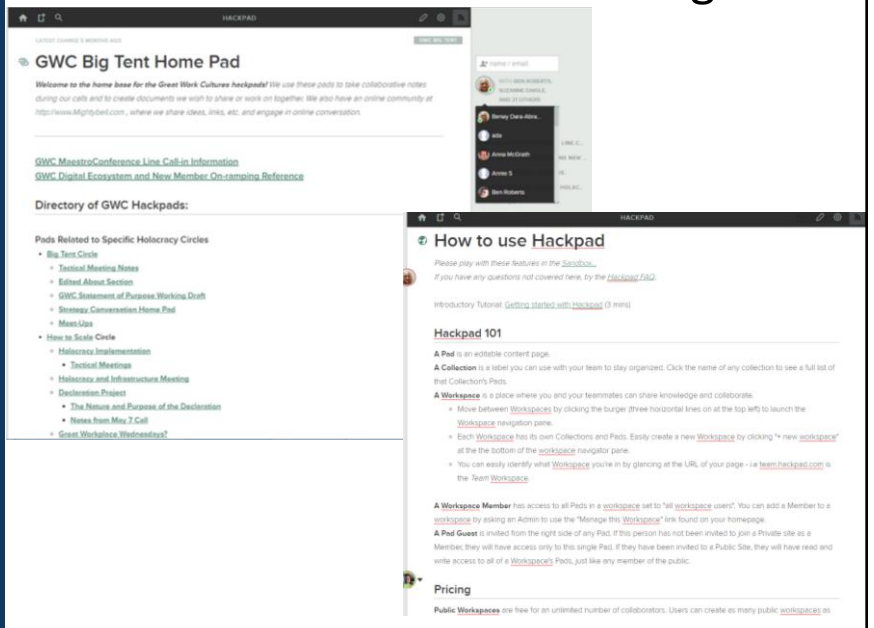
Temporal/Spatial Taxonomy

	Same Time - Synchronous	Different time - Asynchronous
Same Place - Colocated	Face-to-Face (F2F) Interactions Whiteboard, projector, audiovisual meeting room support	Continuous Task Physical process monitoring, team rooms
Different Place - Remote	Remote Interactions Video conferencing, instant messaging, multi-user editors, shared screens, virtual worlds	Communication + Coordination Email, group calendars, blogs, wikis, project management, workflow, version control

Modalities – Text, Voice, Graphics, Video

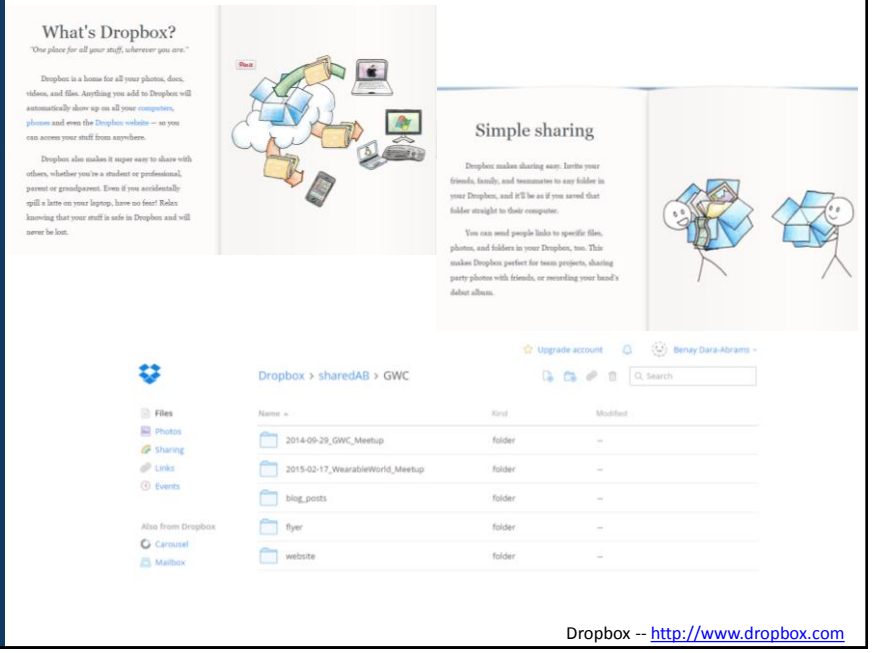
Adapted from User Approaches to Computer-Supported Teams, Johansen

Collaborative Note-Taking



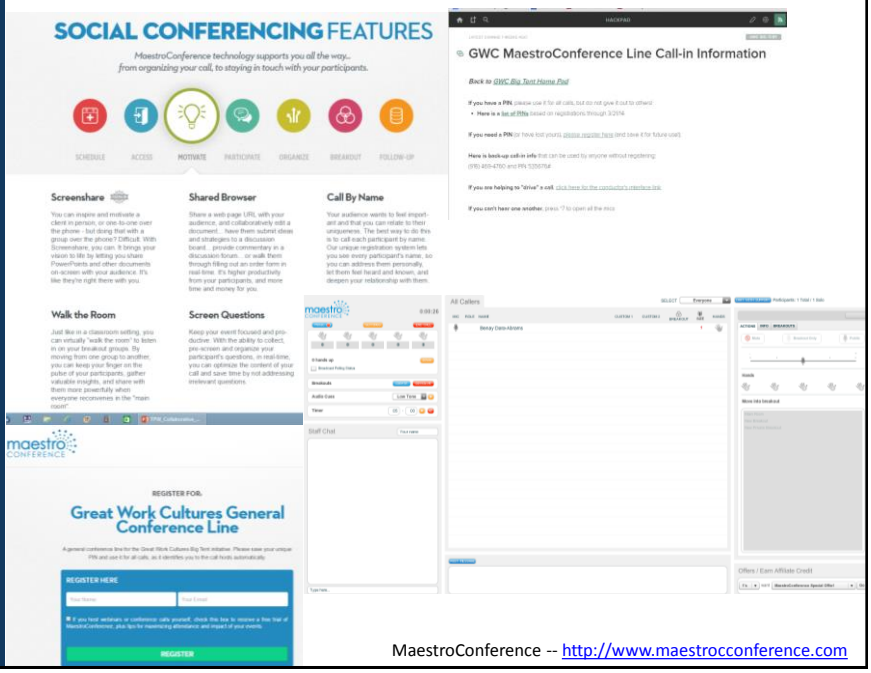
How to Use Hackpad -- https://hackpad.com/How-to-use-Hackpad-mlZvEsJykI5

File Sharing



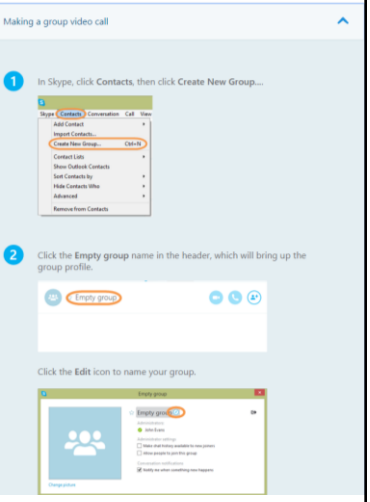
Dropbox -- http://www.dropbox.com

Conference Calls

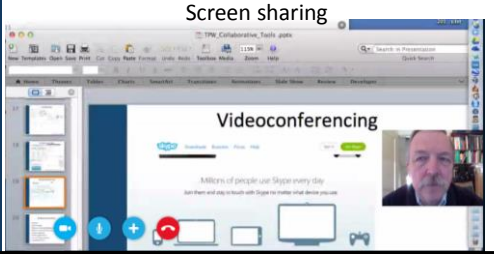


MaestroConference -- http://www.maestrocconference.com

Videoconferencing

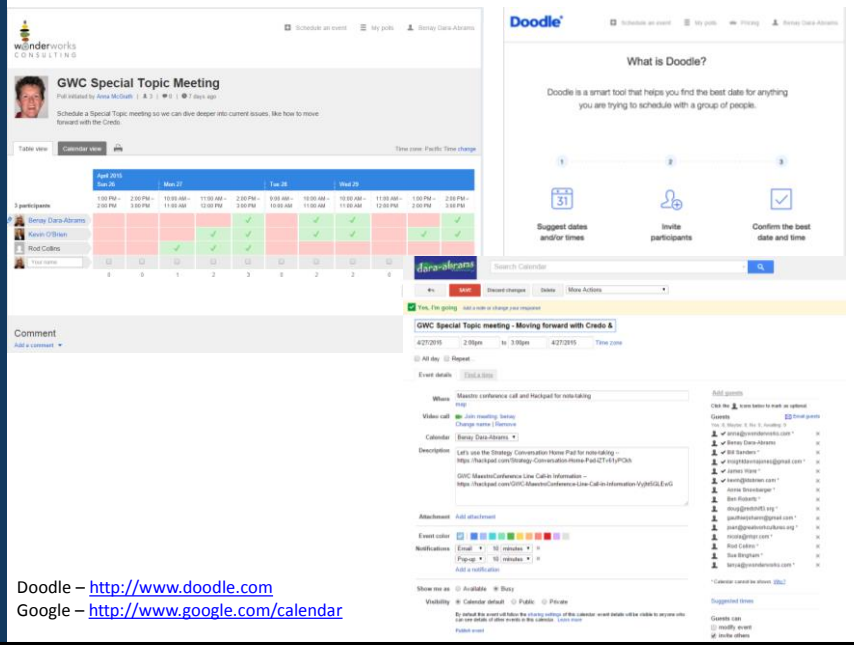


Screen sharing



Skype – http://www.skype.com

Scheduling Meetings



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., Kolfschoten, 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/.